

POSITION PROFILE

DIRECTOR, HERITAGE

REGIONAL OPERATIONS

OFFICE OF ENVIRONMENT AND HERITAGE

<http://www.environment.nsw.gov.au>

March 2013



COMPANY BACKGROUND

The Office of Environment and Heritage (OEH) is located within the Department of Premier and Cabinet. OEH is within the portfolio responsibility of the cluster for the Environment and the cluster for Heritage.

As the primary environmental agency within the NSW Government, OEH strives to support the community to protect and enjoy a healthy environment and economy. OEH is responsible for managing the NSW reserve system and for supporting the conservation of native wildlife and vegetation, Aboriginal cultural heritage and historic heritage held in both public and private hands. Strategies for environment protection and conservation include policy development and direction; partnerships with community, industry and other levels of Government; education of the public; and the application of a range of regulatory and compliance powers.

OEH's focus is on ensuring that the people of NSW have a healthy environment and are supported to access and enjoy their natural and cultural heritage. OEH's conservation work strives to contribute to strong communities and economies, recognising that environmental and cultural resources are vital to delivering positive social and economic outcomes.

OEH manages significant assets for conservation, education and public enjoyment including environmental water resources and more than 7 million hectares of land in National Parks (nearly 9 % of the State). OEH also develops programs that support the sustainable use of resources for business and the community.

Within the Premier and Cabinet cluster, OEH provides a range of corporate shared services, and other services, to members of the Environment and Heritage Portfolio cluster including Royal Botanic Gardens and Domain Trust, Lord Howe Island Board, Western Sydney Parklands Trust, Parramatta Parkland Trust, Centennial Park and Moore Park Trust, Historic Houses Trust and the Environmental Trust.

In addition to Heritage, OEH comprises six (6) functional areas:

- National Parks and Wildlife Service.
- Policy.
- Strategy, Performance and Services.
- Regional Operations.
- Legal.
- Science.

Within the Environment and Heritage cluster, the Historic Houses Trust is a statutory body responsible for the conservation and management of a diverse range of portfolio heritage sites, including houses, museums, a library, and collections of paintings, furniture and objects. Heritage items and places are also managed by the National Parks and Wildlife Service in OEH, as well as other organisations in the



Environment and Heritage cluster including the Royal Botanic Gardens and Domain Trust, Western Sydney Parklands Trust, Parramatta Parkland Trust, and Centennial Park and Moore Park Trust.

OEH provides secretariat support to the independent statutory Heritage Council, which provides for and encourages conservation of items for historical significance to the people of NSW. OEH also provides secretarial support to the Aboriginal Cultural Heritage Advisory Committee which provides advice on Aboriginal cultural heritage matters.

The role of Government in conserving heritage in NSW is divided between a number of Government and non-Government agencies, including the Office of Environment and Heritage (OEH), Historic Houses Trust (HHT), National Trust Australia (NSW), Heritage Council and Aboriginal Cultural Heritage Advisory Committee. In addition, there are a number of independent agencies that have emerged for the protection and conservation of heritage.

OEH, in partnership with Government agencies and communities, has a role in the protection and promotion of cultural and historical heritage environments of NSW. By protecting, preserving and maintaining the heritage and the significant cultures of the past and present, OEH provides future citizens of NSW, and visitors, with the opportunity to learn from, enjoy and value the important aspects of NSW heritage, which include the Aboriginal cultures and heritage of NSW, and the culture and heritage values within NSW national parks and reserves.

A key result area in the OEH interim corporate plan is that our heritage will be shared and celebrated. To recognise the importance of heritage in our work, OEH will establish a new Heritage Division that encompasses both Aboriginal cultural heritage and non-Aboriginal heritage within one management structure. The Director, Heritage will lead the Heritage Division.

The Director, Heritage and the Heritage Division will support the Minister for Heritage in providing a single co-ordinated voice for heritage in NSW. The establishment of a Heritage Division will enable the development of a consolidated strategic and policy framework for both Aboriginal and non-Aboriginal cultural heritage. The Heritage Division will support a cohesive approach to listings of Aboriginal places under the *National Parks and Wildlife Act* and listings of items on the State Heritage Register under the *Heritage Act*.

Key functions within the new Heritage Division will include:

- Heritage Policy.
- Listings and approvals.
- Repatriations.
- Programs, education and community outreach.
- Secretariat services.



Branch Overview

The new division will build on the great work undertaken by Country Culture and Heritage Division, and the Heritage Branch, and will enable a shared, comprehensive and customer focused approach to heritage in NSW.

Specifically, the creation of the Heritage Division recognises:

- The strong links with Aboriginal communities and other heritage stakeholders formed by the existing heritage units (CCHD and Heritage Branch).
- Community recognition of the heritage listing and approvals roles of Government, including the importance of the expertise held within OEH.
- OEH's leadership as an employer of Aboriginal staff in both identified and non-identified positions at all levels.

