

ROLE DESCRIPTION

Executive Director (Principal Registrar), NCAT

Cluster	Stronger Communities	
Department	Department of Communities and Justice	
Division/Branch/Unit	Courts and Tribunal Services	
Location	Sydney	
Classification/Grade/Band	Senior Executive Band 2	
Senior Executive Work Level Standards:	Service/ Operational Delivery	
Role Number	50010243	
ANZSCO Code	111211	
PCAT Code	3119192	
Date of Approval	July 2022	Ref: B2 / 0003
Agency Website	www.dcj.nsw.gov.au	

Agency overview

The Department of Communities and Justice (DCJ) is the lead agency under the Stronger Communities Cluster. DCJ works to enable everyone's right to access justice and help for families through early intervention and inclusion, with benefits for the whole community. Stronger Communities is focussed on achieving safe, just, inclusive and resilient communities by providing services that are effective and responsive to community needs. For the first time, the creation of DCJ and Stronger Communities provides an opportunity to focus on prevention and early intervention across both the social welfare and justice systems.

Primary purpose of the role

The Executive Director (Principal Registrar), NSW Civil and Administrative Tribunal (NCAT) provides leadership and direction to deliver NCAT services for the Department of Justice, with a focus on strategic and operational planning, governance and evaluation of service delivery performance to support the achievement of Department and Tribunals Statutory objectives.

The role is responsible for the administrative functions of NCAT and is the Principal Registrar of NCAT. The Principal Registrar assists the President in implementing and maintaining the strategic direction of the Tribunal.

Key accountabilities

- Provide leadership and advice on service delivery issues, and create service delivery goals, standards and measures of success to ensure expectations are clear and that service delivery strategies are well aligned to overall Departmental objectives and that position NCAT as a sector leader in the delivery of Tribunal Services through the development of innovative client focussed strategies and programs.

- Drive digital transformation to improve client service delivery and staff and member experience and efficiency through modern technology solutions. Success will require excellent change management, and stakeholder engagement.
- Develop and implement service delivery priorities, strategies and programs in short, medium and long-term timeframes to meet the diverse needs of key stakeholders and communities.
- Drive and oversee financial, human, physical and intellectual capital/resources and their interdependencies in an operationally effective and efficient manner to better facilitate service delivery and optimise outcomes for service recipients.
- Contribute, as a member of the Department's senior executive, to strategic planning processes at both agency and cluster levels, to ensure that plans are informed by high quality service strategy advice
- Develop and execute robust service delivery governance and risk frameworks to identify, manage and minimise financial, reputational and service delivery risks
- Lead, direct and develop an effective, ethical and cohesive team/s and efficiently allocate resources to ensure quality, timely and appropriate services are provided to stakeholders in line with the department's goals and objectives.
- Manage the NSW Civil and Administrative Tribunal within approved financial parameters, including; operating budget (budgeted expenses and, where relevant, revenues), capital budget, labour expense budget, and incorporate rigorous implementation plans into the budget strategy to achieve savings measures.
- Exercise statutory decision making functions in accordance with legislation.

Key challenges

- Determine the best approaches to service delivery and implement service reform and improvement in the context of diverse and changing internal and external stakeholder needs.
- Develop and effectively execute service delivery models which transform the way customers can maximise their own opportunities and choices within fiscal, legal and ethical public service obligations.
- Implement innovations aimed at achieving more economical utilisation of resources, improving or expanding the accessibility of services to clients and ensuring the business development is aligned to the existing and future revenue streams of NCAT services without impinging upon the provision of justice and delivery of client services.
- Ensure the achievement of the Tribunal's statutory and organisational objectives.

Key relationships

Who	Why
Internal	
Secretary of Department / Deputy Secretary of Courts and Tribunal Services	<ul style="list-style-type: none"> ▪ Provide authoritative and expert advice on service delivery matters, providing counsel and recommendations which influence planning and decision making ▪ Establish service delivery resourcing within budget limits that are consistent with broader strategic plans and priorities ▪ Communicate information related to cluster and agency performance against service delivery budgets and outcome measures
President of NCAT	<ul style="list-style-type: none"> ▪ Provides high level executive leadership and strategic advice to the President on the resources of NCAT, including human resources, finances, asset management, facilities, and service provision

Who	Why
Deputy Presidents, NCAT	<ul style="list-style-type: none"> ▪ Consults with the Deputy Presidents on issues affecting their Division or the organisation more broadly. ▪ Establish and maintain effective working relationships with the Deputy Presidents.
Deputy Registrars, Divisional Registrars and staff of NCAT	<ul style="list-style-type: none"> ▪ Provide strategic and operational direction and guidance. Drive and implement organisational change. ▪ Set performance requirements and manage team performance and development
External	
Other Executive Directors, Service Delivery	<ul style="list-style-type: none"> ▪ Establish effective high level networks with Executive Directors, of other NSW clusters and agencies, and with similar roles across other jurisdictions, to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues
Other NSW and Commonwealth Government stakeholders	<ul style="list-style-type: none"> ▪ Foster collaborative relationships and partnerships with other NSW and Commonwealth Government stakeholders and agencies to forward mutual interests. ▪ Liaison in relation to areas impacting on NCAT, including the proposed conferral of new jurisdictions on NCAT. ▪ Sharing of best practice with other tribunals and agencies engaged in dispute resolution.
Community/Industry Stakeholders (Peak bodies and association representing NCAT users, including the Law Society, Bar Association, medical professional councils, disability sector, consumer groups etc)	<ul style="list-style-type: none"> ▪ Facilitate relationships with key community and/or industry stakeholders to ensure that programs and services meet current and evolving needs and articulated standards of performance by NCAT. ▪ Provision of timely and accurate information concerning NCAT's services.

