

# Role Description

## Regional Manager

Cluster	Stronger Communities
Agency	NSW Trustee & Guardian
Division/Branch/Unit	Public Guardian
Role number	Various
Classification/Grade/Band	Clerk Grade 9/10
Senior executive work level standards	Not Applicable
ANZSCO Code	512111
PCAT Code	1119192
Date of Approval	15 October 2021
Agency Website	<a href="http://www.tag.nsw.gov.au">www.tag.nsw.gov.au</a>

### Agency overview

NSW Trustee & Guardian protects, promotes and supports the rights, dignity, choices and wishes of the people of NSW. The agency supports the Chief Executive Officer and the Public Guardian to provide customer-centred services to the people of NSW, including some of the state's most vulnerable. We do this by providing a range of multidisciplinary services including Will-making, estate planning, executorship, trustee, financial management and guardianship services. We write more than 13,000 estate planning documents each year, support over 47,000 customers annually and manage over six billion dollars in customer assets.

The Public Guardian promotes the rights and interests of people with disability through the practice of guardianship, advocacy and education. A NSW government agency within the Stronger Communities Cluster, our services help support and protect people at critical moments in their lives.

### Primary purpose of the role

Develop and lead a high performing guardianship team to deliver quality decision-making, customer service and advocacy that meet the needs of the people we represent, stakeholders and aligns to the agency's strategic direction.

### Key accountabilities

- Make decisions on behalf of customers based on the principles of the Guardianship Act and in line with decision making standards.
- Ensure teams are operating within the Public Guardian's legal role and responsibilities under the *Guardianship Act 1987* (NSW) where appointed by a court or tribunal and in line with decision making delegations and functions.
- Manage the regional team budget within approved financial parameters, including operating and labour expense budget.
- Provide high level advice and recommendations to the Public Guardian Leadership team to support effective decision making and promote quality customer service.

- Contribute to the development, review and implementation of policies, procedures, and quality assurance mechanisms to effectively improve the delivery of services.
- Ensure employees are aware of current systems and controls, assist management in identifying and monitoring risks to the business and customers and resolve any issues and complaints. Drive the overall performance of the regional team by providing supervision and guidance, implementing agreed performance plans, key measures and by promoting a customer-centered approach to delivering services.
- Develop and maintain collaborative networks across the agency and relevant sectors to support high quality service delivery. Engage and liaise with local government and community organisations in regional NSW as required.
- Identify and implement practices within the division that promote positive customer outcomes and align to the Customer Excellence Principles in our delivery of services.

## Key challenges

- Managing with finite resources, delivering high work outputs, competing demands/priorities and strategies to generate favourable outcomes for customers and stakeholders.
- Anticipate and understand contentious issues and assimilate information quickly.
- Engage with a diverse range of customers and stakeholders.

## Key relationships

Who	Why
<b>Internal</b>	
Assistant Public Guardian Service Delivery	<ul style="list-style-type: none"> <li>• Report to and provide strategic advice and recommendations relating to individual guardianship matters, operational and systemic issues. Escalate any significant matters for discussion and direction.</li> </ul>
Regional Managers	<ul style="list-style-type: none"> <li>• Work collaboratively to ensure the efficient and effective delivery of guardianship services..</li> </ul>
Information and Engagement Officers	<ul style="list-style-type: none"> <li>• To provide advice on Complaints and Review of Decision. To participate in policy and practice development.</li> </ul>
NSWTG divisions	<ul style="list-style-type: none"> <li>• Collaborate across divisions to achieve the best customer outcomes possible, ensure we are supporting staff and that we adhere to policies and procedures in the delivery of services and the management of staff.</li> </ul>
<b>External</b>	
Represented people and their families/stakeholders	<ul style="list-style-type: none"> <li>• To communicate and consult in relation to decision making in order to, meet customer service obligations and fulfil obligations under the Guardianship Act 1987 (NSW) and any other associated legislation.</li> </ul>
Social Workers, Allied Health Professionals, Medical Practitioners, and Policy Makers.	<ul style="list-style-type: none"> <li>• Problem solve to fulfil the Public Guardian's legal obligation to make decisions in line with the principles of the Guardianship Act 1987 (NSW) and any other associated legislation.</li> </ul>
Courts and Tribunals	<ul style="list-style-type: none"> <li>• To provide information, evidence, professional advice and support for matters before the New South Wales Civil and Administrative Tribunal and any other courts or tribunals relevant to the Public Guardian's role and actions.</li> </ul>
NDIA, aged care and disability sectors, safeguarding and regulatory bodies	<ul style="list-style-type: none"> <li>• Work collaboratively, communicate, consult and provide information to achieve best possible outcomes for represented people.</li> </ul>

## Role dimensions

### Decision making

This role has autonomy in decision making in line with NSW Trustee & Guardian operational and financial delegations, including the guardianship delegations of the NSW Public Guardian.

### Reporting line

This role reports to the Assistant Public Guardian, Regional Teams Service Delivery.

