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| **Cluster** | **Planning, Housing and Infrastructure** |
| **Agency** | **Department of Planning, Housing and Infrastructure** |
| **Division/Branch/Unit** | **Planning, Land Use Strategy, Housing and Infrastructure / Governance and Insights** |
| **Role number** | **TBA** |
| **Classification/Grade/Band** | **Senior Executive Band 1** |
| **Senior Executive Work Level Standards** | **Work Contribution Stream: Service/Operational Delivery** |
| **ANZSCO Code** | **111211** |
| **PCAT Code** | **3119192** |
| **Date of Approval** | **August 2022 (updated March 2024)** |
| **Agency Website** | [**https://www.nsw.gov.au/departments-and-agencies/department-o**](http://www.dpie.nsw.gov.au)**f-planning-housing-and-infrastructure** |

Agency overview

The Department of Planning, Housing and Infrastructure is building the future of NSW through delivering diverse planning, housing solutions and infrastructure across the state. We strive to be a high-performing, world-class public service organisation that celebrates and reflects the full diversity of the community we serve and seeks to embed Aboriginal cultural awareness and knowledge throughout the department.

Primary purpose of the role

The Director Grants and Delivery provides leadership in infrastructure grant programs, coordination and management to collaborate with state agencies, local councils, utility providers and industry to ensure infrastructure grant funding is delivered in the right place at the right time to support forecast housing and employment growth and achieve place outcomes, whilst maintaining the highest standards of integrity related to the administration of public funds.

# Key accountabilities

* Lead and set the strategic direction of the Infrastructure Grants and Delivery Branch to deliver on the design, development, delivery and coordination of grant programs that contributes to ensure infrastructure is delivered in the right place at the right time to support forecast housing and employment growth and achieve place outcomes
* Leads the development of robust grant administration skills across the branch and maintains expertise in grants administration to ensure compliance with evolving best practice in NSW
* Facilitate and ensure appropriate governance and risk management practices are in place and being implemented and develops and implements frameworks for best practice grants administration.
* Negotiate with Treasury and other Government agencies to manage a best practice grant administration program and contribute to whole of government approaches on key program issues.
* Collaborate with state agencies, local councils, utility providers and industry to administer robust-decision making frameworks for grant funds to support housing and employment growth.
* Partner with internal and external stakeholders, at a senior level, to plan infrastructure grant and delivery programs to support growth.
* Lead and manage staff performance, budget and other resources to ensure the Infrastructure Grants and Delivery Branch and the Division delivers on responsibilities and achieves all strategic priorities.

Key challenges

* Balancing quality and timely delivery of programs and outcomes given the need to anticipate and respond quickly to diverse complex issues and develop proactive, innovative and effective program approaches in a complex and dynamic operating environment.
* Operating with the highest standard of probity and ensuring adherence to legislative and policy requirements to enhance confidence in the planning system.
* Collaborating internally and across government with infrastructure delivery agencies to identify grant and delivery requirements that achieve appropriate outcomes for the community whilst given the sensitive nature of the work.

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Executive Director | * Act as subject matter expert and provide advice and recommendations to influence organisational decisions and initiatives.
* Support in the provision of strategic evidence based advice and recommendations to the Minister and Cabinet.
* Communicate information related to outcomes against budgets and performance measures.
* Manage program budget compliance and the allocation of financial, physical and human resources.
* Develop and execute robust governance and risk frameworks.
* Inform of major, new or emerging issues and recommend new approaches, strategies, practices, solutions, options and responses.
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| Executive | * Develop productive collaborative working relationships.
* Act as the principal program reference point.
* Clarify program accountabilities and communicate performance standards.
* Provide expert advice to impact decisions and support initiatives.
* Contribute to strategic planning processes to inform and ensure integrated program delivery and outcomes.
* Engage in program/service review to continually improve outcomes.
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| Direct reports and team members | * Provide leadership, guidance and support.
* Set and manage performance and development requirements.
* Share information and encourage ideas to improve program outcomes.
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| **External** |  |
| Other Directors | * Establish professional networks with other NSW clusters and agencies.
* Liaise to maintain currency, share ideas and learnings.
* Collaborate on common responses to emerging and future issues.
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| NSW Treasury, other NSW government agencies and stakeholder agencies | * Represent the Department in the business of government.
* Contribute to the development of whole of government approaches on key program issues and promote the efficient utilisation of resources.
* Mitigate risk of duplication and increased red tape
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| NSW and Local Government, land owners, developers and industry stakeholders, community groups | * Foster collaborative relationships and cross-agency partnerships.
* Engage to consult with and negotiate to forward mutual interests.
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# Role dimensions

## Decision making

The Director Infrastructure Grants and Delivery:

* is accountable for the management of day to day team operations and planning to achieve the overall agreed work program commitments;
* has considerable autonomy and independence to determine day to day work priorities, deploy resources and allocate duties, negotiate matters related to area of responsibility, and make decisions in relation to the quality of work performed and methods and approaches for how to achieve business outcomes;
* is fully accountable for the content, accuracy, validity and integrity of advice provided
* must consult with the Executive Director and the Deputy Secretary on major issues arising during the course of work performed;
* makes decisions and acts within Government sector core values, strategic plans and priorities, legislative and regulatory frameworks, delegations, and Department policy and procedural frameworks and guidelines;
* is accountable and responsible for the effective management and use of human, financial and other resources within set budget and resource parameters.

