# WaratahRole Description

# Senior Development Manager

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| **Role Description Fields** | **Details** |
| **Cluster** | **Housing and Infrastructure** |
| **Department/Agency** | **Planning Housing and Infrastructure** |
| **Division/Branch/Unit** | **Bradfield Development Authority (BDA)** |
| **Role number** | **Various** |
| **Classification/Grade/Band** | **Clerk Grade 11/12** |
| **Senior executive work level standards** | **Not Applicable** |
| **ANZSCO Code** | **139999** |
| **PCAT Code** | **1119192** |
| **Date of Approval** | **July 2024** |
| **Agency Website** | **https://www.nsw.gov.au/departments-and-agencies/department-of-planning-housing-and-infrastructure/bradfield-development-authority** |

## 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
* 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.

## Primary purpose of the role

The Development and Delivery Division is responsible for the planning and delivery of the Bradfield City Centre (BDA) as Australia’s newest city which will be advanced, green and a connected hub for advanced industries. Key aspects of the role include managing strategy formulation, planning for implementation and delivery of allocated projects, and coordinating a range of activities to support the development and delivery of projects.

## Key accountabilities

* Manage and oversee complex development projects through all project phases including strategy formulation, planning, design, approvals, coordinating resources, external consultant management, managing budgets, meeting report requirements, community engagement and delivery management to ensure to ensure project outcomes are achieved on time, on budget, to quality standards and within agreed scope in line with established agency project management methodology.
* Engage and manage consultants and contractors including preparing briefs, reviewing tenders, contract and performance management to deliver projects that meet time, cost and quality objectives, and align to Divisional and Agency plans and objectives.
* Establish and maintain stakeholder relationships across government, within BDA and with external service providers through effective communication, negotiation and issues management to engage relevant stakeholders and provide updates regarding project status and implementation issues.
* Monitor and evaluate all aspects of project implementation, including risk and contingency management, benefits realisation, project impact and quality measures, to identify and address issues, assess project progress and effectiveness, and achieve project outcomes.
* Apply a commercial approach to land and property development projects including feasibility models to optimise outcomes and deliver value for money.
* Undertake research and formulate recommendations to support evidence-based project planning and decision making.
* Cultivate collaborative partnerships across government agencies and private sector stakeholders, influencing outcomes, anticipating and resolving high level issues, sourcing opportunities to achieve interest-based outcomes; building and supporting stakeholder engagement and where necessary translate negotiated arrangements into agreements, deeds or other legal documents.
* Provide advice and information to stakeholders through the preparation of high-quality reports, briefs, or policies to support project development and delivery in line with established plans, budgets, timeframes, policy objectives and other project and priorities.

## Key challenges

* Achieving project deadlines and milestones to the required standards and within budget, given the need to simultaneously coordinate and deliver multiple project stages which are often complex and interconnected.
* Managing effective partnerships and working relationships with multiple internal and external stakeholders with competing and often conflicting interests effectively and communicating transparently with positive impact whilst building trust to achieve government outcomes.
* Advocate for the BDA culture to ensure collaborative, purposeful, proactive, accountable and inclusive industry-leading communications and engagement approaches

## Key relationships

**Internal**

| Who | Why |
| --- | --- |
| Head of Division | * Consult to provide key project information, recommendations, and advice |
| Manager | * Receive guidance and provide regular updates on key projects, issues and priorities * Provide advice and contribute to decision making * Identify emerging issues/risks and their implications and propose solutions |
| Project Managers | * Establish strong working relationships with Project Managers to ensure the effective delivery of projects * Collaborate to produce accurate project information and reporting * Maintain continual communication streams to ascertain project procurement requirements |
| PMO | * Follow a consistent project management methodology. * Collaborate to deliver efficient administration of accounts and procurement processes and determine project budget/costing information. |
| Project Director | * Consult to provide key project information, recommendations, and advice. |
| Team and Consultants | * Guide, support, coach and mentor team members * Maintain effective working relationships * Provide regular updates and support * Work collaboratively to contribute to achieving team outcomes |
| Corporate Finance | * Ensure budgets meet requirements and provide input into the Authority’s funding requirements |
| Procurement Team | * Ensure that all procurements from consultancies to construction are consistent with the Authority’s policies |

**External**

|  |  |
| --- | --- |
| Who | Why |
| Stakeholders | * Provide advice on project related matters and report on project progress * Engage and consult to obtain information and resolve any project issues |
| Contractors, Service Providers and Consultants | * Manage contracts and monitor provision of service to ensure compliance with contract and service arrangements * Consult, provide and obtain information, negotiate required outcomes and timeframes * Resolve and provide solutions to issues |
| Local Councils | * Establish professional networks and relationships with senior Local Government representatives across the 8 LGAs of the Western Parkland City |
| Other Government Departments and Agencies | * Negotiate and influence outcome and integrate cross-agency programs. * Establish professional networks and relationships with Directors of other NSW Government agencies, and with similar roles across other * jurisdictions to maintain currency, share ideas and learnings, and collaborate on common responses to project issues |
| Community and Stakeholders | * Consult with a broad range of community stakeholders and representatives to ensure the Authority’s vision and delivery program for the Bradfield City Centre is well communicated and understood, and that the community’s views are heard and taken into consideration |

