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| **Portfolio**  | Communities and Justice  |
| **Department** | Department of Communities and Justice |
| **Division/Branch/Unit** | Homes NSW  |
| **Location** | Parramatta |
| **Classification/Grade/Band** | PSSE Band 2  |
| **Senior Executive Work Level Standards:** | Work Contribution Stream: Professional/Technical/Specialist Roles |
| **Role Number** | TBC |
| **ANZSCO Code** | 135112 |
| **PCAT Code** | 1226892 |
| **Date of Approval** | 4 October 2024 | **Ref: B2/007** |
| **Agency Website** | www.dcj.nsw.gov.au |

***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 in the Communities and Justice Portfolio. Communities and Justice aims to achieve a safe, just, and inclusive New South Wales (NSW) by operating an effective legal system; increasing access to social and affordable housing; protecting children and families; addressing domestic and family violence; promoting public safety; reducing reoffending; and supporting community harmony and social cohesion.

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 by providing services that are effective and responsive to community needs.

# Primary purpose of the role

This role is responsible for leading project management and delivery low, medium and high density projects delivered by Homes NSW including concept phase, planning approvals, design development, procurement, delivery and handover to asset management. The role also leads development of land subdivision projects and associated housing within these communities.

Essential to these outcomes will be building Homes NSW capability and capacity to deliver quality homes using modern methods of construction.

# Key accountabilities

* Lead the project management and delivery of the social and affordable housing asset portfolio in a way that achieves high quality, high value and fit for purpose outcomes for HomesNSW.
* Provide leadership and directional guidance of a team that is capable of building a large, successful Homes portfolio delivery program.
* Identify expectations, performance standards and measurement that enable the program to report on the progress and evaluate its effectiveness.
* Identify, monitor, report and mitigate strategic risks and issues relating to the program; demonstrate commitment to transparency and a ‘just culture’ of risk management.
* Deliver organisational transformation and change to support the program implementation; build effective stakeholder relationships; ensure effective and on-going consultation so that conflicts are identified and the work can be delivered effectively.
* Ensure the development and implementation of a regular governance and reporting framework to drive performance and continuous improvement in the supply and management of Homes NSW assets
* Establish and manage processes to deliver best practice outcomes in the design, planning and delivery phases of social housing

# Key challenges

* Developing a coherent and robust approach to the housing asset portfolio to support growth and delivery whilst ensuring financial sustainability and value for money of the program of work to drive social housing outcomes.
* Identifying and implementing strategies to support the delivery of financially sustainable outcomes for Government, and keeping abreast of the evolution of strategic directions for housing to ensure strategic actions are aligned as well as maintaining up to date knowledge of relevant legislation and industry changes impacting the property market.
* Influencing and aligning key stakeholders across Homes NSW with set priorities, resource allocation, sequencing of activities and strategic actions required throughout the implementation of the program.

# Key relationships

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| **Who** | **Why** |
| **Internal** |  |
| Minister | * Consult, support, provide updates and authoritative information and advice
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| Chief Executive Officer, Homes NSW | * Consult, support, receive direction, provide updates and authoritative information and advice
* Provide regular updates on DCJ and Government priorities.
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| Homes NSW Executive  | * Work collaboratively on policy, service design and delivery
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| Homes NSW team | * Build a shared sense of direction for Homes NSW and a culture of excellence
* Ensure the delivery of quality policy and programs across the Department.
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| **External** |  |
| Staff within the cluster and portfolio | * Consult and collaborate, build mutually-beneficial relationships, seek and provide information and support, represent the interests of SDWO
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| Senior community/local government/NGO representatives | * Consult and collaborate with, build mutually-beneficial relationships, seek and provide information, negotiate, represent the interests of SDRO/State
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| Chairs and members of relevant high-level state and national committees, groups, forums and working parties | * As required, lead/facilitate, provide executive support, collaborate with, build mutually-beneficial relationships, seek and provide information, negotiate, represent the interests of SDWO/State, jointly determine/review/implement relevant policies and strategies
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# Role dimensions

## Decision making

This role is responsible for implementing the required strategic outcomes and is directly accountable for the quality of outcomes, decisions and actions, in line with the Homes NSW asset program and within required governance guardrails.

