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| **Cluster** | Planning, Industry & Environment |
| **Agency** | Department of Planning Industry and Environment |
| **Division/Branch/Unit** | Water |
| **Location** | Parramatta / Negotiable |
| **Classification/Grade/Band** | Clerk Grade 11/12 |
| **Role Family** | Policy |
| **ANZSCO Code** | 132411 |
| **PCAT Code** | 2119192 |
| **Date of Approval** | June 2020 |
| **Agency Website** | www.dpie.nsw.gov.au |

Agency overview

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.

The Water Group leads the NSW Government in providing confidence to communities and stakeholders with the transparent stewardship of water resources, provision of services and reforms that support sustainable and healthy environments, economies and societies across NSW.

Primary purpose of the role

Lead a team in the development and implementation of evidence-based strategic policy to support the delivery of divisional priorities, including projects aimed at integrating land use planning and water management. The role liaises extensively with other divisions within the Department and state government agencies.

# Key accountabilities

* Lead the delivery of policy services including problem identification, evidence collation, policy development, options analysis, consultation and strategic planning to develop evidence-based policy on urban water issues including the integration of land use planning and water management.
* Provide expert policy advice to the Manager, Director and Departmental Executives, and assist the stewarding of policy and related documents through cabinet and parliamentary processes, negotiating with senior government representatives to successfully manage end-to-end process.
* Maintain awareness of emerging land use planning and urban water related policy issues, including the approaches of other jurisdictions.
* Foster strong links with NSW Government agencies, stakeholders, academic institutions and other jurisdictions to ensure the Division is developing best practice and relevant policy solutions, leveraging a whole of government approach.
* Lead the research, preparation and collation of Cabinet submissions, Ministerial briefing papers, correspondence and other high-quality documents to ensure information is current, accurate and evidence based.
* Mentor and guide team members to successfully deliver policy and project priorities and initiatives.

Key challenges

* Analysing and managing complex and sensitive issues to provide considered, strategic advice and solutions in a high-volume work environment, with competing priorities and deadlines which are often changing and unpredictable.
* Undertaking relationship management at a senior level with government agencies and negotiating whole-of-Government positions in association with other Government agencies and stakeholders.

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Manager, Urban Water Policy | * Act as a subject matter expert on land use planning and water management policy frameworks and reform, providing strategic policy advice and recommendations to support organisational decisions and initiatives * Seek guidance and provide updates on issues and priorities * Identify emerging issues and risks and their implications, and propose solutions |
| Resilient Cities and Towns Branch | * Collaborate closely on strategy development, business planning, submission of briefs and advice, and management of significant projects and/or issues to achieve branch outcomes * Support the team and share information amongst branch members |
| **External** |  |
| Government agencies, water utilities  and stakeholder groups | * Develop and maintain effective working relationships to facilitate optimal engagement and contribution to joint solutions on policy issues or project related work |

# Role dimensions

## Decision making

* Determines policy advice, priorities and direction on a wide range of issues relating to the integration of land use and water management.
* Contributes to key decisions about policy process and the provision of advice in consultation with the Manager, Urban Water Policy.
* Ensures all documents, reports, ministerial correspondence, policy proposals and submissions are completed within required timeframes and to a high standard.

## Reporting line

Manager, Urban Water Policy

## Direct reports

Nil

## Budget/Expenditure

Nil

## Key knowledge and experience

* Sound knowledge of processes for the planning and delivery of water services, water resource management, land use planning, urban planning, or the principles of integrated water cycle management.
* Sound experience in and knowledge of the policy process and the processes of government.

## Essential requirements

* Tertiary qualifications in urban planning, economics, environmental science, law, policy, public sector administration, engineering, or equivalent, relevant professional experience and training.

# 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** |
|  | **Display Resilience and Courage**  Be open and honest, prepared to express your views, and willing to accept and commit to change | | Remain composed and calm and act constructively in highly pressured and unpredictable environments  Give frank, honest advice in response to strong contrary views  Accept criticism of own ideas and respond in a thoughtful and considered way  Welcome new challenges and persist in raising and working through novel and difficult issues  Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues | Advanced |
| **Act with Integrity**  Be ethical and professional, and uphold and promote the public sector values | | Represent the organisation in an honest, ethical and professional way and encourage others to do so  Act professionally and support a culture of integrity  Identify and explain ethical issues and set an example for others to follow  Ensure that others are aware of and understand the legislation and policy framework within which they operate  Act to prevent and report misconduct and illegal and inappropriate behaviour | Adept |
| **Manage Self**  Show drive and motivation, an ability to self-reflect and a commitment to learning | | Keep up to date with relevant contemporary knowledge and practices  Look for and take advantage of opportunities to learn new skills and develop strengths  Show commitment to achieving challenging goals  Examine and reflect on own performance  Seek and respond positively to constructive feedback and guidance  Demonstrate and maintain a high level of personal motivation | Adept |
|  | **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 | | Take responsibility for delivering high-quality customer-focused services  Design processes and policies based on the customer’s point of view and needs  Understand and measure what is important to customers  Use data and information to monitor and improve customer service delivery  Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers  Maintain relationships with key customers in area of expertise  Connect and collaborate with relevant customers within the community | Adept |
| **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-arguments  Work towards mutually beneficial ‘win-win’ outcomes  Show sensitivity and understanding in resolving acute and complex conflicts and differences  Identify key stakeholders and gain their support in advance  Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise  Anticipate and minimise conflict within the organisation and with external stakeholders | 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 | | 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 | | Understand all components of the project management process, including the need to consider change management to realise business benefits  Prepare clear project proposals and accurate estimates of required costs and resources  Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements  Identify and evaluate risks associated with the project and develop mitigation strategies  Identify and consult stakeholders to inform the project strategy  Communicate the project’s objectives and its expected benefits  Monitor the completion of project milestones against goals and take necessary action  Evaluate progress and identify improvements to inform future projects | 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** |
|  | 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 |
|  | 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 |
|  | Finance | | Understand and apply financial processes to achieve value for money and minimise financial risk | Intermediate |
| 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 |