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| **Cluster** | Planning and Environment |
| **Agency** | Department of Planning and Environment |
| **Division/Branch/Unit** | Crown Lands and Local Government/Crown Lands |
| **Location** | Various - including Hunter, Mid North Coast, Far North Coast, North West, South West and Far West |
| **Classification/Grade/Band** | Departmental Officer Grade 12 |
| **Role Number** | Bespoke/Customer Service/Lead |
| **ANZSCO Code** | 139999 |
| **PCAT Code** | 1119192 |
| **Date of Approval** | May 2022 (previous 13 May 2015; July 2019; and August 2020) |
| **Agency Website** | www.dpie.nsw.gov.au |

**About the Department of Planning and Environment**

Our vision is to create thriving environments, communities and economies for the people of New South Wales. We focus on some of the biggest issues facing our state. We deliver sustainable water resource and environment management, secure our energy supply, oversee our planning system, maximise community benefit from government land and property, and create the conditions for a prosperous 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 Area Manager manages a team and provides expert advice on a diverse range of tenures, reserves and property management functions to achieve government priorities in a specific geographic area. The role fosters constructive relationships with stakeholders and tenure holders to ensure issues are appropriately managed and leads staff in consistently applying policy and delivering changes and reforms to the management of Crown land.

# Key accountabilities

* Lead the operational management and oversee the client service function to ensure property assets and tenures are effectively and appropriately managed.
* Ensure the delivery of financial and non-financial targets according to strategic and operational plans.
* Implement a compliance program for tenure management and embedding responsible natural resource management practices to achieve outcomes aligned to community expectations.
* Build and maintain relationships to enhance the reputation of the Department through effective community engagement, proactive client service, fostering partnerships with internal and external stakeholders, and agency representation at government and industry forums.
* Identify and progress commercial opportunities for the development of Crown land and manage complex tenure management projects to deliver identified outcomes within established time frames.
* Advise the Director of significant issues on a timely basis and provide expert technical advice and recommendations regarding the management of Crown land in the defined Area.

Key challenges

* Managing complex tenure, reserve and property management projects with a diverse range of stakeholders in a sensitive political environment with competing interests, conflicting priorities and limited resources.
* Applying policy and processes consistently and delivering program outcomes for Crown Lands while balancing commercial, environmental and social objectives.

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Director, Executive Directors, Managers | * Deliver services to ensure appropriate program / project delivery and provide advice and support in the delivery of individual projects on behalf of other Directorates. |
| Staff including direct reports and non-direct reports state-wide | * Provide technical advice and support in the application of policy and share resources to achieve efficiency in program and project delivery. |
| Staff in Crown Lands | * Deliver seamless services in the allocation of land and ensuring the appropriate management of property and assets held under tenures. |
| **External** |  |
| Other Government agencies | * Provide expert advice on specific land and property management and natural resource management issues. |
| Customers and Stakeholders including Local Government, Reserve Trust Managers and general business community | * Provide expert advice and seek information on land and property management and natural resource management issues. |
| Contractors and Agents | * Contracting services to deliver asset management functions |

# Role dimensions

## Decision making

In association with the relevant Director, the role is responsible for:

* prioritising and determining the appropriate course of action in the allocation of land and the negotiation of tenure arrangements, managing the access to resources to deliver on departmental objectives and customer’s needs
* making decisions in a timely manner that manage and mitigate financial and governance risks while delivering outcomes for the organisation
* identifying and assessing innovative solutions that will drive economic growth
* implementing the statutory and regulatory functions of the Minister under delegation ensuring proper administrative law and decision-making procedures and processes are maintained

## Reporting line

Director

## Direct reports

Up to 6 direct reports

## Budget/Expenditure

Financial delegation of up to $250,000

Essential requirements

* Knowledge and understanding of planning, land and natural resource related legislation and

understanding of key commercial drivers in property management.

* Tertiary qualifications in a relevant field and/or equivalent level of knowledge and experience.
* Current drivers licence with the willingness and ability to travel.

# 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.

| FOCUS CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **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 |
|  | **Communicate Effectively**  Communicate clearly, actively listen to others, and respond with understanding and respect | | Present with credibility, engage diverse audiences and test levels of understanding  Translate technical and complex information clearly and concisely for diverse audiences  Create opportunities for others to contribute to discussion and debate  Contribute to and promote information sharing across the organisation  Manage complex communications that involve understanding and responding to multiple and divergent viewpoints  Explore creative ways to engage diverse audiences and communicate information  Adjust style and approach to optimise outcomes  Write fluently and persuasively in plain English and in a range of styles and formats | Advanced |
| **Commit to Customer Service**  Provide customer-focused services in line with public sector and organisational objectives | | Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience  Ensure systems are in place to capture customer service insights to improve services  Initiate and develop partnerships with customers to define and evaluate service performance outcomes  Promote and manage alliances within the organisation and across the public, private and community sectors  Liaise with senior stakeholders on key issues and provide expert and influential advice  Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches  Ensure that the organisation’s systems, processes, policies and programs respond to customer needs | Advanced |
|  | **Demonstrate Accountability**  Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | | Assess work outcomes and identify and share learnings to inform future actions  Ensure that own actions and those of others are focused on achieving organisational outcomes  Exercise delegations responsibly  Understand and apply high standards of financial probity with public monies and other resources  Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others’ health and safety  Conduct and report on quality control audits  Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks | Adept |
|  | **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 |
| **Inspire Direction and Purpose**  Communicate goals, priorities and vision, and recognise achievements | | Promote a sense of purpose, and help the team to understand the strategic direction of the organisation and the needs of customers and stakeholders  Translate broad organisational strategy and goals into tangible team goals and explain the links for the team  Ensure that team objectives and outcomes lead to the implementation of government priorities and create value for customers and stakeholders  Work to remove barriers to achieving goals | 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.

| COMPLEMENTARY CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **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 | Adept |
| Manage Self | | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
| Value Diversity and Inclusion | | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
|  | Work Collaboratively | | Collaborate with others and value their contribution | Adept |
| Influence and Negotiate | | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |
|  | Deliver Results | | Achieve results through the efficient use of resources and a commitment to quality outcomes | Adept |
| Plan and Prioritise | | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
| Think and Solve Problems | | Think, analyse and consider the broader context to develop practical solutions | Advanced |
|  | 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 | Intermediate |
| Procurement and Contract Management | | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |
|  | Optimise Business Outcomes | | Manage people and resources effectively to achieve public value | Adept |
| Manage Reform and Change | | Support, promote and champion change, and assist others to engage with change | Adept |