### Direct reports

Regional team of up to 17 staff including operational and administration positions.

### Budget/Expenditure

Oversight of the relevant regional budget.

## Essential requirements

- Demonstrated leadership skills for the delivery of services in a complex customer environment.
- Degree or equivalent experience in social, health, behavioural sciences or related discipline.
- Sound strategic thinking capacity, management and administrative skills.
- Available to travel throughout NSW and to undertake after hours work on a rotational basis.

## Checks and Clearances

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

Capability group/sets	Capability name	Behavioural indicators	Level
 Personal Attributes	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> <li>• Model the highest standards of ethical and professional behaviour and reinforce their use</li> <li>• Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>• Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>• Monitor ethical practices, standards and systems and reinforce their use</li> <li>• Act promptly on reported breaches of legislation, policies and guidelines</li> </ul>	Advanced
 Relationships	<b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> <li>• Tailor communication to diverse audiences</li> <li>• Clearly explain complex concepts and arguments to individuals and groups</li> <li>• Create opportunities for others to be heard, listen attentively and encourage them to express their views</li> <li>• Share information across teams and units to enable informed decision making</li> <li>• Write fluently in plain English and in a range of styles and formats</li> <li>• Use contemporary communication channels to share information, engage and interact with diverse audiences</li> </ul>	Adept
	<b>Commit to Customer Service</b> Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> <li>• Take responsibility for delivering high-quality customer-focused services</li> <li>• Design processes and policies based on the customer's point of view and needs</li> <li>• Understand and measure what is important to customers</li> <li>• Use data and information to monitor and improve customer service delivery</li> <li>• Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers</li> <li>• Maintain relationships with key customers in area of expertise</li> <li>• Connect and collaborate with relevant customers within the community</li> </ul>	Adept
 Results	<b>Deliver Results</b> Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> <li>• Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes</li> <li>• Make sure staff understand expected goals and acknowledge staff success in achieving these</li> </ul>	Adept

	<p>Identify resource needs and ensure goals are achieved within set budgets and deadlines</p> <ul style="list-style-type: none"> <li>• Use business data to evaluate outcomes and inform continuous improvement</li> <li>• Identify priorities that need to change and ensure the allocation of resources meets new business needs</li> <li>• Ensure that the financial implications of changed priorities are explicit and budgeted for</li> </ul>
<p><b>Plan and Prioritise</b> Plan to achieve priority outcomes and respond flexibly to changing circumstances</p>	<ul style="list-style-type: none"> <li>• Consider the future aims and goals of the team, Adept unit and organisation when prioritising own and others' work</li> <li>• Initiate, prioritise, consult on and develop team and unit goals, strategies and plans</li> <li>• Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses</li> <li>• Ensure current work plans and activities support and are consistent with organisational change initiatives</li> <li>• Evaluate outcomes and adjust future plans accordingly</li> </ul>
<p> <b>Business Enablers</b></p> <p><b>Finance</b> Understand and apply financial processes to achieve value for money and minimise financial risk</p>	<ul style="list-style-type: none"> <li>• Understand basic financial terminology, policies and processes, including the difference between recurrent and capital spending Intermediate</li> <li>• Consider financial implications and value for money in making recommendations and decisions</li> <li>• Understand how financial decisions impact the overall financial position</li> <li>• Understand and act on financial audit, reporting and compliance obligations</li> <li>• Display an awareness of financial risk, reputational risk and exposure, and propose solutions to address these</li> </ul>
<p> <b>People Management</b></p> <p><b>Manage and Develop People</b> Engage and motivate staff, and develop capability and potential in others</p>	<ul style="list-style-type: none"> <li>• Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes Adept</li> <li>• Adjust performance development processes to meet the diverse abilities and needs of individuals and teams</li> <li>• Develop work plans that consider capability, strengths and opportunities for development</li> <li>• Be aware of the influences of bias when managing team members</li> <li>• Seek feedback on own management capabilities and develop strategies to address any gaps</li> </ul>

	<ul style="list-style-type: none"> <li>Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way</li> <li>Monitor and report on team performance in line with established performance development frameworks</li> </ul>	
<p><b>Inspire Direction and Purpose</b></p> <p>Communicate goals, priorities and vision, and recognise achievements</p>	<ul style="list-style-type: none"> <li>Assist the team or unit to understand organisational directions and explain the reasons behind decisions</li> <li>Ensure that team and unit objectives lead to the achievement of business outcomes that align with organisational policies</li> <li>Ensure team members understand how their activities create value for the organisation, customers and stakeholders</li> <li>Encourage team members to strive for ongoing performance improvement</li> <li>Recognise and acknowledge high individual and team performance</li> </ul>	Intermediate

## 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
 <p>Personal Attributes</p>	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Intermediate
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Intermediate
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
 <p>Relationships</p>	Work Collaboratively	Collaborate with others and value their contribution	Adept
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
 <p>Results</p>	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Intermediate
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept



Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
Project Management	Understand and apply effective planning, coordination and control methods	Intermediate



Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Intermediate
Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate