



**Government of South Australia**

Department for Environment  
and Water



**Head Office**  
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South Australia  
[www.vuca.com.au](http://www.vuca.com.au)

# CANDIDATE BRIEFING DOCUMENT

## DIRECTOR, CORPORATE SERVICES DEPARTMENT FOR ENVIRONMENT AND WATER

### NOVEMBER 2023



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## Overview: about the Agency

### About Us

The department manages a broad and complex portfolio of assets that are critical to the economic prosperity and wellbeing of all South Australians.

It is the department's objective to help South Australians conserve, sustain and prosper. The department's policy and regulatory remit includes issues such as climate change, conservation, biodiversity and water security. These issues are each of critical relevance to South Australia's future. They underpin the foundations of our state, socially and economically, and are issues in relation to which we possess both data and expertise.

### Our Purpose

To help South Australians conserve, sustain and prosper. To achieve our purpose, we pursue four complimentary goals:

1. South Australia's natural places, ecosystems and wildlife are conserved.
2. Secure water for the future.
3. People access and enjoy South Australia's national parks, gardens, coasts and heritage places.
4. Play our part in making South Australia's economy resilient and positioned for the future.

### Our Vision

A thriving state built on sound stewardship of our environment and water.

### Our Values

Our behaviours and practices are guided by the South Australian Public Sector Code of Ethics and the South Australian Public Sector Values shared across government encompassing:

***Services; Professionalism; Trust; Respect; Collaboration and Engagement; Honesty and Integrity; Courage and Tenacity; Sustainability.***

## **Our Functions, Objectives and Deliverables**

We work to conserve South Australia's natural resources, native species and natural places for their intrinsic value and for people's benefit now and into the future.

We are an authority on environment, heritage and natural resources, helping community, industry, and government make good long-term decisions. We guide the sustainable use of South Australia's natural resources and heritage, to deliver economic prosperity, health and wellbeing.



# Corporate Plan 2022 – 2026



## Department for Environment and Water Corporate Plan 2022-2026

### Our purpose

To help South Australians conserve sustain and prosper

#### Goal 1: A healthy, resilient environment

South Australia's biodiversity, ecosystems and wildlife are conserved, restored and resilient to climate change. We run world-class national parks and botanic gardens to protect our iconic places and recognise the intrinsic value of nature.

#### Goal 2: Improved liveability and wellbeing

Our natural resources and cultural heritage provide for the needs of our communities and are used to deliver enhanced lifestyle and cultural values for all peoples.

#### Goal 3: A prosperous South Australia for current and future generations

Our sustainably managed natural resources underpin the growth of a climate-resilient economy through increased productivity, competitiveness, innovation and private investment.

### Our approach

#### We put nature first

We respect the intrinsic value of nature by:

- protecting and enhancing biodiversity
- restoring ecosystems and native species
- maintaining the ecological character of water-dependent ecosystems
- protecting and conserving our iconic natural places, parks, botanic gardens, rivers, wetlands and coastline
- building resilience to climate change in our natural systems
- regulating the clearance of native vegetation
- mitigating development impacts to our coastline
- using science as a basis for sound decision making and policy setting.

#### We engage community in our work

We work to ensure the liveability of our state and its ongoing attractiveness to local communities, visitors and business by:

- ensuring that secure water supplies are available to support our needs
- mitigating the risk of bushfires
- respecting Aboriginal culture, knowledge, experience and connection to country
- providing opportunities to connect with nature and heritage
- protecting the welfare of animals
- managing dogs and cats as part of our community
- protecting our built and natural heritage
- creating greener and cooler urban environments
- helping to build resilience to a changing climate
- supporting private land conservation and the broader environmental sector.

#### We enable sustainable growth

We support South Australia's ongoing prosperity by:

- supporting action to reduce emissions and support climate change adaptation through leadership and policy
- sustainably managing the condition of and access to natural resources
- proactively managing pastoral leases and Crown land tenure
- reducing the inundation of land and the impacts of dryland salinity in the South East
- creating unique and highly valued tourism opportunities
- implementing efficient and robust regulatory environments that create environmental and heritage sustainability and provide certainty and security to stakeholders
- providing access to natural resource information that encourages investment and enables more efficient and better quality decision making
- coordinating flood management (prevention, preparedness, response and recovery).