## Role dimensions

### Decision making

The role:

* Is responsible for the management of strategy formulation, implementation and delivery planning for allocated projects.
* Manages a range of project activities to ensure successful project delivery and is expected to make independent day-to-day decisions relating to work priorities and workload management.
* Manages and monitors the delivery of work by contractors and consultants ensuring outcomes meet agreed time, cost and quality requirements
* Consults with the Project Director to determine project strategies and planning related issues but is responsible for monitoring the delivery of work to ensure outcomes meet agreed criteria, benefits an deliver value for money outcomes.
* Makes decisions and acts within Government sector core values, strategic plans and priorities, legislative and regulatory frameworks, delegations, and agency policy and procedural frameworks and guidelines

### Reporting line

The role reports to the Project Director.

### Direct reports

Up to 8

### Budget/Expenditure

As per delegations

## **Key knowledge and experience**

* Strong experience and successful track record in developing and delivering complex development projects with WHS, environment and sustainability requirements and knowledge of relevant legislation and standards.
* Understanding of and experience with NSW Government and Local Government context including strategic planning, state legislation and policies.
* Experience in the procurement and contract administration of major infrastructure projects contractors, consultants and service providers.
* Demonstrated commercial and financial understanding with experience of feasibility modelling, program and budget management systems and risk management.
* Strong communications skills including negotiation, presentation, dispute resolution and influencing skills.
* Experience in the preparation of accurate and timely reports for distribution to Senior Executives, the Board and Government.

## Essential requirements

* Tertiary qualifications in engineering, construction, urban design, architecture, planning, construction, project management, property, real estate and/or significant relevant industry 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 | **Display Resilience and Courage**  Be open and honest, prepared to express your views, and willing to accept and commit to change | Be flexible, show initiative and respond quickly when situations change  Give frank and honest feedback and advice  Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately  Raise and work through challenging issues and seek alternatives  Remain composed and calm under pressure and in challenging situations | Adept |
| personal-attributes | **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 |
| relationships | **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 |
| relationships | **Work Collaboratively**  Collaborate with others and value their contribution | Recognise outcomes achieved through effective collaboration between teams  Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government  Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions  Network extensively across government and organisations to increase collaboration  Encourage others to use appropriate collaboration approaches and tools, including digital technologies | Advanced |
| results | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | Use own and others’ expertise to achieve outcomes, and take responsibility for delivering intended outcomes  Make sure staff understand expected goals and acknowledge staff success in achieving these  Identify resource needs and ensure goals are achieved within set budgets and deadlines  Use business data to evaluate outcomes and inform continuous improvement  Identify priorities that need to change and ensure the allocation of resources meets new business needs  Ensure that the financial implications of changed priorities are explicit and budgeted for | Adept |
| results | **Plan and Prioritise**  Plan to achieve priority outcomes and respond flexibly to changing circumstances | Understand the links between the business unit, organisation and the whole-of-government agenda  Ensure business plan goals are clear and appropriate and include contingency provisions  Monitor the progress of initiatives and make necessary adjustments  Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately  Consider the implications of a wide range of complex issues and shift business priorities when necessary  Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning | Advanced |
| business-enablers | **Procurement and Contract Management**  Understand and apply procurement processes to ensure effective purchasing and contract performance | Apply legal, policy and organisational guidelines and procedures relating to procurement and contract management  Develop well-written, well-structured procurement documentation that clearly sets out the business requirements  Monitor procurement and contract management processes to ensure they are open, transparent and competitive  Be aware of procurement and contract management risks, and actions to manage or mitigate risk in monitoring contract performance  Evaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principles  Escalate procurement and contract management issues, where required | Adept |
| business-enablers | **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** | Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes  Adjust performance development processes to meet the diverse abilities and needs of individuals and teams  Develop work plans that consider capability, strengths and opportunities for development  Be aware of the influences of bias when managing team members  Seek feedback on own management capabilities and develop strategies to address any gaps  Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way  Monitor and report on team performance in line with established performance development frameworks | 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.

| **Capability group/sets** | **Capability name** | **Description** | **Level** |
| --- | --- | --- | --- |
| personal-attributes | Act with Integrity | Be ethical and professional, and uphold and promote the public sector values | Adept |
| personal-attributes | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Intermediate |
| 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 | Think and Solve Problems | Think, analyse and consider the broader context to develop practical solutions | Adept |
| results | Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
| 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 | Adept |
|  | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Adept |
|  | Optimise Business Outcomes | 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 |