The creation of the Heritage Division will build on these strengths to facilitate greater sharing of information, data, knowledge, expertise and resources between Aboriginal and non-Aboriginal heritage areas within OEH. The division will be responsible for the development of comprehensive policy and strategy around Aboriginal cultural heritage, non-Aboriginal heritage, and shared heritage.

Looking from the perspective of the customer and the broader community, the new Heritage Division will facilitate a single point of contact on heritage issues, and a clear and strategic approach to heritage conservation, management and enjoyment.

Like all groups and divisions within OEH, the Heritage Division will support OEH to meet NSW 2021 targets, including the aim to foster opportunity and partnerships with Aboriginal people.

The OEH Heritage Division will deliver:

- Policy and strategic advice within Government and to the community in relation to both Aboriginal cultural heritage and non-Aboriginal heritage.
- Operational policy and support on heritage management for the National Parks and Wildlife Service and other land managers such as Local Government, as appropriate.
- Assessment of listings (including listing Aboriginal places under the *National Parks and Wildlife Act*, and listing of items on the State Heritage Register under the *Heritage Act*).
- Repatriation of Aboriginal ancestral remains and cultural material.
- Secretariat functions for the Heritage Council and the Aboriginal Cultural Heritage Advisory Committee.
- Management of heritage databases and information to the public in the most accessible way possible.
- Education and outreach to customers, communities, businesses and Government.

- Management of priority heritage programs, including maritime archaeology.

Regional Operations is responsible for delivering a comprehensive grant administration program, building on the current Environmental Trust administration functions. To take advantage of this access to the highest standards in grant administration and governance while ensuring efficiency, grants in relation to heritage will be administered by OEH, consistent with grants in relation to other matters. The Heritage Council and staff within the Heritage Division will provide advice and recommendations to the Minister and the OEH Executive on the strategic directions of the grants program, in line with heritage priorities. The Heritage Division will also provide the grants administration area with support and expertise to monitor and assess the success of the grant programs.

Aboriginal cultural heritage compliance and regulatory functions, including issuing of Aboriginal Cultural Heritage Impact Permits and prosecutions will continue to be carried out by regulatory staff within Regional Operations. Regional Operations will also be responsible for co-ordinating input into all planning matters and the strategic regional land use planning process, with support from the Heritage Division, in relation to all heritage matters.

This will ensure the continuation of a co-ordinated service to customers on a regional basis, particularly in relation to planning and regulatory matters which involve both environmental and heritage related aspects. It will also assist in building and maintaining regulatory best practice for both heritage and environmental issues. This approach takes into account the ability of the Regional Operations regulatory staff to provide maximum coverage of heritage issues across the state, supported by expert input and advice from the Heritage Division.

The Heritage Branch currently supports the NSW Heritage Council to carry out regulatory functions under the *Heritage Act* and undertakes some of these functions under delegation from the Heritage Council. These functions include the issue of excavation permits, interim heritage orders and determining applications for changes to State Heritage Register items. These functions are closely linked with the secretariat for the Heritage Council and the listing functions under the *Heritage Act*, and these functions will be carried out by the Heritage Division. There is potential for historic heritage compliance functions to be supplemented by heritage regulatory capacity from regulatory staff in Regional Operations in the future, supported by expert input and advice from the Heritage Division.



POSITION DESCRIPTION

Position Title: Director, Heritage, Regional Operations

Direct Reports: Approximately 4 - 5

Indirect Reports: Approximately 100

Total: Approximately 105

Salary budget: Approximately \$9 million

Total Budget: Approximately \$9 million

Reports To: Deputy Chief Executive

PRIMARY OBJECTIVES

- Provide expert advice and strategic direction in relation to heritage in NSW including Aboriginal cultural heritage, historic heritage and shared heritage.
- Oversee the establishment of a new Division, bringing together Aboriginal cultural heritage and historic heritage, with responsibilities including the development of heritage policy, delivery of heritage programs, listings and assessment of heritage items and Aboriginal places, communication and outreach, and secretariat support to heritage entities.
- Lead co-ordination and collaboration on heritage matters with other entities within the Office of Environment and Heritage cluster.

KEY ACCOUNTABILITIES

- Develop a strategic policy framework and direction for heritage in NSW including Aboriginal cultural heritage, historic heritage and shared heritage.
- Provide timely, expert and authoritative advice to the Minister and the Deputy Chief Executive in relation to Aboriginal cultural heritage and historic heritage matters, including associated contentious issues.
- Establish strong working relationships within the Office of Environment and Heritage to ensure that Aboriginal cultural heritage and historic heritage advice and management is integrated with other functions carried out by the Office of Environment and Heritage.



