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| **Cluster** | **Planning, Housing and Infrastructure** |
| **Agency** | **Department of Planning, Housing and Infrastructure** |
| **Division/Branch/Unit** | **Crown Lands and Public Spaces / Crown Lands** |
| **Location** | **Sydney** |
| **Classification/Grade/Band** | **Senior Executive Band 1** |
| **Senior Executive Work Level Standards** | **Work Contribution Stream: Service / Operational Delivery** |
| **ANZSCO Code** | **111211** |
| **PCAT Code** | **2119192** |
| **Date of Approval** | **October 2024 (updated from September 2021; June 2021; February 2020)** |
| **Agency Website** | [**https://www.nsw.gov.au/departments-and-agencies/department-o**](http://wwww.dpie.nsw.gov.au)**f-planning-housing-and-infrastructure** |

Agency overview

The Department of Planning, Housing, and Infrastructure (DPHI) improves the liveability and prosperity of NSW. To achieve this, we:

* create vibrant, productive spaces and precincts;
* manage lands, assets and property effectively; and
* deliver affordable and diverse housing.

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 builds the cultural capability of our department to improve outcomes with, and for, Aboriginal people, communities, and entities.

The Crown Lands and Public Spaces Group within DPHI includes Crown Lands, Aboriginal Outcomes, Cemeteries and Crematoria, Placemaking NSW, Greater Sydney Parklands and the Botanic Gardens of Sydney. The group has a collective responsibility for the stewardship of public lands, assets and special places across the state to provide public access, use and value, and improve quality of life for the people of NSW.

Primary purpose of the role

# Lead a team to deliver key programs, and to foster strategic partnerships with stakeholders, supporting the management and use of Crown land. The role works collaboratively with the Crown Lands executive leadership team to transform the way the department works with Crown land managers to deliver public value from the reserve estate. The role is within the directorate with lead responsibility for embedding and ensuring delivery of Crown land 2031, the state strategic plan for Crown lands.

# Key accountabilities

* Working across Crown Lands and DPHI and with other stakeholders to lead the design and delivery of strategic projects, programs and reforms to improve how Crown land is managed, in line with outcomes and priorities identified in Crown land 2031.
* Create and foster strategic partnerships with Crown land managers and other key stakeholders so that they work collaboratively with the Department towards the directions in Crown land 2031.
* Build Crown land managers’ operational capability and knowledge, improve processes and resources for Crown land managers, ensure management models are suitable and sustainable, and develop shared understanding of how to deliver greater public value.
* Effectively administer key grants programs and identify and act on opportunities to improve their efficiency and strategic focus.
* Provide timely, balanced and evidence-based advice to ministers and senior executives to resolve complex and politically sensitive matters and achieve strategic outcomes
* Lead the project management of complex projects, ensuring project development, scope and delivery are within agreed outcomes, timeframes and budget and resulting operational and organisational changes are effectively planned for and managed.

Key challenges

* Managing senior / internal and external stakeholders.
* Balancing triple bottom line considerations to deliver Crown land management outcomes.
* Demonstrating mature and sound decision making to formulate options and advice for the Executive and Minister’s office where information is limited, there are legislative and legal constraints, and the views of agencies, industry and community stakeholders are highly variable and changing.

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Deputy Secretary and Crown Lands executive | * Working collaboratively and actively with the Crown Lands Executive to ensure a customer-centric and long-term approach is adopted when considering Crown land management, and reserves policy & strategy |
| Other agencies | * Develop senior stakeholder support within other agencies to ensure Crown Lands is able to provide multi-disciplinary advice to achieve optimal results in line with organisational strategies |
| Work Team | * Lead and manage significant strategic Crown land related projects effectively and efficiently * Inspire, coach, motivate, provide direction and manage the performance of the allocated team members |
| **External** |  |
| Service Providers/Industry Professionals/Consultants | * Actively manage external service providers so that they provide services that will allow the team to make informed decisions towards strategic and program outcomes * Role model a client-focused approach to decision making and service delivery * Lead discussions regarding innovation and best practice |
| Key community and industry stakeholders | * Build and maintain networks and partnerships; develop shared goals and directions; present and test reform proposals; build ownership and capacity; and better understand different perspectives on critical issues. * Manage complex negotiations from industry and or Government stakeholder groups with an interest the supports the Crown Estate. |

# Role dimensions

## Decision making

* The role operates with a high level of autonomy to develop and deliver programs, strategies and policies. Plans, leads and organises the work of teams and manages resources through appropriate procurement processes.
* Refers to Executive Director Strategy, Policy and Transformation those decisions that involve a significant change to government policy and legislation, or which require a higher delegation or approval.