### Foundational goal: A high-performing agency

Effective policy, programs and assets delivered by a capable workforce equipped with strong governance and robust systems. Stakeholders are supported to sustainably manage and enhance South Australia's natural and built environment and make sound long-term decisions for the benefit of all.



Partnerships and collaboration

We achieve meaningful outcomes by building trust and collaborating genuinely across government, and with the community, research partners, businesses, industry, and First Nations.



Community at the centre

We are genuine, creative and authentic when we engage with stakeholders and the community. We clearly communicate if we are engaging to inform, consult, involve, collaborate or empower.



High performance and adaptive management

We deliver important public value by pursuing efficiency, being accountable, valuing and empowering our people, and focusing on getting the right things done. Our governance - the decisions we make and the actions we take - are informed by evidence, engagement, analysis and expert advice.



People, diversity and inclusion

We support and value our people, their safety and their professional and personal development. We encourage diversity and inclusion to create a resourceful and vibrant workplace, and to truly represent the community we serve.



Respect for First Nations

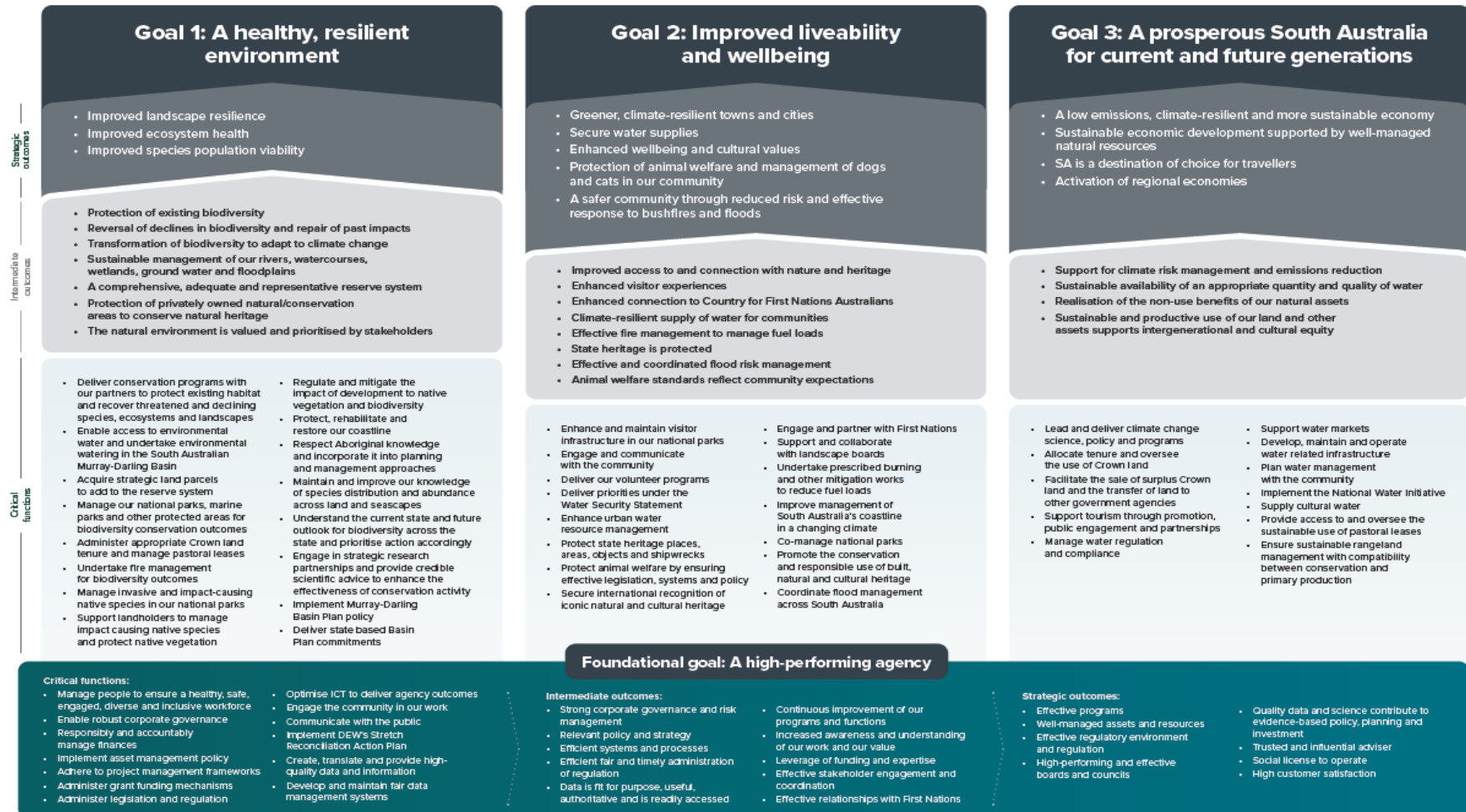
We are committed to taking action with First Nations groups to support their objectives through engendering respect, building relationships, and creating opportunities. We respect the need for meaningful reconciliation and connection to Country.



