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| **Cluster** | **Planning, Housing and Infrastructure** |
| **Agency** | **Department of Planning, Housing and Infrastructure** |
| **Division/Branch/Unit** | **Property Development and Valuation / Property and Development NSW / Precinct Development** |
| **Classification/Grade/Band** | **Clerk Grade 9/10** |
| **ANZSCO Code** | **139999** |
| **PCAT Code** | **1119192** |
| **Date of Approval** | **April 2024 (updated from March 2022; and September 2021)** |
| **Agency Website** | **https://www.nsw.gov.au/departments-and-agencies/department-of-planning-housing-and-infrastructure** |

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# Agency overview

The Department of Planning, Housing and Infrastructure (DPHI) 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.

Property, Development and Valuation (PDV), a group within DPHI, leverages public and private sector expertise to improve place-based outcomes and maximise community benefit from government-owned land and property. The Group includes Property and Development NSW (PDNSW), including the Waste Assets Management Corporation, Sydney Olympic Park Authority, Hunter and Central Coast Development Corporation, Office of Strategic Lands and Valuation NSW.

The PDV group:

* provides strategic property planning, development, and transaction services to all NSW Government agencies,
* supports the Valuer General in delivery of their functions,
* is responsible for the planning and delivery of economic and urban development in the Hunter and Central Coast regions,
* administers the Land Acquisition (Just Terms Compensation) Act on behalf of the Minister for Land and Property,
* manages waste assets and rehabilitates contaminated land, and
* is the custodian of Sydney Olympic Park.

Property and Development NSW services include Precinct Development. A team that co-creates and activates destinations, to delivery exceptional places for people to live, work, play and learn.

Primary purpose of the role

The Development Manager collaborates and supports the Program / Development / Project Directors to implement development related activities that achieve the overarching vision and strategy for precincts within the portfolio. The role also manages specific precinct or project related activities with accountability and responsibility across the full development lifecycle within approved budgets and delegations.

# Key accountabilities

* In conjunction with the Program / Development / Project Directors, manage aspects of the delivery for one or more designated precincts including acquisition, planning, design, financial management, development, construction, marketing, communications and stakeholder engagement.
* Manage the procurement and delivery of consultants and contractors to ensure precinct objectives are delivered on time, within budget and delegated authority limits, in accordance with contractual agreements.
* Monitor and influence the progress of rezonings, Development Control Plans, Voluntary Planning Agreements and Works In Kind Agreements, Development Applications, Construction Certificates as well as the implementation of environmental and social policies with the Program / Development / Project Directors.
* Build, manage and influence stakeholders (internal and external – Councils, other Government Agencies and Departments, Service Authorities, consultants and contractors, agents, the community and property development industry).
* Support the Directors in facilitating complex negotiations.
* Apply effective financial management principles and accurate reporting (including the preparation of feasibility models, cash flow analysis, budgets and milestones) as they relate to a precinct and/or project.
* Coordinate, manage and participate in key meetings as required and provide input in relation to the precinct(s) directions.
* Comply with requirements related to Work Health and Safety, work place diversity and probity.

# Key challenges

* Ensuring that the advice to the Executive Director, Directors and Senior Executives is reliable, timely and identifies key risks.
* Developing collaborative working relationships with a variety of stakeholders (often with competing interests) that encourage genuine and productive relationships as well as innovative approaches to Precinct Development.
* Demonstrating initiative, whilst being well informed on key issues that may affect development of various precincts, including the political climate, the planning system, applicable legislation and issues arising in the public and private sectors.

Key relationships

| Who |  Why |
| --- | --- |
| **Internal** |  |
| Program / Development / Project Directors / Senior Development Managers | * Identify opportunities, escalate issues, keep informed, advise and exchange
* Receive broad guidance, professional support and directions.
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| Precinct Development Team & PDNSW Business Units | * Consult, collaborate, gain approvals and obtain feedback, negotiate and manage situations
* Provide leadership, specialist advice, solutions, options, recommendations, evaluations and analysis/commentary on precinct and/or corporate matters.
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| Executive Director and other Senior Executives | * Develop and maintain effective working relationships and open channels of communication to facilitate consultation, engagement and participate on precinct and/or corporate initiatives
* Provide reports and advice on development status and exchange information and advice in a timely manner.
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| **External** |  |

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| Key stakeholders including Government agencies and council | * Build relationships, mitigate issues and promote benefits including community consultation / engagement
* Develop and maintain productive and professional working relationships to achieve a strategic approach to precinct objectives
* Respond to enquiries and exchange information and advice
* Identify the interrelationships, dependencies and influence of various Government agencies.
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| Key interest groups and peak bodies  | * Represent PDNSW interests, provide advice, influence decision making, build collaborative strategic alliances and partnerships to identify opportunities and innovation
* Identify the interrelationships, dependencies and influence of various interest groups and peak bodies.
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# Role dimensions

## Decision making

The role:

* Acts with a degree of autonomy within delegations and the parameters established by the Program / Development / Project Director(s).
* Will consult with the relevant Director for advice and direction on decisions relating to sensitive or high impact issues.

