# **Candidate Information Pack Chief Executive Officer Greater Sydney Commission** Andrew McEncroe, Managing Partner, Derwent Search October 2020



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#### **Chief Executive Officer**

The Greater Sydney Commission is the independent strategic planning and city making authority for Greater Sydney. The Commission is positioned at the centre of Government and reports directly to the NSW Premier.

The Commission has prepared the long-term vision for Greater Sydney – A Metropolis of Three Cities and five District Plans. It is now focusing on bringing this vision to life with an emphasis on driving the city's economic and social recovery from COVID19 and achieving a more resilient Greater Sydney.

The Premier has asked the Commission to lead the accelerated delivery of four key economic and innovation precincts across Greater Sydney with a focus on job creation now and into the future. These are Central to Eveleigh Technology, Westmead Innovation, Macquarie Park Innovation and Meadowbank Education and Employment Precincts.

The Commission is also analysing data to understand the impacts of COVID-19 on Greater Sydney and how it may be possible to recalibrate Greater Sydney 's strategic plans to mitigate negative impacts and identify opportunities to accelerate implementation of the three cities vision.

We are looking for someone who understands the leadership of cities – their economies, their natural environment, their people and their future. We need a strategic thinker, a change agent, an effective communicator and influencer who understands the planning system and the machinery of Government.

You will have extensive experience as a senior executive with the ability to work collaboratively within a board governance framework, to set and implement strategic directions with multidisciplinary teams, leverage the expertise of others, and motivate teams to deliver integrated and expert advice. You will have effectively directed, managed and delivered large and complex projects. You will be used to operating at the highest echelons of Government and/or industry, forming enduring, positive relationships across sectors and communities and most importantly, to influence decision-making in a range of different context.

To express an interest in this role and for a copy of the Candidate Information Pack, please go to www.derwentsearch.com.au and search the role title. Your application should include a cover letter highlighting your suitability for the role and a resume. For further information or inquiries, please contact the Derwent team by email GSC@derwentsearch.com.au or call (02) 9091 3282 with your questions or requests and we can also arrange a convenient time to speak. Derwent will maintain confidentiality with respect to contact by potential applicants.

https://www.greater.sydney

Applications close on Sunday 25 October 2020





#### **About Greater Sydney Commission**

The Greater Sydney Commission is the independent strategic planning and city making authority for Greater Sydney. The Commission is positioned at the centre of Government and reports directly to the NSW Premier.

The Commission was established in 2015 by an Act of Parliament with specific roles and responsibilities under both the *Greater Sydney Commission Act 2015* (GSC Act) and the *Environmental Planning and Assessment Act 1972* (EP&A Act).

The Commission has a Board comprised of a Chief Commissioner, Social, Environment and Economic Commissioners, District Commissioners (representing the five Districts of Greater Sydney) and Ex-Officio members, including the Commission's CEO and the heads of Government whose departments play key roles in planning for and delivering growth and infrastructure (the Secretaries of Department of Premier and Cabinet, the Department of Planning, Industry and Environment, Transport for NSW, and NSW Treasury). Three statutory committees also report to the Board.

In addition to defined functions under the Greater Sydney Commission Act 2015, including to provide advice and make recommendations to the Minister (currently the Premier) on matters relating to planning and development in the Greater Sydney Region, the Commission also has various roles under the EP&A Act, the State's primary planning legislation. These roles include the preparation of region and district plans for Greater Sydney and ensuring that certain strategic plans and policies developed by local councils and state agencies are consistent with these plans.

Since its establishment, the Commission has had a strong focus on listening and bringing people together. Its position within central Government and the strength of its statutory governance arrangements provide a strong platform for effective collaboration and engagement with various stakeholders, including local government, industry and communities across Greater Sydney.

In accordance with its obligations under the EP&A Act, the Commission has prepared the long-term vision for Greater Sydney through the Greater Sydney Region Plan (GSRP) – *A Metropolis of Three Cities*, accompanied by a series of District Plans. The Commission then pivoted from plan-making to city-shaping, with a focus on delivering quality outcomes for Greater Sydney and its residents through implementation and delivery of the plans.

Implementing the vision continues to be the key to Greater Sydney's future, especially to more jobs in more places across the three cities.