Customer service

We are focused on our customers and take a 'yes if... rather than a 'no, because...' approach. We work hard to understand and anticipate their needs and what they value. We provide service of the highest possible standard and where possible, develop innovative solutions to achieve the best possible outcomes.

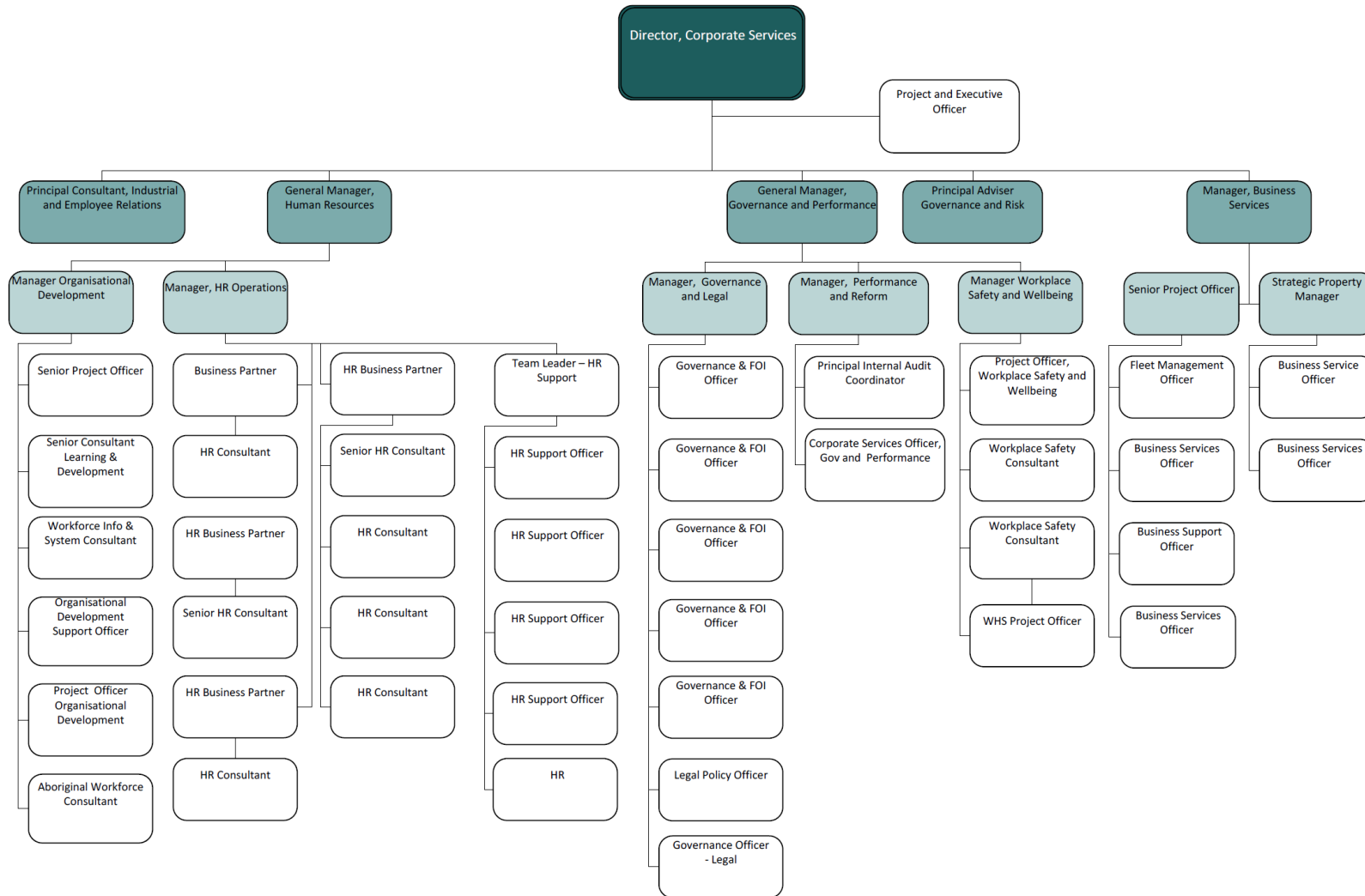
# Our outcomes and priorities



To view the full corporate plan please visit the [DEW website](#)

# Organisation Structure

## SS&CS – Corporate Service Branch Organisational Chart October 2023



## The Advertised Role

### DIRECTOR, CORPORATE SERVICES

The Department for Environment and Water (DEW) drives the sustainable development of South Australia's natural resources and heritage, to deliver economic prosperity and a vibrant and healthy society. DEW consists of a passionate team of around 1400 people working across metropolitan and regional SA.

Reporting to the Executive Director Strategy, Science and Corporate Services, the Director Corporate Services is responsible for the management of whole of organisation reform and governance, as well as delivering support to the agency through the effective management of human resources and business services.

The position provides strategic leadership and oversight to key corporate services functions for DEW and provides expert advice to Executive in relation to organisational performance, risk management, and corporate governance.

The successful candidate will display:

- Significant experience in a relevant leadership role overseeing Corporate Services in a complex environment, including the effective management of resources and budgets to deliver required outcomes.
- An ability to develop and maintain strategic partnerships and to influence a range of stakeholders in order to achieve the priorities and goals of government whilst exercising tact and high-level diplomacy.
- Experience in leading the development of policy positions and delivering large-scale programs of work including those related to governance, business efficiencies and human resources.

