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| **Cluster** | Stronger Communities | |
| **Department** | Department of Communities and Justice | |
| **Division/Branch/Unit** | Infrastructure and Assets, Capital Planning and Investment | |
| **Location** | Parramatta | |
| **Classification/Grade/Band** | Clerk Grade 11/12 | |
| **Role Number** | TBA | |
| **ANZSCO Code** | 133111 | |
| **PCAT Code** | 2222223 | |
| **Date of Approval** | 1 November 2023 | **Ref: IA0103** |
| **Agency Website** | www.dcj.nsw.gov.au | |

***This role description applies to multiple roles across DCJ. Please see job notes and/or advertisement for more information on specific role qualification requirements and relevant experience.***

**Agency overview**

The Department of Communities and Justice (DCJ) is the lead agency under the Stronger Communities Cluster. DCJ works to enable everyone's right to access justice and help for families through early intervention and inclusion, with benefits for the whole community. Stronger Communities is focussed on achieving safe, just, inclusive and resilient communities by providing services that are effective and responsive to community needs.

# Primary purpose of the role

Lead and manage the development of priority infrastructure and property business cases. The role maintains high level of engagement across both DCJ and NSW Government Sector to drive and deliver business cases. The role is required to ensure alignment across the Department and Sector, and that the professional services providers meet key milestones to deliver architectural, building, procurement, and economic and financial analysis for infrastructure and property business cases.

The role leads a structured and evidence-based approach to determine the Department’s Business Case requirements. The role will lead a team to develop the Department of Communities and Justice infrastructure business cases, manage assurance and document management of the projects, facilitate client briefings including engagement with internal and external stakeholders, to ensure that business cases meet Infrastructure NSW and NSW Treasury requirements.

# Key accountabilities

* Lead the development of business cases to justify projects, focusing on benefits, value for money, risk, and opportunity and ensure that business cases align to current and future service requirements and business needs, and future strategic directions.
* Develop and manage strong relationships across both the Department and NSW Sector to drive and implement innovative and sustainable business cases that ensure integration and alignment across the Department and NSW Sector.
* Proactively engage to understand stakeholder’s context, needs and requirements, and be aware of the current property and infrastructure market. Use this information to help shape the delivery of business case options and outcomes.
* Lead a Business Case development team, including internal project team and engagement of external technical advisors (architects, engineers, property advisors, commercial and transaction advisors) to ensure high performance, a collaborative and professional culture both within the team, with management, staff and stakeholders across the Stronger Communities sector.
* Lead the implementation of the project plan to meet scope, time, cost, quality and requirements, including, determining and implementing the project schedule, budget and planning activities throughout the business case life cycle.
* Manage Economic and Financial Analysis, including Cost–Benefit Analysis and be able to critically examine key assumptions and input data.
* Drive innovation by incorporating strategic asset management, smart infrastructure, design thinking, and human centred design into the development of business cases.
* Manage relevant business case assurance and approval processes, including the NSW Government Business Case Guidelines, INSW Gateway Assurance process and NSW Government cabinet approval processes.

# Key challenges

* Leading consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints, and interests.
* Dealing with a diverse range of complex matters and highly conceptual issues, to recommend practical solutions, often within limited time frames.
* Keeping abreast of construction and complex infrastructure knowledge, techniques, and processes, and the ability to identify options to address service requirements and needs.
* Achieving project deadlines and milestones to the required standards and within budget, given the need to simultaneously coordinate and deliver multiple projects, which are often complex and interconnected.

# Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Director | * Receive guidance and direction, provide regular updates on key projects, issues and priorities * Provide advice and recommendations to contribute to decision making * Identify emerging issues/risks and their implications, and propose solutions |
| Business Case Team | * Guide, support, coach and mentor team members * Work collaboratively to contribute to achieving team outcomes |
| Direct Reports | * Guide and manage performance and development |
| Stakeholders | * Provide expert advice on project related issues * Report and provide updates on project progress * Consult and collaborate to resolve project related issues, define mutual interests, and determine strategies to achieve their realisation |
| **External** |  |
| Stakeholders | * Provide expert advice on project related matters * Report and provide updates on project progress * Engage and consult in the resolution of project issues |
| Vendors/Service Providers and Consultants | * Manage contracts and monitor provision of service to ensure compliance with contract and service arrangements * Consult, provide and obtain information, and negotiate required outcomes and timeframes * Resolve and provide solutions to issues |
| Infrastructure NSW | * Consult on the development of capital investment business cases, including commercial frameworks and assurance processes |
| Other NSW Government agencies, committees and groups | * Consult and collaborate across NSW Government when needed as part of Business Case development. Agencies include Property NSW, Greater Sydney Commission (GSC), Western City Deal Team, Property Strategy Coordination Committee (PSCC), and Smart Western City Program. |

# Role dimensions

## Decision making

The role has autonomy in coordinating and managing their work. The Senior Manager makes decisions on matters under their direct control. The Senior Manager will need to negotiate tasks and deadlines with stakeholders.

The role has discretion in deciding how a task will be conducted, however the occupant of the role will be required to consult with the Director, Capital Business Cases on more complex matters.

## Reporting line

The role reports to the Director, Capital Business Cases.

## Direct reports

The role has 2-3 direct reports and will be responsible for managing project teams and external consultants.

## Budget/Expenditure

# Determined on a project by project basis.

# Key knowledge and experience

Experience in infrastructure business case development and planning and an excellent understanding of project methodologies, processes and procedures.

# Essential requirements

Tertiary qualifications or demonstrated experience and knowledge of infrastructure business case development or strategic infrastructure planning.

Appointments are subject to reference checks. Some roles may also require the following checks/ clearances:

* National Criminal History Record Check in accordance with the Disability Inclusion Act 2014
* Working with Children Check clearance in accordance with the Child Protection (Working with Children) Act 2012

# 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 logo | **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 | |
| Relationships logo | **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 logo | **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 logo | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | * Seek and apply the expertise of key individuals to achieve organisational outcomes * Drive a culture of achievement and acknowledge input from others * Determine how outcomes will be measured and guide others on evaluation methods * Investigate and create opportunities to enhance the achievement of organisational objectives * Make sure others understand that on-time and on-budget results are required and how overall success is defined * Control business unit output to ensure government outcomes are achieved within budgets * Progress organisational priorities and ensure that resources are acquired and used effectively | | | Advanced | |
| Results logo | **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 | |
| Results logo | **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 | |
| Business Enablers logo | **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 logo | **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 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 is not relevant for recruitment purposes however may be relevant for future career development.

| COMPLEMENTARY CAPABILITIES | | | |
| --- | --- | --- | --- |
| **Capability Group/Sets** | **Capability Name** | **Description** | **Level** |
| Personal Attributes logo |  |  |  |
| Act with Integrity | Be ethical and professional, and uphold and promote the public sector values | Adept |
| Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
| Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |

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| Relationships logo |  |  |  |
| Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |
| Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Adept |
| Results logo |  |  |  |
| Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
| Business Enablers logo |  |  |  |
| 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 |
| People Management logo |  |  |  |
| Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Adept |
| 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 |