Role Description
Area Manager North Coast

Cluster	**Planning, Housing and Infrastructure**
Agency	**Department of Planning, Housing and Infrastructure**
Division/Branch/Unit	**Crown Lands and Public Spaces / Crown Lands**
Location	**Grafton / Coffs Harbour / Taree / Ballina**
Classification/Grade/Band	**Departmental Officer Grade 12**
Role Number	**Bespoke/Customer Service/Lead**
ANZSCO Code	**139999**
PCAT Code	**1119192**
Date of Approval	**July 2024 (previous October 2023)**
Agency Website	**https://www.nsw.gov.au/departments-and-agencies/department-of-planning-housing-and-infrastructure**

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, and 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 building the cultural capability of our department to improve outcomes with, and for, Aboriginal people, communities and entities.

We are an inclusive and accessible workplace, where your individual contributions are valued and where everyone is encouraged to feel a sense of connection and belonging. DPHI supports various employee affinity groups, practices flexible working, offers job share and workplace adjustments.

The Crown Lands and Public Spaces Group within DPHI includes Crown Lands, Aboriginal Outcomes, Cemeteries and Crematoria, Placemaking NSW, Greater Sydney Parklands and the Botanic Gardens of Sydney. The group has a collective responsibility for the stewardship of public lands, assets and special places across the state to provide public access, use and value, and improve quality of life for the people of NSW.

Primary purpose of the role

The Area Manager North Coast 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.
- Initiate, develop and lead activities in line with Crown land 2031 - State Strategic Plan for Crown land and the Directorate Business Plan.
- Manage the Unit, teams and individual staff performance to ensure deliver of priority objectives, programs and behaviours are consistent with the Code of Conduct.
- 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.
- Manage complex 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 North Coast 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, cultural and social objectives.

Key relationships

Who	Why
Internal	
Director Regional Operations East, Executive Director Land and Asset Management	• Deliver services to ensure appropriate program / project delivery and provide advice and support in the delivery of individual projects on behalf of other Directorates.
Land and Asset Management 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, Crown Land 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

In association with the Director, Regional Operations East, 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 the Department's 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, improve productivity and enhance service delivery
- implementing the statutory and regulatory functions of the Minister under delegation ensuring proper administrative law and decision-making procedures and processes are maintained
- providing timely, accurate and responsive advice regarding the management of Crown land in the Area.

Reporting line

The Area Manager North Coast reports to the Director, Regional Operations East and has significant engagement with the Executive Director Land and Asset Management, Director Regional Operations West and other Area Managers.

Direct reports

Up to three (3)

Budget/Expenditure

Financial delegation of up to $250,000 from approved budget allocations.

Key knowledge and experience

- Knowledge and understanding of planning, land and natural resource related legislation and understanding of key commercial drivers in property management.

Essential requirements

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

Capabilities for the role

The [NSW public sector 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

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
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

Capability group/sets	Capability name	Behavioural indicators	Level
Relationships	**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
Results	**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

Capability group/sets	Capability name	Behavioural indicators	Level
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
People Management	**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

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	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept

Capability group/sets	Capability name	Description	Level
Personal Attributes	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
Relationships	Work Collaboratively	Collaborate with others and value their contribution	Adept
Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
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