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| **Portfolio** | Communities and Justice  |
| **Department** | Department of Communities and Justice |
| **Division/Branch/Unit** | Homes NSW/Housing Strategy & Policy/Strategy |
| **Location** | Parramatta  |
| **Classification/Grade/Band** | PSSE Band 1 |
| **Senior Executive Work Level Standards:** | Service/Operational Delivery |
| **Role Number** | 50012388 |
| **OSCA Code** | 111431 |
| **PCAT Code** | 3119192 |
| **Date of Approval** | 21 July 2025  | **Ref: B1/0062** |
| **Agency Website** | www.dcj.nsw.gov.au |

# Homes NSW overview

The NSW Government is determined to make NSW a place where everyone has access to safe and secure housing, and where experiences of homelessness are rare, brief and non-recurring.

Homes NSW is a division of the Department of Communities and Justice. It brings together the housing and homelessness functions of the Department of Communities and Justice, the NSW Land and Housing Corporation, Aboriginal Housing Office and key worker housing functions from across government all under one roof.

Homes NSW leads work to deliver more social, affordable and key worker housing, end the cycle of homelessness, and deliver quality public housing to our 262,000 tenants across NSW.

As a single division, we are streamlining services to ensure we meet the needs of the people we support, with empathy, efficiency and effectiveness. We are elevating the voice of people with lived experience of social housing, housing services and homelessness.

We strive for excellence in service delivery and partner with all levels of government, sector and communities to address the housing crisis.

Most importantly, Homes NSW puts people at the heart – including our staff. Working for us means you are joining a division where your expertise and skills will be valued.

# Primary purpose of the role

The Director, Strategy at Homes NSW directs the development of the NSW Government’s homelessness and non-market housing strategies and action plans, taking into account Homes NSW and broader NSW Government objectives, housing market affordability, diversity and sustainability.

The Director leads governance, engagement, co-design and consultation with stakeholders and the development and implementation of long-term homelessness and non-market housing system-level strategies. It also includes setting reform targets for Homes NSW and the wider homelessness and non-market housing service system and providers to work towards.

# Key accountabilities

* Lead the development and implementation of long-term homelessness and housing strategies, including developing the strategies, and negotiating influential actions for Homes NSW, DCJ and others, to prevent, reduce and respond better to people and families’ needs.
* Investigate and design new models of non-market housing and homelessness service design and delivery, to drive sustainability and innovation across the system.
* Manage and influence government and sector relations at state and federal levels, providing an evidenced and informed view of need and opportunities, to inform future whole of government approaches, national strategies and bilateral work.
* Support Homes NSW to fulfill its stewardship role of the homelessness and non-market housing system, including setting strategic directions for the service system, and embedding governance structures to engage homelessness and housing peak bodies, and service providers.
* Facilitate the implementation of the National Regulatory System for Community Housing (NRSCH), including the management of the NRSCH National Office.
* Develop approaches for the continuous monitoring, and improvement of strategy implementation including risk and contingency management, benefits realisation and measures to achieve strategy outcomes.
* Provide strategic advice and counsel on complex issues to Ministers, the executive leadership team, key stakeholders and across the agency.
* Influence and negotiate arrangements with stakeholders which promote a positive change approach to the implementation of Homes NSW strategies.
* Lead a team of social strategy professionals to deliver a program of strategic reforms and provide support and guidance to team members to build their strategic thinking capabilities and skills.

# Key challenges

* Keeping abreast of the evolution of strategic directions for homelessness and housing services and assets whilst maintaining up to date knowledge of relevant legislation and industry changes impacting the housing, property and capital markets.
* Collaborating across agencies, governments and sectors to engage stakeholders in change management actions to support delivery of Homes NSW strategies.
* Identifying funding sources and opportunities to support achievement of financially sustainable outcomes for Government.

# Key relationships

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| Who | Why |
| **Ministerial** |  |
| Ministers and advisors | * Provide clear, consistent and specialist advice.
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| **Internal** |  |
| Executive Director, Housing Strategy and Policy | * Receive broad guidance, professional support, provide expert advice and exchange information.
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| Homes NSW CEOHomes NSW Executive Directors | * Provision of subject matter expertise and resource on all areas related to homelessness and non-market housing reforms, obtain advice and facilitate input.
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| Homes NSW Business Units, DCJ Strategic Policy | * Exchange information, influence strategic outcomes, obtain co-operation and provide advice.
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| Direct reports | * Provide leadership, facilitate ongoing professional development and exchange information.
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| **External** |  |
| NSW government agencies, Local Government, Peak organisations and Homelessness and mainstream and Aboriginal Community Housing Providers | * Engages with, builds and maintains effective working relationships.
* Maintain a feedback loop between strategic policy development and external stakeholders.
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| The Cabinet OfficePremier’s Department NSW TreasuryOther government agenciesThe Commonwealth  | * Receive broad guidance, professional support and exchange information.
* Work to influence agenda of external stakeholders in order to improve outcomes and help deliver the objectives of Homes NSW and the NSW Government.
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# Role dimensions

## Decision making

Operates with autonomy in respect to agreed work plan, exercises delegated authority and is fully accountable for the quality, integrity and accuracy of expert advice provided.

This role will need to seek formal approval when:

* Commencing a project, including its scope and approach.
* Finalising options and decisions on the strategy direction.

## Reporting line

The role reports to the Executive Director Strategy and Policy.

## Direct reports

The role will have 4- 7 direct reports.

## Budget/Expenditure

Nil

# Key knowledge and experience

* Management including project and change management experience, preferably gained in large, complex organisations or working with a wide range of stakeholders.
* Thorough knowledge and understanding of contemporary approaches to homelessness and housing services, assets, and funding and financing strategies, policy and practice.

# Essential requirements

Tertiary qualifications and/or demonstrated equivalent industry/professional experience at a senior level, with demonstrated commitment to ongoing professional development.

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 behaviors expected at each level.

| FOCUS CAPABILITIES |
| --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
| Personal Attributes logo | **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 logo  | **Communicate Effectively**Communicate clearly, actively listen to others, and respond with understanding and respect | * Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences
* Speak in a highly articulate and influential manner
* State the facts and explain their implications for the organisation and key stakeholders
* Promote the organisation’s position with authority and credibility across government, other jurisdictions and external organisations
* Anticipate and address key areas of interest for the audience and adapt style under pressure
 | Highly Advanced |
| Relationships logo  | **Work Collaboratively**Collaborate with others and value their contribution | * 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 |
| relationships | **Influence and Negotiate**Gain consensus and commitment from others, and resolve issues and conflicts | * Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy
* Use sound arguments, strong evidence and expert opinion to influence outcomes
* Determine and communicate the organisation’s position and bargaining strategy
* Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional
* Achieve effective solutions when dealing with ambiguous or conflicting positions
* Anticipate and avoid conflict across organisations and with senior internal and external stakeholders
* Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution
 | Highly 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 | **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 |
| People Management logo | **Manage Reform and Change**Support, promote and champion change, and assist others to engage with change | * Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty
* Assist others to address emerging challenges and risks and generate support for change initiatives
* Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them
* Implement structured change management processes to identify and develop responses to cultural barriers
 | 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 |  |  |  |
| Display Resilience and Courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Adept |
| 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 | Adept |

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| Relationships logo  |  |  |  |
| Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Advanced |
| Results logo |  |  |  |
| Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Advanced |
| 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 |  |  |  |
| Manage and Develop People | Engage and motivate staff, and develop capability and potential in others | Adept |
| Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Advanced |