#### New Priorities issued by the Premier

The Commission has now been issued new priorities by the Premier to help drive the city's economic and social recovery from COVID19 and achieve a more resilient Greater Sydney. The Commission will lead the accelerated delivery of key economic and innovation precincts across Greater Sydney with a focus on job creation now and into the future. The four key precincts are:

- Technology Precinct, from Central to Eveleigh, including Tech Central
- Westmead Innovation Precinct, including Parramatta North
- Macquarie Park Innovation District
- Meadowbank Education and Employment Precinct

The Commission is also analysing data to understand the impacts of COVID-19 on Greater Sydney and how it may be possible to recalibrate Greater Sydney 's strategic plans to mitigate negative impacts and identify opportunities to accelerate implementation of the three cities vision.



There is strong support across Government to take a "one government" collaborative approach, drawing together the strategic planning of land use, infrastructure and services to build Greater Sydney plans that are aligned and focused on 'place' and on citizens.

#### Strategic Plans for Greater Sydney

The *Greater Sydney Region Plan – A Metropolis of Three Cities* (GSRP), and five District Plans were developed by the Commission and adopted by the NSW Government in March 2018, just two years after the Commission was established. The 40-year vision and the 20-year plan for the growth Greater Sydney was premised on the rebalancing of each of the three cities in the Metropolis, the Eastern, Central and Western cities, to ensure that growth in jobs and housing were distributed in a way that optimised the productivity, liveability and sustainability of Greater Sydney. For the first time, the strategic land use plans were developed in coordination with Greater Sydney's other key strategic plans, Future Transport 2056 and the State Infrastructure Strategy. This signalled the NSW Government's commitment to aligning planned growth with infrastructure.

The GSRP and District Plans sit at the top of the strategic planning hierarchy for Greater Sydney and reflect the reorientation of the NSW planning system to focus on upfront strategic planning. The intent of this hierarchy is to provide for a line-of-sight between the GSRP and District Plans and the strategic planning undertaken at the local government level.

#### Other achievements and deliverables

One of the Commission's most critical and innovative deliverables in relation to integrating the planning of land use and infrastructure has been the development of a place-based infrastructure compact (PIC). The Commission has worked with over 20 agencies across Government to develop this new collaborative approach to land use and infrastructure planning that:

- models the growth potential of an area and explore scenarios for its long-term future;
- improves transparency on the need for, and funding and feasibility of, infrastructure and services; and
- stages growth to deliver great places as well as provide more certainty for investors, developers and the local community.

The PIC has been piloted in the Greater Parramatta and Olympic Peninsula (GPOP) area, one of Greater Sydney's most fast-growing areas and advice has been provided to the NSW Government on the most effective options to support growth in GPOP. Now the Commission is using the PIC to support the planning of the Western Sydney growth areas being developed as part of the implementation of the Western Sydney City Deal and the development of Greater Sydney's Western Parkland City with the new aerotropolis as its anchor.

Other significant achievements of the Commission which have made a critical contribution to planning for the growth of Greater Sydney include:

- Intensively supporting local councils to undertake strategic planning to ensure alignment of local plans
  within the strategic planning hierarchy with 32 of 33 Local Strategic Planning Statements already made
  by councils;
- Supporting other agencies to ensure that major new plans and policies align with the GSRP and District Plans on the request of the Premier and the Minister for Planning and Public Spaces;
- Supporting the development and implementation of the Western Sydney City Deal;
- Promoting policy settings in support of a 30-minute city, where jobs, services, and quality public spaces are in easy reach of people's homes;





- Establishing a new policy for implementing affordable rental housing targets, and emphasising the importance of a diversity of housing types and locations;
- Setting policy to inform the management of employment lands across Greater Sydney;
- Bringing together up to 30 stakeholders in eight health and innovation centres to develop placed based strategies to realise the enormous potential of these centres; and
- Developing, with Transport for NSW and the Committee for Sydney, a Women's Safety in the City Charter with multiple stakeholders, to which over 60 organisations have signed up to and are participating in regular communities of practice workshops led by the Commission.