## Reporting line

Executive Director Housing Supply and Infrastructure

## Direct reports

4 - 6

**Budget/ Expenditure**

$300m - $500m per annum of grants

Essential requirements

* Degree qualification in a related relevant discipline or equivalent relevant experience.
* Demonstrated senior level experience in leading all aspects of grant administration, with proven ability to deliver

# Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-capability-framework) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

The capabilities are separated into **focus capabilities** and **complementary capabilities**.

# Focus capabilities

*Focus capabilities* are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level**  |
| --- | --- | --- | --- | --- |
|  | **Act with Integrity**Be ethical and professional, and uphold and promote the public sector values | Champion and model the highest standards of ethical and professional behaviourDrive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisationsSet, communicate and evaluate ethical practices, standards and systems and reinforce their useCreate and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reportsAct promptly and visibly to prevent and respond to unethical behaviour | Highly Advanced |
|  | **Communicate Effectively**Communicate clearly, actively listen to others, and respond with understanding and respect | Present with credibility, engage diverse audiences and test levels of understandingTranslate technical and complex information clearly and concisely for diverse audiencesCreate opportunities for others to contribute to discussion and debateContribute to and promote information sharing across the organisationManage complex communications that involve understanding and responding to multiple and divergent viewpointsExplore creative ways to engage diverse audiences and communicate informationAdjust style and approach to optimise outcomesWrite fluently and persuasively in plain English and in a range of styles and formats | Advanced |
|  | **Work Collaboratively**Collaborate with others and value their contribution | Recognise outcomes achieved through effective collaboration between teamsBuild cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across governmentFacilitate opportunities to engage and collaborate with stakeholders to develop joint solutionsNetwork extensively across government and organisations to increase collaborationEncourage others to use appropriate collaboration approaches and tools, including digital technologies | Advanced |
|  | **Influence and Negotiate**Gain consensus and commitment from others, and resolve issues and conflicts | Influence others with a fair and considered approach and present persuasive counter-argumentsWork towards mutually beneficial ‘win-win’ outcomesShow sensitivity and understanding in resolving acute and complex conflicts and differencesIdentify key stakeholders and gain their support in advanceEstablish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromiseAnticipate and minimise conflict within the organisation and with external stakeholders | Advanced |
|  | **Deliver Results**Achieve results through the efficient use of resources and a commitment to quality outcomes | Use own professional knowledge and the expertise of others to drive forward organisational and government objectives Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation Identify, recognise and celebrate success Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes Identify and remove potential barriers or hurdles to achieving outcomes Initiate and communicate high-level priorities for the organisation to achieve government outcomes | Highly Advanced |
|  | **Think and Solve Problems**Think, analyse and consider the broader context to develop practical solutions | Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issuesWork through issues, weigh up alternatives and identify the most effective solutions in collaboration with othersTake account of the wider business context when considering options to resolve issuesExplore a range of possibilities and creative alternatives to contribute to system, process and business improvementsImplement systems and processes that are underpinned by high-quality research and analysisLook for opportunities to design innovative solutions to meet user needs and service demandsEvaluate the performance and effectiveness of services, policies and programs against clear criteria | Advanced |
|  | **Finance**Understand and apply financial processes to achieve value for money and minimise financial risk | Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and managementIdentify and analyse trends, review data and evaluate business options to ensure business cases are financially soundAssess relative cost benefits of various purchasing optionsPromote the role of sound financial management and its impact on organisational effectivenessObtain specialist financial advice when reviewing and evaluating finance systems and processesRespond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner | Advanced |
|  | **Manage and Develop People**Engage and motivate staff, and develop capability and potential in others | Refine roles and responsibilities over time to achieve better business outcomesRecognise talent, develop team capability and undertake succession planningCoach and mentor staff and encourage professional development and continuous learningPrioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisationImplement performance development frameworks to align workforce capability with the organisation’s current and future priorities and objectives | Advanced |
|  | **Manage Reform and Change**Support, promote and champion change, and assist others to engage with change | Support teams in developing new ways of working and generating innovative ideas to approach challenges Actively promote change processes to staff and participate in communicating change initiatives across the organisation Provide guidance, coaching and direction to others who are managing uncertainty and change Engage staff in change processes and provide clear guidance, coaching and support Identify cultural barriers to change and implement strategies to address these | Adept |

# Complementary capabilities

*Complementary capabilities* are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as ‘not essential’ for this role are not relevant for recruitment purposes however may be relevant for future career development.

| **Capability group/sets** | **Capability name** |  | **Description** | **Level**  |
| --- | --- | --- | --- | --- |
|  | Display Resilience and Courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Advanced |
|  | Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Advanced |
|  | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
|  | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Advanced |
|  | Plan and Prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
|  | Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Advanced |
|  | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
|  | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
|  | Project Management | Understand and apply effective planning, coordination and control methods | Adept |
|  | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Adept |
|  | Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Advanced |