Role dimensions

Decision making

The role is responsible for all matters relating to the administrative operations of the NSW Civil and Administrative Tribunal. Whilst decisions are sometimes taken after consultation with the President, other Judicial Officers, the Deputy Secretary or the Secretary of the Justice Department, most decisions are ultimately the responsibility of the position holder.

The role is fully accountable for decisions made in the position's quasi-judicial role, and in the delivery of other legal services to the unit's clients.

The position is accountable for any decisions regarding the deployment of staff, changes in practice and procedure to accommodate changed legislative requirements, and the development of more efficient work practices to improve case flow.

The position exercises financial and other delegations approved by the Attorney General and administrative delegations approved by the Secretary of the Department.

Reporting line

This position reports directly to the Deputy Secretary, Courts and Tribunal Services and works closely with the President, Deputy Presidents and Tribunal members of NCAT.

Direct reports

The role currently has 4 Divisional Registrars including 3 Directors and chambers staff.

Budget/Expenditure

Approximately \$56 million

Key knowledge and experience

- Extensive experience at an executive level in a complex organisation with significant client service obligations.
- Sound understanding of contemporary tribunal or court practice and procedure and case management principles
- Ability to oversee the development, implementation and delivery of major digital reform to maximise overall transformation outcomes within desired timeframes.
- Sound knowledge of the workings of government
- Knowledge of the types of legislation applicable to NCAT.

Essential requirements

- Tertiary qualifications in law or equivalent extensive experience

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
 <p>Personal Attributes</p>	<p>Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change</p>	<ul style="list-style-type: none"> • Remain composed and calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in response to strong contrary views • Accept criticism of own ideas and respond in a thoughtful and considered way • Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues 	Advanced
 <p>Relationships</p>	<p>Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect</p>	<ul style="list-style-type: none"> • 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 	Highly Advanced
 <p>Relationships</p>	<p>Work Collaboratively Collaborate with others and value their contribution</p>	<ul style="list-style-type: none"> • Establish a culture and supporting systems 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 	Highly Advanced
 <p>Relationships</p>	<p>Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts</p>	<ul style="list-style-type: none"> • Influence others with a fair and considered approach and present persuasive counter-arguments • Work towards mutually beneficial 'win-win' outcomes • Show sensitivity and understanding in resolving acute and complex conflicts and differences 	Advanced

		<ul style="list-style-type: none"> • Identify key stakeholders and gain their support in advance • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise • Anticipate and minimise conflict within the organisation and with external stakeholders 	
 <p>Results</p>	<p>Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes</p>	<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 	Highly Advanced
 <p>Results</p>	<p>Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions</p>	<ul style="list-style-type: none"> • Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement • Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues • Identify and evaluate organisation-wide implications when considering proposed solutions to issues • Apply lateral thinking and develop innovative solutions that have a long-lasting, organisation-wide impact • Ensure effective governance systems are in place to guarantee quality analysis, research and reform 	Highly Advanced
 <p>Business Enablers</p>	<p>Finance Understand and apply financial processes to achieve value for money and minimise financial risk</p>	<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 	Advanced

		<ul style="list-style-type: none"> • 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 	
	<p>Manage and Develop People Engage and motivate staff, and develop capability and potential in others</p>	<ul style="list-style-type: none"> • Ensure performance development frameworks are in place to manage staff performance, drive the development of organisational capability and undertake succession planning • Drive executive capability development and ensure effective succession management practices • Implement effective approaches to identify and develop talent across the organisation • Model and encourage a culture of continuous learning and leadership that values high levels of constructive feedback and exposure to new experiences • Drive a culture of high performance and ensure performance issues are addressed as a priority 	Highly Advanced
	<p>Inspire Direction and Purpose Communicate goals, priorities and vision, and recognise achievements</p>	<ul style="list-style-type: none"> • Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value • Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these • Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes • Create opportunities for recognising and celebrating high performance at the individual and team level • Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges 	Advanced
	<p>Manage Reform and Change Support, promote and champion change, and assist others to engage with change</p>	<ul style="list-style-type: none"> • Drive a continuous improvement agenda, define high-level objectives and translate these into practical implementation strategies • Build staff support for and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context • Create an organisational culture that actively seeks opportunities to improve 	Highly Advanced

- Anticipate, plan for and address cultural barriers to change at the organisational level

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 is not relevant for recruitment purposes however may be relevant for future career development.

COMPLEMENTARY CAPABILITIES			
Capability Group/Sets	Capability Name	Description	Level
 Personal Attributes	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	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	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Highly Advanced
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Advanced

COMPLEMENTARY CAPABILITIES

Capability Group/Sets	Capability Name	Description	Level
 Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Advanced
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Advanced
	Project Management	Understand and apply effective project planning, coordination and control methods	Advanced
 People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Advanced