#### Reflections on its first four years

The Commission has played an important part in the reorientation of the NSW planning system and infrastructure planning to achieve a greater emphasis on strategic, place-based planning that drives greater alignment between growth and infrastructure.

Its core strength has been in its relationships with government partners, councils, stakeholders and the community – its ability to bring people together for a unified purpose and shared outcomes.

The way that the Commission was established and its ability to efficiently delivery its statutory functions and Government priorities, has enabled it to evolve in a way that ensures it continues to be relevant and responsive to the needs of the NSW Government and other stakeholders. In four years, the Commission has pivoted from plan-making to coordination and implementation, and now to city-shaping.

#### Key lessons from the Commission's achievements are:

- **Independence**: The Commission's independence is critical to its ability to gain the trust of the community and stakeholders, drive collaboration across Government and with stakeholders and to provide trusted advice to the NSW Government. It enables innovation and partnerships to form results such as place based infrastructure compact.
- Collaboration, partnership and engagement: All of the Commission's work involves partnership, collaboration and engagement. The Commission works closely with its partners across State Government agencies, with local councils, the Australian Government and its stakeholders. Regularly engaging with stakeholders, including community members, is critical to the understanding and acceptance of growth outcomes.
- Governance: The Commission is established by legislation and has a number of statutory committees, including an Infrastructure Delivery Committee which pulls together Cluster Secretaries from across the NSW Government with a role in planning and infrastructure delivery; the Commissioners themselves are the key touchpoints with councils and stakeholders and provide thought leadership to optimise the Commission's contribution to the planning of Greater Sydney.
- **Position within Government:** The Commission's position within the Premier and Cabinet cluster provides it a unique opportunity to engage and collaborate with relevant stakeholders from across the whole of Government in pursuit of good growth outcomes for Greater Sydney;
- Local government engagement: Providing evidence, support and access to local councils to assist inform their local strategic planning has been critical to driving line-of-sight from the GSRP and District Plans to local plans;



#### **Additional Information**

For additional information, please go to:

- A Metropolis of Three Cities
- District Plans
- The Pulse of Greater Sydney
- Annual Report
- Greater Sydney Commission Website

## Role Description Chief Executive Officer



Cluster	Department of Premier and Cabinet
Agency	Greater Sydney Commission
Division/Branch/Unit	CEO Office
Location	Parramatta
Classification/Grade/Band	Senior Executive Band 3
Senior Executive Work Level Standards	Work Contribution Stream: Agency Head
Kind of Employment	Ongoing
Role Number	48074
ANZSCO Code	
PCAT Code	
Date of Approval	September 2020
Agency Website	www.greater.sydney

#### **Agency overview**

The Greater Sydney Commission is the independent strategic planning and city making authority for Greater Sydney. The Commission is positioned at the centre of Government and reports directly to the NSW Premier.

The Commission was established in 2015 by an Act of Parliament with specific roles and responsibilities under both the *Greater Sydney Commission Act 2015* and the *Environmental Planning and Assessment Act 1972*.

The Commission's core strength has been in its relationships with government partners, councils, stakeholders and the community – its ability to bring people together for a unified purpose and shared outcomes.

The Commission has prepared the long-term vision for Greater Sydney through the Greater Sydney Region Plan (GSRP) – *A Metropolis of Three Cities*, accompanied by a series of District Plans. Implementing the vision continues to be the key to Greater Sydney's future, especially to more jobs in more places across the three cities.

Since its establishment, the Commission has continued to evolve to ensure that it remains relevant and responsive to the needs of its stakeholders, including the NSW Government and local councils. Phases of this evolution have included planning, plan implementation, and, most recently, a shift toward city-shaping.

The Commission has been issued new priorities by the Premier to help drive the city's economic and social recovery from COVID19 and achieve a more resilient Greater Sydney.

The Commission has played an important part in the reorientation of the NSW planning system and infrastructure planning to achieve a greater emphasis on strategic, place-based planning that drives greater alignment between growth and infrastructure.

#### Primary purpose of the role

The Chief Executive Officer provides leadership direction and strategic advice to drive the implementation of the *Greater Sydney Region Plan – A Metropolis of Three Cities*, the NSW Government's 20-year plan and 40-year vision for the growth and development of Greater Sydney.



In addition to being responsible for the day to day management of the affairs of the Commission, the Chief Executive Officer is an ex-officio member of the Commission (section 6(c) *Greater Sydney Commission Act 2015*).

The Chief Executive Officer manages significant stakeholder relationships at the most senior levels of the NSW Government and collaborates with these and other stakeholders, including local government and industry representatives, to deliver improved liveability, sustainability and productivity outcomes for the residents of Greater Sydney.

#### Key accountabilities

- Fulfil the general and employer responsibilities to oversee the management of the agency, to communicate and implement the agency's vision, and to oversee activities consistent with the principle objectives and functions of the Commission as detailed in the *Greater Sydney Commission Act 2015*.
- Lead the delivery of key priorities set from time to time by the Premier, including providing relevant progress updates and reports to Government.
- ensures that the Commission meets its statutory obligations under the GSC Act and the EP&A Act.
- Provide advice and evidence-based recommendations to the Premier and senior decision makers on matters relating to planning and development in Greater Sydney consistent with the Commission's functions under the *Greater Sydney Commission Act 2015* and with the actions of the Greater Sydney Region Plan and associated District Plans and with any priorities.
- Respond to emerging city-shaping circumstances and provide advice on the short and long-term responses necessary to accelerate the implementation of the Three Cities vision.
- Drive a positive agency culture, based on a commitment to collaboration and genuine engagement, to lead the implementation of the Greater Sydney Region Plan.
- Work across government to lead a constructive dialogue on strategic planning issues, including the alignment of growth with infrastructure, and to identify and advise on infrastructure priorities aligned with the Greater Sydney Region Plan.
- Provide leadership and guidance, set performance, budget management and statutory reporting expectations and establish metrics for the Executive Team to ensure alignment with overall agency strategic and financial goals.
- Oversee the total operations of the agency and use of metrics to monitor, assess and address agency performance against budgets and plans.
- Work collaboratively with, and provide guidance and advice to the Chief Commissioner, Commissioners, District Commissioners, and ex-officio members of the Commission.
- Maintain awareness of both the external / internal environment, changes in client base and impacts, and new industry developments and standards to identify opportunities and innovative solutions to enhance agency outcomes for government and the residents of Greater Sydney.
- Represent the agency, and government generally, contributing to positive proactive relationships with community, industry stakeholders and cross-jurisdictional networks across states and nationally.
- Ensures that the Commission listens to the community and stakeholders, and that every agency project and program includes an appropriate level of community and stakeholder engagement.

#### **Key challenges**

- Lead the agency through a period of transition precipitated by the recent appointment of a new Chief Commissioner, new Economic and Environment Commissioners, new priorities issued by the Premier, and the need to respond to challenging economic, social and environmental circumstances.
- Manage sensitive matters with high government expectations and public visibility.
- Maintain operational independence while supporting the Premier and NSW Government to implement a broader change agenda.
- Manage delivery of statutory obligations and priorities issued by the Premier within the context of tight fiscal restraint.



• Lead implementation of the Greater Sydney Region Plan in a manner that maximises liveability, sustainability and productivity objectives to the satisfaction of sometimes competing stakeholders.

#### **Key relationships**

Premier Premier's permission Premier	Who W	/hy	
Ministers with the Premier's permission)  Maintain effective relationships with the Premier's staff  Consult to provide accurate information and professional advice  Prepare and provide reports and timely responses on implementation of plans or proposals, or any economic or regulatory impediments to plans or proposals related to development in Greater Sydney  Internal  Greater Sydney Commission Chief Commissioner, Commissioners and District Commissioners  Maintain effective, consistent and collaborative leadership of the Commission  Negotiate constructively with stakeholders  Communicate the Commission's objectives and priorities  Establish effective high-level networks  Maintain effective communication processes and protocols  Provide considered, expert advice  Negotiate agency and resource budgets and gain endorsement of agency strategic and corporate plans  Evaluate and report on strategic and budget performance  Committee Senior Officers Group and other committee and Board memberships  Executive Team and staff  Provide clarity around strategic direction and goals  Drive effective planning, decision making and financial governance  Inspire a performance driven culture  Liaise to evaluate delivery against strategic plans and goals  Fixernal  Provide advice on strategic planning and city-making matters as required  Liaise regarding agency administrative and operational matters	Ministerial		
Greater Sydney Commission Chief Commissioner, Commissioners and District Commissioners  • Maintain effective, consistent and collaborative leadership of the Commission  • Negotiate constructively with stakeholders  • Communicate the Commission's objectives and priorities  • Establish effective high-level networks  • Maintain effective communication processes and protocols  • Provide considered, expert advice  • Negotiate agency and resource budgets and gain endorsement of agency strategic and corporate plans  • Evaluate and report on strategic and budget performance  Committee Senior Officers Group and other committee and Board memberships  • Support delivery functions and provide advice to key Government stakeholders  • Ensure consistency of outcomes with the Greater Sydney Region Plan  • Collaborate and engage to provide considered, evidenced- based advice on growth, planning, economic development, infrastructure, and precincts (not exhaustive)  Executive Team and staff  • Provide clarity around strategic direction and goals  • Drive effective planning, decision making and financial governance  • Inspire a performance driven culture  • Liaise to evaluate delivery against strategic plans and goals  • Provide advice on strategic planning and city-making matters as required  • Liaise regarding agency administrative and operational matters	Premier	<ul> <li>Ministers with the Premier's permission)</li> <li>Maintain effective relationships with the Premier's staff</li> <li>Consult to provide accurate information and professional advice</li> <li>Prepare and provide reports and timely responses on implementation of plans or proposals, or any economic or regulatory impediments to plans or proposals related to</li> </ul>	
the Commissioner, Commissioners and District Commissioners  • Negotiate constructively with stakeholders • Communicate the Commission's objectives and priorities • Establish effective high-level networks • Maintain effective communication processes and protocols • Provide considered, expert advice • Negotiate agency and resource budgets and gain endorsement of agency strategic and corporate plans • Evaluate and report on strategic and budget performance  Delivery and Performance Committee Senior Officers Group and other committee and Board memberships  Delivery and Performance  Committee Senior Officers Group and other committee and Board memberships  • Support delivery functions and provide advice to key Government stakeholders • Ensure consistency of outcomes with the Greater Sydney Region Plan • Collaborate and engage to provide considered, evidenced-based advice on growth, planning, economic development, infrastructure, and precincts (not exhaustive)  Executive Team and staff  • Provide clarity around strategic direction and goals • Drive effective planning, decision making and financial governance • Inspire a performance driven culture • Liaise to evaluate delivery against strategic plans and goals  External  Secretary, Department of Premier and Cabinet  • Provide advice on strategic planning and city-making matters as required • Liaise regarding agency administrative and operational matters	Internal		
Committee Senior Officers Group and other committee and Board memberships  Ensure consistency of outcomes with the Greater Sydney Region Plan  Collaborate and engage to provide considered, evidenced-based advice on growth, planning, economic development, infrastructure, and precincts (not exhaustive)  Executive Team and staff  Provide clarity around strategic direction and goals  Drive effective planning, decision making and financial governance  Inspire a performance driven culture  Liaise to evaluate delivery against strategic plans and goals  External  Secretary, Department of Premier and Cabinet  Provide advice on strategic planning and city-making matters as required  Liaise regarding agency administrative and operational matters	Commissioner, Commissioners and	<ul> <li>the Commission</li> <li>Negotiate constructively with stakeholders</li> <li>Communicate the Commission's objectives and priorities</li> <li>Establish effective high-level networks</li> <li>Maintain effective communication processes and protocols</li> <li>Provide considered, expert advice</li> <li>Negotiate agency and resource budgets and gain endorsement of agency strategic and corporate plans</li> </ul>	
<ul> <li>Drive effective planning, decision making and financial governance</li> <li>Inspire a performance driven culture</li> <li>Liaise to evaluate delivery against strategic plans and goals</li> <li>External</li> <li>Secretary, Department of Premier and Cabinet</li> <li>Provide advice on strategic planning and city-making matters as required</li> <li>Liaise regarding agency administrative and operational matters</li> </ul>	Committee Senior Officers Group and other committee and Board	<ul> <li>Government stakeholders</li> <li>Ensure consistency of outcomes with the Greater Sydney Region Plan</li> <li>Collaborate and engage to provide considered, evidenced-based advice on growth, planning, economic development,</li> </ul>	
Secretary, Department of Premier and Cabinet  • Provide advice on strategic planning and city-making matters as required  • Liaise regarding agency administrative and operational matters	Executive Team and staff	<ul> <li>Drive effective planning, decision making and financial governance</li> <li>Inspire a performance driven culture</li> </ul>	
and Cabinet as required  • Liaise regarding agency administrative and operational matters	External		
Local Councils  • Maintain close working relationships		as required	
	Local Councils	Maintain close working relationships	