## Reporting line

Executive Director, Strategy, Policy and Transformation

## Direct reports

Up to 4 direct reports (Team: up to 35)

## Budget

N/A

# Key knowledge and experience

* Extensive experience leading, managing and motivating dispersed staff
* Experience managing complex external stakeholder relationships

# 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 | | Model the highest standards of ethical and professional behaviour and reinforce their use  Represent the organisation in an honest, ethical and professional way and set an example for others to follow  Promote a culture of integrity and professionalism within the organisation and in dealings external to government  Monitor ethical practices, standards and systems and reinforce their use  Act promptly on reported breaches of legislation, policies and guidelines | Advanced |
|  | **Manage Self**  Show drive and motivation, an ability to self-reflect and a commitment to learning | | Act as a professional role model for colleagues, set high personal goals and take pride in their achievement  Actively seek, reflect and act on feedback on own performance  Translate negative feedback into an opportunity to improve  Take the initiative and act in a decisive way  Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation | Advanced |
|  | **Communicate Effectively**  Communicate clearly, actively listen to others, and respond with understanding and respect | | Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences  Speak in a highly articulate and influential manner  State the facts and explain their implications for the organisation and key stakeholders  Promote the organisation’s position with authority and credibility across government, other jurisdictions and external organisations  Anticipate and address key areas of interest for the audience and adapt style under pressure | Highly Advanced |
|  | **Plan and Prioritise**  Plan to achieve priority outcomes and respond flexibly to changing circumstances | | Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate these objectives to staff  Influence the organisation’s current and potential future role within government and the community, and plan appropriately  Ensure effective governance frameworks and guidance enable high-quality strategic corporate, business and operational planning  Consider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-government outcomes  Drive initiatives in an environment of ongoing, widespread change with consideration given to policy directions set by the government | 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 issues  Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others  Take account of the wider business context when considering options to resolve issues  Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements  Implement systems and processes that are underpinned by high-quality research and analysis  Look for opportunities to design innovative solutions to meet user needs and service demands  Evaluate the performance and effectiveness of services, policies and programs against clear criteria | Advanced |
|  | **Demonstrate Accountability**  Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | | Design and develop systems to establish and measure accountabilities  Ensure accountabilities are exercised in line with government and business goals  Exercise due diligence to ensure work health and safety risks are addressed  Oversee quality assurance practices  Model the highest standards of financial probity, demonstrating respect for public monies and other resources  Monitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworks  Incorporate sound risk management principles and strategies into business planning | Advanced |
|  | **Project Management**  Understand and apply effective planning, coordination and control methods | | Prepare and review project scope and business cases for projects with multiple interdependencies  Access key subject-matter experts’ knowledge to inform project plans and directions  Design and implement effective stakeholder engagement and communications strategies for all project stages  Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning  Develop effective strategies to remedy variances from project plans and minimise impact  Manage transitions between project stages and ensure that changes are consistent with organisational goals  Participate in governance processes such as project steering groups | 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 outcomes  Recognise talent, develop team capability and undertake succession planning  Coach and mentor staff and encourage professional development and continuous learning  Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation  Implement 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 | | Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty  Assist others to address emerging challenges and risks and generate support for change initiatives  Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them  Implement structured change management processes to identify and develop responses to cultural barriers | Advanced |

# 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 |
|  | 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 |
|  | Work Collaboratively | | Collaborate with others and value their contribution | Advanced |
|  | Influence and Negotiate | | Gain consensus and commitment from others, and resolve issues and conflicts | Advanced |
|  | Deliver Results | | Achieve results through the efficient use of resources and a commitment to quality outcomes | Adept |
|  | Finance | | Understand and apply financial processes to achieve value for money and minimise financial risk | Adept |
|  | 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 |
|  | 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 | Adept |