Applications are welcome from suitably skilled candidates with capabilities reflective of the SAES Competencies. Tertiary qualifications in an appropriate field (Business, Governance or Management) are also highly regarded.

For a copy of the role description visit the VUCA website [www.vuca.com.au/dew-2](http://www.vuca.com.au/dew-2), and for a confidential discussion regarding the position, please contact VUCA Senior Associate, Mr Paul Bell on +61 412 552 302. Applications, including your current CV, letter of introduction and Pre-Employment Declaration are to be forwarded in Word format to [dcsdew@vuca.com.au](mailto:dcsdew@vuca.com.au)

**Applications close 5pm Sunday 10<sup>th</sup> December 2023.**

*lworkfor.sa.gov.au job reference number 565818*



## Position Description

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**Reporting to:** Executive Director, Strategy, Science and Corporate Services

## Our Organisation

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The Department for Environment and Water (DEW) works to help South Australians conserve, sustain and prosper. Our work is critical to South Australia's future social, environmental and economic prosperity and well-being. We aim to be a flexible, responsive and influential adviser to Government and we deliver high quality policy, programs and assets across our wide and diverse portfolio of responsibilities.

We have embraced technology that enables our people to have impact no matter where they live or how they work. Collaboration, diversity, inclusion, customer service and outcomes all matter to us. We work in partnership with community, traditional owners, industry and stakeholders to get results.

## Our purpose

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The Strategy Science and Corporate Services Division coordinates and supports major strategy and policy development for the Department. The Division provides centralised corporate, communications and engagement and science support services. Expert advice is provided to inform community discussion and our science is evidence-based. IT, business systems and information management are integrated to support the effective capture, management and access to Agency data and information for the Agency.