Who	Why	
	•	Drive the implementation of plans and alignment with the Greater Sydney Region Plan and the respective District Plans proposals related to development in Greater Sydney
Other NSW Government stakeholders	•	Maintain effective, collaborative relationships and partnerships Drive the implementation of plans and alignment with the Greater Sydney Region Plan and the respective District Plans proposals related to development in Greater Sydney
Community / industry stakeholders, lobby groups and media representatives	•	Build close working relationships, communication and information networks  Work together to produce the most effective outcomes  Liaise to ensure programs and services are high quality and targeted to meet evolving needs
Other Agency Chief Executives, Department Secretaries	•	Establish effective high-level networks Liaise to enable performance benchmarking, monitor industry trends and maintain currency of knowledge Collaborate on common responses to emerging issues

#### Role dimensions

#### **Decision making**

The Chief Executive Officer:

- is the key adviser to the NSW Government on strategic planning of Greater Sydney and on the alignment of growth and infrastructure.
- is fully accountable for the content, accuracy, validity and integrity of advice provided, with advice and recommendations considered to be of critical importance.
- makes major commitments and decisions that impact whole of government and achievement of NSW Government objectives.
- participates as an ex-officio member of the Greater Sydney Commission and of other statutory Committees under the *Greater Sydney Commission Act 2015*.
- complies with Government sector core values, strategic plans and priorities, legislative and regulatory frameworks, finance directions, delegations, sector and agency strategic frameworks, and professional standards.
- represents the agency at state / national committees, meetings and other forums, to advocate and articulate the NSW Government's position and interests in relation to delivery of the Greater Sydney Region Plan.
- has overall responsibility for the efficient and cost-effective management of all aspects of agency operations within set budget and resource parameters.
- acts with considerable autonomy and independence to determine how to achieve results and allocate resources.

#### Reporting line

The Greater Sydney Commission is an agency within the Premier and Cabinet cluster and the *Greater Sydney Commission Act 2015* is administered by the Premier. The Chief Executive Officer is accountable to the Secretary of Department of Premier and Cabinet in relation to management of agency staff and administrative arrangements.



**Direct reports** 

5 - 7 (approximate)

**Budget / Expenditure** 

Base Budget: \$15M Capital Expenditure: n/a

#### **Essential requirements**

- Degree qualification in planning, geography, urban design, economics, law or related discipline or equivalent relevant experience.
- Extensive experience as a senior executive including the ability to set directions for multidisciplinary teams, leverage the expertise of others, and motivate teams to deliver integrated and expert advice.
- Demonstrated experience in effectively directing, managing and delivering large and complex integrated projects.
- Highly effective communication skills with demonstrated capacity to influence internal and external stakeholders.
- Extensive knowledge of legislation and regulations applicable to the NSW planning system.
- Working knowledge of machinery of Government in NSW, and Cabinet, parliamentary and legislative processes, and public sector management policies and practices.

#### Capabilities for the role

The <u>NSW public sector capability framework</u> 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	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul> <li>Champion and model the highest standards of ethical and professional behaviour</li> <li>Drive a culture of integrity and professionalism within the organisation, and in dealings across government and</li> </ul>	Highly Advanced



- with other jurisdictions and external organisations
- Set, communicate and evaluate ethical practices, standards and systems and reinforce their use
- Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports
- Act promptly and visibly to prevent and respond to unethical behaviour



#### **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

Advanced

Highly

Advanced

#### **Work Collaboratively**

Collaborate with others and value their contribution

- Establish a culture and supporting systems Highly 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