* The position has considerable independence in determining how to achieve their objectives.
* Day-to-day team leadership decisions including prioritising work and decisions are made within delegated authorities and policy and procedure.
* Critical advisory role, the Head of Housing Portfolio relies on recommendations made by this role.
* Autonomy in determining how to achieve outcomes, deciding on methods and approaches, project planning and allocation of resources.

## Reporting line

## The role reports to the Head of Housing Portfolio, Homes NSW

## Direct reports

Up to 8-10 direct reports.

## Budget/Expenditure

Annual estimated Capital program of $500

# Key knowledge and experience

* Extensive experience in managing a large-scale capital works implementation program or business at an executive level and in a large and diverse organisation
* Significant experience in resolving complex challenges and sound risk management principles and strategies to drive organisation wide outcomes
* Outstanding stakeholder management, communication and business transformation / change experience and capabilities

# Essential requirements

* Tertiary qualification in Operations or similar discipline or demonstrated relevant professional competency and experience.

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 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 logo | **Display Resilience and Courage**Be open and honest, prepared to express your views, and willing to accept and commit to change | * Remain composed and calm and act constructively in highly pressured and unpredictable environments
* Give frank, honest advice in response to strong contrary views
* Accept criticism of own ideas and respond in a thoughtful and considered way
* Welcome new challenges and persist in raising and working through novel and difficult issues
* Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues
 | Advanced |
| Relationships logo  | **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 |
|  | **Work Collaboratively** | * 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 |
| Results logo | **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 |
|  | **Plan and Prioritise**Plan to achieve priority outcomes and respond flexibly to changing circumstances | * Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate these objectives to staff Influence the organisation’s current and potential future role within government and the community, and plan appropriately
* Ensure effective governance frameworks and guidance enable high-quality strategic corporate, business and operational planning
* Consider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of government outcomes
* Drive initiatives in an environment of ongoing, widespread change with consideration given to policy directions set by the government
 | Highly Advanced |
|  | **Demonstrate Accountability** | * Direct the development of effective systems for establishing and measuring accountabilities and evaluate ongoing effectiveness
* Promote a culture of accountability with clear links to government goals
* Set standards and exercise due diligence to ensure work health and safety risks are addressed
* Inspire a culture that respects the obligation to manage public monies and other resources responsibly and with the highest standards of probity
* Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation
* Direct the development of short and long-term risk management frameworks to ensure government aims and objectives are achieved
 | Highly Advanced |
| Business Enablers logo | **Procurement and Contract Management** | * Ensure that employees and contractors apply government and organisational procurement and contract management policies
* Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions
* Promote effective risk management in procurement
* Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes
* Represent the organisation in resolving complex or sensitive disputes with providers, suppliers and contractors
 | Advanced |
|  | **Project Management** | * Ensure there are systems and effective governance processes in place for project management
* Make decisions on accepting projects based on business cases
* Use the historical, political and broader context to inform project directions and mitigate risk
* Obtain key stakeholders’ commitment to major project strategies, including cross organisational initiatives, and ensure ongoing communication
* Ensure that project risks are managed effectively, and appropriate strategies are in place to respond to variances
* Drive the changes required to realise the business benefits of the project
* Ensure that project management decisions consider interdependencies between projects
 | Highly Advanced |
| People Management logo | **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 |
|  | **Manage and Develop People** | * 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 is 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**  |
| Personal Attributes logo |  |  |  |
| Act with Integrity | Be ethical and professional, and uphold and promote the public sector values | Advanced |
| Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Advanced |
| Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Advanced |
| Relationships logo  |  |  |  |
| Communicate Effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Highly Advanced |
| Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Highly Advanced |
| Results logo  |  |  |  |
| Think and Solve Problems | Think, analyse and consider the broader context to develop practical solutions | Advanced |
| Business Enablers logo |  |  |  |
| Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Advanced |
|  | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| People Management logo |  |  |  |
| Optimise Business Outcomes | Lead 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 |