## About the branch/business unit

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The Corporate Services Branch is responsible for the management of whole of organisation reform and governance, as well as delivering support to the agency through the effective management of human resources and business services. This is achieved through good governance, integrated planning, reporting and performance measurement, as well as through providing the CE, Minister, DEW staff and other government agencies with sound advice and support on matters related to human resources, business services, policy, governance, legal services, risk and audit.

## About the Role

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The Director Corporate Services provides strategic leadership and oversight to key corporate services functions for the Department for Environment and Water, and provides expert advice to Executive in relation to organisational performance, risk management, and corporate governance.

The Director, Corporate Services is responsible for leading the implementation of significant system and process reform and is required to undertake complex and detailed analysis to provide very high level expert advice on business and operational matters to Executive.

The Director, Corporate Services leads, manages and directs a large and diverse group of staff and is responsible for the efficient and effective delivery of services in the following areas:

- ▶ human resources including recruitment, industrial relations and workforce strategy;
- ▶ workforce safety and wellbeing;
- ▶ service planning;
- ▶ assets and facility management;
- ▶ contract management;
- ▶ governance and performance including business process improvement and compliance;
- ▶ risk management, including through supporting the Risk and Performance Committee; and
- ▶ Freedom of Information

## Key Role Outcomes

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- ▶ Strategic advice is provided to the Chief Executive, Executive Director SSCS and senior management on matters relating to whole of organisational performance, risk management and corporate governance.
- ▶ Oversee the development and implementation of enhanced risk management strategies for the agency through strategic advice to the Risk and Performance Committee (RPC) and leadership of the governance function.
- ▶ Corporate Services functions deliver consistent, high-quality services across diverse areas including legal policy, Freedom of Information, fleet, assets maintenance, human resources and work health and safety within a resource constrained environment, with a focus on partnering with leaders to ensure compliance with requirements while enabling the business to meet their objectives.
- ▶ Drive improvement and innovation opportunities across the Department through the leadership and development of a high performing team that

co-designs practical and innovative solutions, tools, systems and infrastructure.

- ▶ Strategic oversight is provided to the human resources and work health and safety functions, to ensure complex issues are managed effectively, with a particular focus on ensuring the Department promotes a safe work environment and meets its legislative work health safety obligations across its diverse footprint.
- ▶ SA Government and Department projects and programs are effectively led and supported through building and fostering innovative and collaborative partnerships internally and externally to the SA Public Sector.
- ▶ Represent the Department in across government forums, committees and working parties to address workforce needs and manage risk, through comprehensive planning and strategic reform.
- ▶ A culture of inquiry and continuous improvement across the agency to build reliable systems that modernise and transform service delivery within corporate risk management and professional practice frameworks.
- ▶ Lead the effective management of consultancy, advisory and operational services to the Department, facilitating continual improvement and legislative compliance, in accordance with relevant Acts, Regulations, Codes of Practice, Australian Standards and guidelines, including Work, Health and Safety Act, WorkCover Performance Standards for Self-Insurers (PSfSI) and Accreditation Standards.
- ▶ Compliance with relevant protective security frameworks, including physical building security, employee safety, and information cyber security to effectively mitigate evolving security risks.
- ▶ Contribute to the promotion and implementation of the objectives and principles of the Public Sector Act 2009 (inclusive of the Code of Ethics for the South Australian Public Sector).

## Key Relationships

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- ▶ Reports to Executive Director Strategy, Science and Corporate Services.
- ▶ Chief Executive, DEW Leadership Group and other senior managers across DEW.
- ▶ Other government agencies and private sector organisations.

## Special Conditions

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- ▶ May be required to participate in fire management or associated duties.
- ▶ Will require some intra/interstate travel and out of hours work.

- ▶ This role has been designated as a Position of Trust pursuant to the standards required in the Australian Government Protective Security Policy Framework. By applying for this role you consent to being screened under the process of obtaining a National Police Clearance (NPC), and to the Department requiring you to obtain an NPC.

## South Australian Executive Service (SAES) Core Competencies

Core Competencies	Elements	Behavioural Indicators
<b>Shapes Strategic Thinking and changes</b>	<p>Creates Vision</p> <p>Inspires</p> <p>Thinks and acts strategically</p> <p>Leads and Influences Changes</p> <p>Solves problems</p>	<ul style="list-style-type: none"> <li>• Identifies links between global and social trends, stakeholder concerns, the policy agenda, public service values, and departmental, regional and Statewide issues.</li> <li>• Helps create business unit strategies that are aligned with key organisational objectives and likely future requirements.</li> <li>• Inspires and influences others creating a shared sense of purpose and direction toward achieving organisational goals.</li> <li>• Operates within a whole of government context, considers multiple perspectives and is aware of potential tension between agency and sector wide outcomes.</li> <li>• Projects beyond the current situation to the organisation's future potential to contribute to the sector and the community</li> <li>• Inspires and influences others to achieve objectives, especially in times of change and difficult situations</li> <li>• Anticipates emerging issues and changing context and develops timely strategies to solve problems or seize opportunities.</li> <li>• Sets necessary transformational goals with a broad perspective and long term timelines.</li> <li>• Actively ensure stakeholders are kept informed of change.</li> </ul>
<b>Achieves Results</b>	<p>Achieves and delivers results</p> <p>Drives organisational effectiveness</p>	<ul style="list-style-type: none"> <li>• Positions the business unit for future success by identifying opportunities and builds the organisation by developing or improving products or services.</li> <li>• Creates and aligns structures, systems and resources to better achieve objectives.</li> </ul>

Core Competencies	Elements	Behavioural Indicators
	<p>Exercises sound judgement</p> <p>Evaluates</p> <p>Applies Technical Expertise</p>	<ul style="list-style-type: none"> <li>• Uses judgement to develop strategies and think through contingencies in order to manage risk.</li> <li>• Fulfils obligations of management accountabilities.</li> <li>• Understands and appropriately applies principles, procedures and policies related to specialised expertise.</li> </ul>
<p><b>Drives Business Excellence</b></p>	<p>Influences organisational performance</p> <p>Predicts and plans for future organisational needs</p> <p>Leads and develops people</p> <p>Builds capability and expertise</p> <p>Promotes a customer service ethos</p> <p>Directs Resources</p>	<ul style="list-style-type: none"> <li>• Continually searches for ways to add value and to position the organisation for future success.</li> <li>• Forecasts future organisational, workforce and service needs to minimise risks and maximise opportunities.</li> <li>• Promotes continuous learning and the development of others to achieve maximum individual and organisational performance</li> <li>• Seeks out and integrates professional expertise into the organisation to improve overall performance and delivery of business unit outcomes.</li> <li>• Identifies the needs of a diverse customer base and ensures that the produce and/or service delivery outcomes are consistent with customer needs and defined quality expectations.</li> <li>• Communicates a customer focused and corporately aligned vision and engages others to pursue a common goal.</li> <li>• Deploys resources astutely and identifies optimum resourcing combinations.</li> </ul>
<p><b>Forges Relationships and Engages Others</b></p>	<p>Develops and uses political savvy</p> <p>Negotiates and influences</p> <p>Promotes information sharing and the gathering of knowledge</p> <p>Establishes and maintains strategic networks</p>	<ul style="list-style-type: none"> <li>• Identifies the internal and external demands that impact the organisation.</li> <li>• Represents the organisation and the public sector effectively in public and internal forums and advocates government policies and agenda.</li> <li>• Listens to and persuades others; builds consensus.</li> <li>• Anticipates the position of other stakeholders and is aware of the extent of potential for compromise.</li> <li>• Uses appropriate strategies to constructively manage and resolve conflicts and disagreements promptly.</li> </ul>

Core Competencies	Elements	Behavioural Indicators
	<p>Communicates clearly and adapts to audience</p>	<ul style="list-style-type: none"> <li>• Encourages debate and ideas from across hierarchy, skill sets and stakeholders.</li> <li>• Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.</li> <li>• Forges strategic alliances to achieve objectives.</li> <li>• Confidently communicates complex ideas.</li> </ul>
<p><b>Exemplifies Personal Drive and Professionalism</b></p>	<p>Engages with risk and shows personal courage</p> <p>Displays flexibility and resilience</p> <p>Promotes and integrates diversity into the workplace</p> <p>Values wellbeing for self and others</p>	<ul style="list-style-type: none"> <li>• Provides impartial and forthright advice and acts with the courage of own convictions.</li> <li>• Demonstrates tenacity and persists with initiatives that are of benefit to the business unit and/or organisation.</li> <li>• Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the organisational vision.</li> <li>• Builds and promotes a safe, healthy and respectful organisation, free of harassment and discrimination.</li> </ul>

## Technical, Professional/Knowledge and Experience (including qualifications)

- ▶ A Degree or Postgraduate qualifications in an appropriate field (business, governance or management) is highly desirable and/or significant experience in a relevant leadership role overseeing Corporate Services in a complex environment.
- ▶ Proven experience in developing and maintaining strategic partnerships with a range of stakeholders and a proven ability to display tact and high-level diplomacy.
- ▶ Demonstrated ability to interpret and convey very complex and/or sensitive information accurately whilst also being attentive to the political environment.
- ▶ Significant experience in leading the development of policy positions and delivering large-scale programs of work including those related to governance, business efficiencies and human resources.

- ▶ Proven experience in engaging and influencing stakeholders from the government, community, business and industry sectors to achieve the priorities and goals of government.
- ▶ Proven experience in leading and managing staff and multi-disciplinary teams including managing resources and budget to deliver required outcomes.

## Work, Health and Safety

### Lead workplace safety procedures and programs

- ▶ Proactively ensures all direct reports understand workplace health and safety requirements and responsibilities.
- ▶ Leads and participates in health and safety discussions in the workplace.
- ▶ Identifies hazards, assesses risks and implements procedures for controlling risks.
- ▶ Implements procedures for dealing with incidents and emergency events.
- ▶ Maintains appropriate workplace safety records.
- ▶ Implements procedures for managing injured workers.



## Living & Working in Adelaide, South Australia

**Adelaide is one of the most liveable cities on the planet, in fact it's the third most liveable city in the world. It is well known for its arts, festivals, fine foods and wine, retail and dining experience and spirit of entrepreneurship and innovation. It has an advanced economy, world class universities and a flourishing multicultural heritage. Adelaide is the traditional home of the Kurna people and has a strong indigenous culture today.**

### LIFESTYLE

Adelaide is known for its **Mediterranean style climate**, where the weather is pleasant and moderate most of the year. Year-round big blue skies mean average winter temperatures of 16 degrees Celsius (°C) and 28°C in summer. Hot days can be real sizzlers and easily reach 40°C though!

Adelaide is a city that offers the physical and emotional space to breathe. There is a sense of freedom here – of expression, of movement, of thought. With a **diverse and eclectic array of accessible experiences**, it's a city that allows time for immersion, paired with a sense of space and freedom that actively encourages true indulgence.

The Adelaide Hills which are home to many villages, towns, wildlife parks and natural resources to explore, are less than half an hour drive from the city centre. You'll never be far away from some of the most **pristine beaches** and water sanctuaries in the world, with almost 30km of beaches bordering Adelaide. Our beaches are famous for the beautiful waters and wide sandy foreshores. Beachside areas like Glenelg, Brighton and Henley Beach are only 15-minute drives from the city and offer **cosmopolitan hearts with retail and dining opportunities**. Within short drives from the city centre are Port Willunga where you can scuba dive in natural and man-made reefs, Port Adelaide where you can frolic with dolphins and St Kilda where you can wander the mangroves and natural reserves, also home to dolphins and other Australian fauna.

A number of international measures rate metropolitan Adelaide highly for liveability, quality of life and cost of living. The

Economic Intelligence Unit undertakes an annual Liveability Ranking and Overview of 140 cities around the world and Adelaide has most recently ranked 3rd in the world. The Property Council of Australia undertakes its own annual survey on liveability of Australia's top 10 biggest cities. In this survey Adelaide is ranked second only to Canberra, our nation's capital, and above all other capital cities.

### REGIONAL EXPERIENCE:

**The regions surrounding Adelaide offer a unique experience with gourmet food offerings, internationally renowned wine, villages to explore and wildlife and natural attractions.**

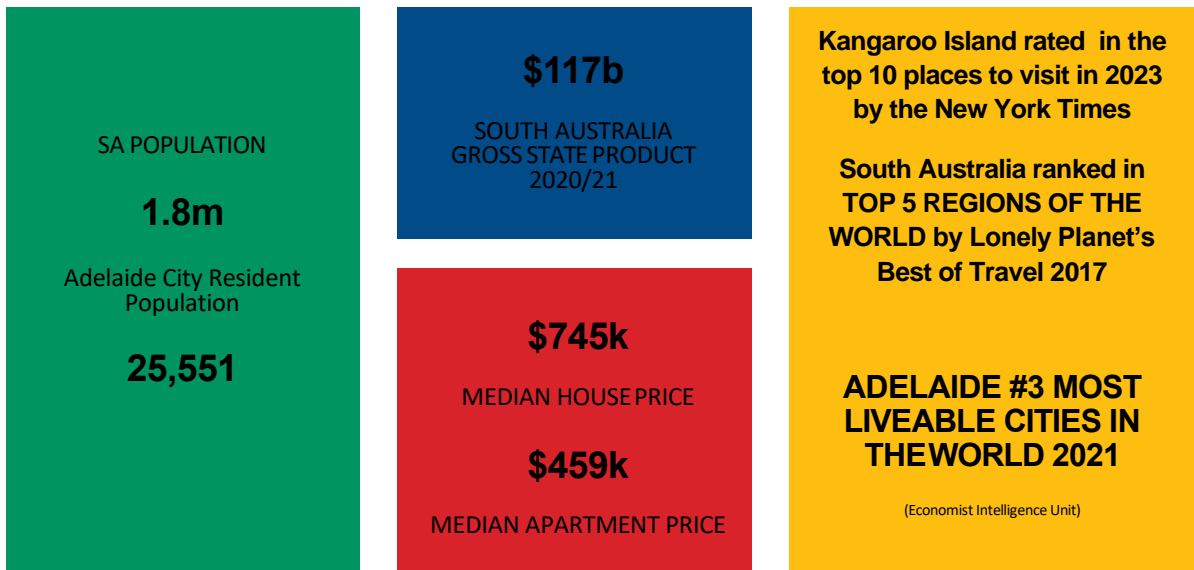
Adelaide is a city that lives well beyond its conveniently designed square mile epicentre, flowing seamlessly into world-famous wine and food regions such as Barossa, just an hour's drive north, or coastal escapes in the Fleurieu or Yorke Peninsula. You'll be spoilt for choice.

Travel another hour north and you'll reach the Clare Valley, which is famous for its Rieslings. The Adelaide Hills has some stunning whites and there's McLaren Vale and Langhorne Creek on the Fleurieu Peninsula – about an hour's drive south of the city. Drive yourself or join a guided tour of Adelaide and its surrounds – the choice is yours. Take a road trip and discover the reds from the Coonawarra on the Limestone Coast.

Kangaroo Island is an iconic destination, just two hours' drive and a short ferry ride south of Adelaide. It has pristine beaches, unique wildlife, awesome sunsets and fantastic food and wine.



## South Australia & Adelaide, Fast Facts



### One of the world's most liveable cities

Adelaide offers a relaxed, easy-going lifestyle, and was rated as the world's 3rd most liveable city in the world in 2021 (Economist Intelligence Unit). It is located in a beautiful region of South Australia, which is also ranked in the top 5 of the world's regions.

### Australia's most affordable mainland capital

Your money will go much further in Adelaide. Studies show it costs 18% more to live in Melbourne and 30% more to live in Sydney than Adelaide. Adelaide is around 11% cheaper than Brisbane and Perth, meaning you will have more money to discover Australia during your weekends and holidays.



## Contact Information

For a confidential discussion regarding the Human Resource Manager position, please contact VUCA Senior Associate, Paul Bell on +61 412 552 302 during business hours.

Applications; including your current CV, letter of application and Pre-Employment Declaration are to be forwarded in Word format to **DCSDEW@vuca.com.au**

***Applications close Sunday 10<sup>th</sup> December 2023.***

## Important Information

Please note that VUCA Trusted Advisors believes that while the information contained in this document is true to the best of the Company's knowledge at the time of writing, such information may change without notice. Further, the information herein is the property of the Company and must not be published or attributed unless explicitly agreed.