- Lead co-ordination and collaboration on Aboriginal cultural heritage and historic heritage with the Office of Environment and Heritage cluster and partner agencies.
- Provide operational policy and support on heritage management for the National Parks and Wildlife Service and other site managers in the Environment and Heritage cluster as appropriate.
- Lead the administration of heritage registers and the assessment of listing proposals (including Aboriginal places under the *National Parks and Wildlife Act*, and items on the State Heritage Register under the *Heritage Act*).
- Oversee the management and promotion of heritage databases and information to ensure accessibility to the public and promote utilisation of the information stored.
- Oversee the repatriation of Aboriginal ancestral remains and cultural material.
- Ensure the provision of high quality secretariat functions for the Heritage Council and the Aboriginal Cultural Heritage Advisory Committee.
- Oversee the management of priority heritage programs, including maritime archaeology.
- Oversee key heritage reforms, including the Aboriginal Culture and Heritage law reform process.
- Lead planning to facilitate heritage asset and site visitation and re-use at cluster level.
- Lead the delivery of communication and outreach services and products in relation to Aboriginal cultural heritage and historic heritage to customers, communities, businesses and Government.
- Oversee the efficient and effective management of the Division's financial and physical resources, ensuring compliance with relevant public sector policies, practices and statutory requirements.
- Lead and direct staff, determine operational priorities, monitor and review performance and provide guidance to ensure staff are motivated, informed and able to deliver quality outcomes on time and within budget.
- Represent OEHL, including the Deputy Chief Executive, Chief Executive and where appropriate, the Minister at cross-agency committees, working parties and related forums, and at public and community forums or events that require OEHL participation.
- Ensure all policies and practises comply with anti-discrimination and Occupational Health and Safety legislation and adhere to the Charter of Principles for a Culturally Diverse Society, in accordance with agreed Government policy.

DECISION MAKING

The Director, Heritage operates with a high level of autonomy and is accountable for the accuracy, validity and integrity of the content of advice provided and work performed. The position makes major decisions about the strategic direction and management of historic heritage and Aboriginal cultural heritage, including collaborating and co-ordinating with other entities within the Environment and Heritage cluster.



The position acts within the standard delegated decision-making authority relating to the Division and refers decisions outside its control to the Executive and provides direct advice to the Deputy Chief Executive.

KEY CHALLENGES AND INFLUENCES

Major challenges currently facing the position include:

- Establishing, leading and maintaining strong and resilient, highly skilled multi-disciplinary teams in a newly created Division to facilitate a shared heritage agenda.
- Overseeing co-ordination and collaboration with heritage related cluster and partner agencies.
- Developing a strategic policy framework for Aboriginal cultural heritage and historic heritage in NSW.
- Developing strategic policy direction for listings of heritage items on the State Heritage Register and Aboriginal places under the *National Parks and Wildlife Act*, and for the management and utilisation of cultural and historic assets and sites across NSW, with the support of cluster entities and external organisations.
- Addressing new and emerging Aboriginal cultural heritage and historic heritage issues in a dynamic and complex environment that is subject to a high level of scrutiny with conflicting interests and opinions of key stakeholders.
- Developing and managing effective relationships with key stakeholders, including community groups with diverse and often conflicting agendas, and ensuring their optimal contribution and engagement.
- Maintaining a high level of knowledge of Aboriginal cultural heritage and historic heritage, and related issues and priorities to facilitate communication and negotiation with key stakeholders, and the anticipation of and response to problems.
- Establishing and maintaining highly effective working partnerships with key cluster agencies, national and state key stakeholders.
- Establishing and maintaining highly effective working partnerships with internal divisions within OEH, to ensure heritage advice is integrated with advice on other issues within the portfolio of the cluster.
- Demonstrating leadership and providing direction to staff both directly and indirectly, ensuring staff are capable of providing high levels of performance and are provided with opportunities for professional / career development.
- Ensuring all divisional activities and actions comply with all relevant policy, procedure, legislation and regulations.



SELECTION CRITERIA

- Extensive leadership and management skills with experience in leading and motivating a senior management group, and managing a large diverse team of professionals.
- Expertise and experience in developing and implementing strategic policy frameworks, principles and practices including building and maintaining customer-focused organisational cultures.
- Extensive experience in the management of natural and / or heritage sites and values, including proven ability to interpret and implement policies and legislation.
- Exceptional relationship management skills, with the ability to facilitate and negotiate at the highest levels with both public and private sectors.
- Excellent conceptual, analytical, strategic thinking and problem solving skills with an innovative and creative approach to problem resolution.
- Demonstrated thorough knowledge and understanding of contemporary Aboriginal and non-Aboriginal historic heritage issues.
- Demonstrated ability to engage with Aboriginal people and communities, and superior understanding and sensitivity to Aboriginal culture and the economic, social, political and environmental issues facing Aboriginal people in NSW.

FURTHER INFORMATION

- <http://www.dpc.nsw.gov.au/>
- <http://www.nsw.gov.au/stateplan/>
- [*Public Sector Employment and Management Act 2002*](#)
- [*Personnel Handbook*](#)
- [*Crown Employees \(Public Service Conditions of Employment\) Award 2009*](#)
- [*SES Guidelines*](#)