#### **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

## Demonstrate Accountability

Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines

- 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 longterm risk management frameworks to ensure government aims and objectives are achieved

#### Highly Advanced

Advanced



#### **Finance**

Understand and apply financial processes to achieve value for money and minimise financial risk

- Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management
- Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound
- Assess relative cost benefits of various purchasing options
- Promote the role of sound financial management and its impact on organisational effectiveness
- Obtain specialist financial advice when reviewing and evaluating finance systems and processes
- Respond to financial and risk management audit outcomes, addressing areas of noncompliance in a timely manner

#### **Advanced**



## 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	
Inspire Direction and Purpose Communicate goals, priorities and vision, and recognise achievements	<ul> <li>Champion the organisational vision and strategy, and communicate the way forward</li> <li>Create a culture of confidence and trust in the future direction</li> <li>Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation</li> <li>Communicate the parameters and expectations surrounding organisational strategies</li> <li>Celebrate organisational success and high performance, and engage in activities to maintain morale</li> </ul>	Highly Advanced
Optimise Business Outcomes Manage people and resources effectively to achieve public value	<ul> <li>Ensure that organisational architecture is aligned to the organisation's goals and responds to changes over time</li> <li>Engage in strategic workforce planning and strategic resource utilisation to ensure that the organisation's aims and goals and the government's objectives can be achieved</li> <li>Align workforce resources and talent with organisational priorities</li> <li>Set clear boundaries and freedoms for the organisation in risk taking</li> <li>Hold self and others accountable for implementing and maintaining inclusive workforce management practices</li> </ul>	Highly Advanced
Manage Reform and Change Support, promote and champion change, and assist others to engage with change	<ul> <li>Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty</li> <li>Assist others to address emerging challenges and risks and generate support for change initiatives</li> <li>Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them</li> <li>Implement structured change management processes to identify and develop responses to cultural barriers</li> </ul>	Advanced

#### Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupationspecific 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.

COMPLEMENTARY CAPABILITIES			
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	Highly Advanced
	Manage Self	Show drive and motivation, an ability to self- reflect and a commitment to learning	Highly Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Highly Advanced
H	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Highly Advanced
Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Highly Advanced
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Advanced
Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Advanced
	Project Management	Understand and apply effective planning, coordination and control methods	Advanced





#### **Expressions of interest**

#### Closing date: Sunday, 25 October 2020

All expressions of interest are to be received by Derwent. To express your interest, please go to www.derwentsearch.com.au and search the job title. Your application should letter highlighting your suitability for the role.

#### Information and inquiries

For inquiries please contact the Derwent team by email <u>GSC@derwentsearch.com.au</u> with your questions or requests and we can also arrange a convenient time to speak. Derwent will maintain confidentiality with respect to contact by potential applicants.

#### Candidate care

Greater Sydney Commission and Derwent are committed to ensuring that potential applicants and candidates are treated respectfully and fairly. Derwent's consultants are available to field inquiries and ensure that applicants are informed about developments as they become available. Candidates who are shortlisted and complete assessments (including interviews) will be offered a feedback session to discuss their experience and the assessment results.

#### Selection process.

As per *Government Sector Employment Act 2013* three capability-based assessments, one of which is a panel interview, will be completed in alignment with the NSW Public Sector Capability Framework for this role. A candidate may also be required to complete additional assessments such as a personality profile, psychometric assessments or a presentation as part of the selection process.

#### COVID-19

We understand the unique and significant challenges due to the COVID-19 pandemic currently facing Australia and the world. In this dynamic environment Derwent are responding to changes to ensure the safety and equity for all applicants and stakeholders. Interviews may be held by video conference (across a range of platforms to accommodate personal requirements) and any in person meetings will be subject to guidance of the National Chief Medical Officer and NSW Government policy. We are happy to discuss these in greater detail with potential candidates and ensure that we are protecting the health and safety of everyone we work with.

#### Probity checks

An offer of employment will be conditional on the following checks being completed to satisfaction:

- Academic Qualification Check
- Professional Membership Check
- Criminal History Check
- Employment History Check
- Financial Regulatory and Bankruptcy Check
- Public Commentary and Media Check.

Thank you for your interest in the Greater Sydney Commission.

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