

Role Description

Executive Director Water Infrastructure, Development & Delivery



Planning,
Industry &
Environment

Cluster	Planning, Industry & Environment
Agency	Department of Planning, Industry & Environment
Division/Branch/Unit	Water / Water Infrastructure NSW
Location	TBA
Classification/Grade/Band	Senior Executive Band 2
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery
ANZSCO Code	111211
PCAT Code	3119192
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Agency Website	http://www.dpie.nsw.gov.au

About the Department of Planning, Industry and Environment

Our vision is to create thriving environments, communities and economies for the people of New South Wales. We focus on some of the biggest issues facing our state. We deliver sustainable water resource and environment management, secure our energy supply, oversee our planning system, maximise community benefit from government land and property, and create the conditions for a prosperous state. We strive to be a high-performing, world-class public service organisation that celebrates and reflects the full diversity of the community we serve and seeks to embed Aboriginal cultural awareness and knowledge throughout the department.

The Water Group leads the NSW Government in providing confidence to communities and stakeholders with the transparent stewardship of water resources, provision of services and reforms that support sustainable and healthy environments, economies and societies across NSW.

Primary purpose of the role

The Executive Director, Water Infrastructure Development & Delivery provides strategic leadership and management to drive the Division's water infrastructure programs and projects across the state. The role will work closely with State Owned Corporations and water utilities as well as the construction industry. The role provides expert, strategic advice to ensure the development, procurement and delivery of effective, efficient, and innovative water infrastructure projects and programs.

Key accountabilities

- Provide strategic leadership and direction for the development & delivery of major and complex water infrastructure programs and projects ensuring completion within agreed budgets, timeframes, and quality standards. Scope currently includes the Wyangala Dam Wall Raising, New Dungowan Dam and

Pipeline, Mole River Dam, Western Weirs Program, Wilcannia Weir Replacement, Macquarie River Re-regulating storage, Glennies to Lstock Pipeline, Lake Rowlands to Carcoar Pipeline, Great Artesian Basin Program, Murray River Joint Venture, and Sustainable Diversions Access Limits Mechanism Supply Program.

- Oversee the development of final business cases and environmental planning approvals processes to secure investment decisions and planning approvals from the State and at times Commonwealth Government.
- Lead negotiations, approvals, and monitoring of the selection of contractual arrangements with vendors, consultants and contractors engaged to assist with the development and delivery of projects and programs being managed Water Infrastructure NSW.
- Collaborate with the Chief Executive Officer, Water Infrastructure NSW to engage with the construction sector and to articulate complex concepts and compelling arguments and rationales to a varied audience including senior NSW and Commonwealth Ministers, Deputy Premier and Deputy Prime Minister to secure grants and funding.
- Direct the implementation of Divisional processes for program and project monitoring and reporting. This will ensure transparent reporting on program implementation, risk, finance, safety management, governance, community & stakeholder engagement, and gateway and approval processes.
- Develop and lead effective relationships with key internal and external stakeholders to minimise potential impact and resolve issues identified through the delivery of capital works programs.
- Manage project risks effectively and ensure appropriate strategies are in place to respond to variance while using historical, political and broader context to inform project directions and mitigate risk.
- Provide leadership and guidance to the Development & Delivery teams in setting performance expectations to ensure alignment with Water Infrastructure NSW's goals; actively support and drive Strategic Workforce Planning to upskill performance, organisational capability, and succession planning; Drive organisational culture for to underpin values, vision, safety, diversity & Inclusion and engage with Water Infrastructure NSW's leaders to promote culture, brand and reputation.

Key challenges

- Driving the adoption of robust governance, stakeholder management and assurance frameworks for the Division's Water infrastructure delivery Programs for optimal project outcomes, while balancing competing demands for limited resources and stakeholder preferences.
- Managing large inter-governmental Water Infrastructure projects and programs against constrained timelines in complex stakeholder and regulatory contexts requiring ongoing innovation.
- Effectively engaging with stakeholders in an environment where prospective projects will be complex and delivered in novel ways, be contentious in the community, and have a multiplicity of stakeholders typically with diametrically opposed views

Key relationships

Who	Why
Ministerial	
Ministers	<ul style="list-style-type: none"> • Directly provide timely, expert briefings on new and emerging issues, negotiate approaches and preferred outcomes and report on the performance of government policies and plans. • Establish effective working relationships with Ministerial staff.