## Reporting line

This role reports to a Program / Development and/or Project Director.

## Direct reports

0 – 2 (as per organisational chart)

## Budget/Expenditure

Within delegations and approved budgets.

# Key knowledge and experience

* Thorough knowledge and understanding of private sector property and construction development processes.
* Understanding of the machinery of government, the policy process and the relevant statutory requirements that underpin PDNSW’s operations
* Extensive project management skills and experience.

# Essential requirements

* Tertiary qualifications in construction management, property development or relevant business discipline.

## 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

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| **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 | Represent the organisation in an honest, ethical and professional waySupport a culture of integrity and professionalismUnderstand and help others to recognise their obligations to comply with legislation, policies, guidelines and codes of conductRecognise and report misconduct and illegal and inappropriate behaviourReport and manage apparent conflicts of interest and encourage others to do so | Intermediate |
| relationships | **Communicate Effectively**Communicate clearly, actively listen to others, and respond with understanding and respect | Focus on key points and speak in plain EnglishClearly explain and present ideas and argumentsListen to others to gain an understanding and ask appropriate, respectful questionsPromote the use of inclusive language and assist others to adjust where necessaryMonitor own and others’ non-verbal cues and adapt where necessaryWrite and prepare material that is well structured and easy to followCommunicate routine technical information clearly | Intermediate |
| relationships | **Work Collaboratively**Collaborate with others and value their contribution | Build a supportive and cooperative team environmentShare information and learning across teamsAcknowledge outcomes that were achieved by effective collaborationEngage other teams and units to share information and jointly solve issues and problemsSupport others in challenging situationsUse collaboration tools, including digital technologies, to work with others | Intermediate |
| results | **Deliver Results**Achieve results through the efficient use of resources and a commitment to quality outcomes | Seek and apply specialist advice when requiredComplete work tasks within set budgets, timeframes and standardsTake the initiative to progress and deliver own work and that of the team or unitContribute to allocating responsibilities and resources to ensure the team or unit achieves goalsIdentify any barriers to achieving results and resolve these where possibleProactively change or adjust plans when needed | Intermediate |
| results | **Plan and Prioritise**Plan to achieve priority outcomes and respond flexibly to changing circumstances | Understand the team and unit objectives and align operational activities accordinglyInitiate and develop team goals and plans, and use feedback to inform future planningRespond proactively to changing circumstances and adjust plans and schedules when necessaryConsider the implications of immediate and longer-term organisational issues and how these might affect the achievement of team and unit goalsAccommodate and respond with initiative to changing priorities and operating environments | Intermediate |
| results | **Think and Solve Problems**Think, analyse and consider the broader context to develop practical solutions | Identify the facts and type of data needed to understand a problem or explore an opportunityResearch and analyse information to make recommendations based on relevant evidenceIdentify issues that may hinder the completion of tasks and find appropriate solutionsBe willing to seek input from others and share own ideas to achieve best outcomesGenerate ideas and identify ways to improve systems and processes to meet user needs | Intermediate |
| business-enablers | **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 benefitsPrepare clear project proposals and accurate estimates of required costs and resourcesEstablish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirementsIdentify and evaluate risks associated with the project and develop mitigation strategiesIdentify and consult stakeholders to inform the project strategyCommunicate the project’s objectives and its expected benefitsMonitor the completion of project milestones against goals and take necessary actionEvaluate progress and identify improvements to inform future projects | Adept |
| people-management | **Manage and Develop People**Engage and motivate staff, and develop capability and potential in others | Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomesAdjust performance development processes to meet the diverse abilities and needs of individuals and teamsDevelop work plans that consider capability, strengths and opportunities for developmentBe aware of the influences of bias when managing team membersSeek feedback on own management capabilities and develop strategies to address any gapsAddress and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective wayMonitor and report on team performance in line with established performance development frameworks | Adept |

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| **Occupation specific capability set** |
|  | **Contract Management**Effectively manage the performance of suppliers through robust contract frameworks, successfully delivering contractual obligations | Systematically follow contract management and administration guidelines on key contractsRecord contract documentation and performance outcomesManage suppliers to ensure goods, services and projects are delivered in line with agreed terms and conditions (on-time, on-cost, quality etc.)Administer routine to complex contracts to ensure accuracy of pricing, scope variations and updates to terms and conditions. Monitor and report on milestones and outcomesUndertake internal surveys and performance feedback as input into supplier performance reviews for straightforward contractsEstablish KPIs, performance metrics and SLAs for simple straightforward categories with some guidance and support for more complex areasCapture and report on contract performance to measure value and effectiveness of incentives | Intermediate |

## 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.

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| **Capability group/sets** | **Capability name** | **Description** | **Level** |
| personal-attributes | Display Resilience and Courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Adept |
| personal-attributes | Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Intermediate |
| personal-attributes | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
| relationships | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Adept |
| relationships | Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |
| results | Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Intermediate |
| business-enablers | Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Intermediate |
| business-enablers | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Intermediate |
| business-enablers | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |
| people-management | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Adept |
| people-management | Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Adept |
| people-management | Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |