# Treasury NSWRole Description

# Director Place and Public Life

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| **Cluster** | Transport NSW |
| **Agency** | Department of Transport |
| **Division/Branch/Unit** | Cities and Active Transport |
| **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** | 3119192 |
| **Date of Approval** | July 2020 (updated September 2022) |
| **Agency Website** | www.dpie.nsw.gov.au |

**Agency overview**

At Transport, we’re passionate about making NSW a better place to live, work and visit. Our vision is to give everyone the freedom to choose how and when they get around, no matter where they live. Right now, we’re delivering the largest infrastructure program Australia has ever seen - to keep people and goods moving, connect communities and shape the future of our cities, centres and regions. At Transport, we’re also committed to creating a diverse, inclusive and flexible workforce, which reflects the community and the customers we serve.

Our organisation – Transport for NSW – is comprised of numerous integrated divisions that focus on achieving community outcomes for the greater good and on putting our customers at the centre and our people at the heart of everything we do.

# Primary purpose of the role

The Director Place and Public Life will lead the development and delivery of strategy and related reporting, directing high quality programs and services to achieve business performance outcomes, and ensuring the development and wellbeing of team members to achieve requirements consistent with the organisation’s vision, values and objectives.

# Key accountabilities

* Establish and lead a Centre of Place Excellence in public space across the Division that engages widely, builds capability and capacity, and supports best practice.
* Lead the Department's commitment to Premier’s Priority 11: Greener Public Spaces, through a high quality and innovative program that engages across Government, Industry and Community, while fostering a team of staff committed to the delivery of ambitious urban planning targets.
* Contribute to strategic and business planning within the organisation by providing high quality expert advice for issues and complex matters on place and public space to the Group Deputy Secretary and Senior Executives that enables strategic thinking and optimises outcomes for the Department and NSW Government.
* Embed best practice business planning for operational priorities including: reporting; goal setting, standards and performance measures which are aligned with the organisation’s strategic objectives; and ensuring expectations are clear and risks minimised.
* Provide leadership to teams undertaking policy review and regulatory impact studies, evaluation and benchmarking projects aimed at influencing the positive value of public places in NSW. Proactively develop policy positions and evaluation methodologies to address future requirements.
* Lead the identification and application of innovative approaches to achieve public space outcomes, review and promote the use of digital technologies for better data collection
* Provide a high-level partnership and brokerage to drive forward the place excellence agenda within the Department, proactively engaging with all stakeholders (internal and external), at a senior level, to deliver program outcomes and recommend and implement strategies to effectively engage teams with the organisation and instil vision and values with culture and behaviour.
* Manage financial, human, and physical resources in an operationally effective and efficient manner to facilitate service delivery excellence, optimise performance outcomes, and to ensure alignment with organisation and Government strategic priorities. Actively facilitate cultural change within the team to achieve divisional priorities and maximize business performance.

# Key challenges

* Brokering joint action and consensus across multiple stakeholders in an environment of finite resources and time constraints, and in a new domain for government, with the common goal to successfully deliver strategic priorities and performance outcomes.
* Developing and facilitating effective working relationships across the Department and across NSW Government to ensure consistent, integrated and rigorous strategic planning, methodologies and corporate governance outcomes are achieved
* Anticipating, responding to and mitigating issues which are likely to impede effective implementation of the strategic plan; particularly where implementation is shared with other agencies within the Planning, Industry and Environment cluster.

# Key relationships

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| --- | --- |
| **Who** | **Why** |
| **Internal** | |
| Group Deputy Secretary  Executive Director | * Provide authoritative and expert advice on relevant matters and recommendations which influence planning and decision making * Establish funding and resourcing that are consistent with stakeholder needs, strategic plans and priorities * Communicate information related to performance against * Budgets and outcome measures. |
| Executive Leadership team | * Provide expert advice and influence decisions, support business activities and initiatives to achieve alignment with the organisation's corporate plan * Engage to monitor trends, performance and progress against the strategic/ corporate plan and evaluate further support which may be required to ensure delivery against the plan. |
| Direct Reports | * Lead, direct and support * Set performance expectations, manage performance and development. |
| **Who** | **Why** |
| **External** | |
| Ministerial Offices | * Consult and provide advice and information, working in partnership to fulfil reporting requirements. |
| Other NSW Government Agencies | * Establish professional networks and relationships to maintain currency of issues; share ideas, tools and learnings; leverage intelligence; and collaborate on common responses to emerging issues * Leverage continuous improvements in approaches, tools or processes. |
| Local Government and other key stakeholders | * Optimise engagement to achieve defined outcomes. |
| Vendors/Service Providers and Consultants | * Negotiate and approve contracts and service level agreements * Manage contracts and monitor provision of services to ensure compliance with contracts and service arrangements. |

# Role dimensions

## Decision making

The Director, Place and Public Life:

* The role operates with a high level of autonomy to develop and lead strategy and major initiatives to drive the Premier’s Priority and other key programs to improve access to, and quality of public space across NSW.
* Refers to Executive Director only those decisions that involves a significant change to government policy, changes in the organisational structure of the Branch, or which require a higher delegation or approval.
* Human, financial and physical resources under the control of the Director can be re-allocated without referral.
* The Director plans leads and organises the work of teams and manages resources through appropriate procurement processes.

## Reporting line

## Executive Director Public Spaces

## Direct reports

Team members, specialist consultants and subject matter experts as required.

## Budget/Expenditure

TBA

# Key knowledge and experience

* Extensive experience as a director or senior manager in a strategic role, including the ability to set directions for multidisciplinary teams, leverage the expertise of others, and motivate teams to deliver integrated and expert advice in a complex policy environment.
* Demonstrated capability in achieving a multifaceted public program and successfully engaging and managing partnerships at an executive level.

# Essential Qualifications

* Tertiary qualifications in public policy, urban planning, project management or another related discipline, or an equivalent combination of knowledge, skills and experience.

# 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** |
| Personal attributes | **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 |
| Personal attributes | **Work Collaboratively**  Collaborate with others and value their contribution | | Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector  Publicly celebrate the successful outcomes of collaboration  Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions  Identify and overcome barriers to collaboration with internal and external stakeholders | Highly Advanced |
| Personal attributes | **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 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 |
| Personal attributes | **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 |
| Personal attributes | **Inspire Direction and Purpose**  Communicate goals, priorities and vision, and recognise achievements | | Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value  Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these  Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes  Create opportunities for recognising and celebrating high performance at the individual and team level  Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges | 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.

| COMPLEMENTARY CAPABILITIES | | | | |
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| **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 |
|  | Communicate Effectively | | Communicate clearly, actively listen to others, and respond with understanding and respect | Highly Advanced |
| Commit to Customer Service | | Provide customer-focused services in line with public sector and organisational objectives | Advanced |
| Influence and Negotiate | | Gain consensus and commitment from others, and resolve issues and conflicts | Advanced |
|  | Plan and Prioritise | | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Highly 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 | Adept |
| Procurement and Contract Management | | Understand and apply procurement processes to ensure effective purchasing and contract performance | Adept |
|  | Manage and Develop People | | Engage and motivate staff, and develop capability and potential in others | Advanced |
| Optimise Business Outcomes | | Manage people and resources effectively to achieve public value | Advanced |
| Manage Reform and Change | | Support, promote and champion change, and assist others to engage with change | Advanced |