Who	Why
Internal	
Chief Executive Officer Water Infrastructure NSW	<ul style="list-style-type: none"> • Provide advice and seek direction regarding priorities to strengthen the outcomes and performance of infrastructure program delivery • Proactively provide objective, evidence-based advice and expert analysis on water infrastructure delivery programs and other water management issues and the coordination of responses • Advise on division governance, performance, risks and resourcing issues and requirements
Water Executives, NRAR Executives	<ul style="list-style-type: none"> • Provide expert strategic, planning and governance advice to influence decisions, create-buy in, share accountability and resolve conflict • Advise on emerging and contentious issues and solutions
Staff and work teams	<ul style="list-style-type: none"> • Inspire and motivate teams, provide leadership and clear direction to build performance • Provide information and advice clarifying organisational objectives, priorities, policies and procedures • Drive effective and efficient service delivery and stakeholder engagement.
External	
Water NSW and other NSW Government agencies	<ul style="list-style-type: none"> • Strategically manage relationships to create-buy in, share accountability and resolve conflict
Utilities, Local Government, Commonwealth and Basin jurisdictions, MDBA and Commonwealth Environment Water Holder	<ul style="list-style-type: none"> • Drive effective program delivery management • Manage effective relationships and establish strategic partnerships and networks to solicit support and deliver NSW government infrastructure programs
Peak industry bodies, key industry stakeholders	<ul style="list-style-type: none"> • Build confidence in the diverse capabilities and complex accountabilities of the Division while managing delivery of complex water resource programs

Role dimensions

Decision making

The Executive Director, Water Infrastructure Development & Delivery has considerable independence in determining how to achieve objectives, including deciding on methods and approaches, business and project planning, allocation of resources, and is accountable for the overall financial performance of the multiple functions and the achievement of associated revenue and expense budgets.

The role is fully accountable for the content, accuracy, validity, and integrity of advice provided and exercises a high level of independent judgement in the provision of advice and assistance to the Chief Executive Officer. The role consults with the Chief Executive Officer on the more complex, sensitive, and contentious issues and that may have a significant impact on the organisation's functions.

The Water Infrastructure NSW vision, core values, and the DPIE Outcome and Business Plan provide the context for the role. The Executive Director makes decisions and acts within Government and DPIE legislative and regulatory frameworks, delegations, policy and procedural frameworks and guidelines.

Reporting line

Chief Executive Officer, Water Infrastructure NSW

Direct reports

Current 5 direct reports increasing to a future state of up to 8 direct reports

Budget/Expenditure

Current budget of \$306M increasing to a future pipeline of circa \$5.1B to \$6B

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			
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 style="list-style-type: none">Champion and model the highest standards of ethical and professional behaviourDrive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisationsSet, communicate and evaluate ethical practices, standards and systems and reinforce their useCreate 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 reportsAct promptly and visibly to prevent and respond to unethical behaviour	Highly Advanced
 Relationships	Work Collaboratively Collaborate with others and value their contribution	<ul style="list-style-type: none">Recognise outcomes achieved through effective collaboration between teamsBuild cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government	Advanced

	<ul style="list-style-type: none"> 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 	
Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> 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 	
	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	Highly Advanced <ul style="list-style-type: none"> 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	Highly Advanced <ul style="list-style-type: none"> 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



	<ul style="list-style-type: none"> • 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 	
Finance Understand and apply financial processes to achieve value for money and minimise financial risk	<ul style="list-style-type: none"> • 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 non-compliance in a timely manner 	Advanced
Procurement and Contract Management Understand and apply procurement processes to ensure effective purchasing and contract performance	<ul style="list-style-type: none"> • Ensure that whole-of-government approaches to procurement and contract management are integrated into the organisation's policies and practices • Ensure that effective governance processes are in place for the organisation's provider, supplier and contractor management, tendering, procurement and contracting policies, processes and outcomes • Monitor and evaluate compliance and the effectiveness of procurement and contract management within the organisation 	Highly Advanced
Project Management Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> • 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 	Advanced






		<ul style="list-style-type: none"> • 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 	
	Manage and Develop People Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none"> • 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
	Optimise Business Outcomes Manage people and resources effectively to achieve public value	<ul style="list-style-type: none"> • Ensure that organisational architecture is aligned to the organisation's goals and responds to changes over time • 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 • Align workforce resources and talent with organisational priorities • Set clear boundaries and freedoms for the organisation in risk taking • Hold self and others accountable for implementing and maintaining inclusive workforce management practices 	Highly Advanced

Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

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	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	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
 Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Advanced
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Advanced