

Candidate Information Pack

Organisation: NSW Department of Primary Industries and Regional Development

Position: Deputy Secretary, Fisheries and Forestry

Consultant: Emma Alberici, Partner

Date: July 2025

The information contained within this document is privileged and confidential and is intended for use of the intended recipient only. This document remains the property of Derwent and you are hereby notified that any disclosure, reproduction, alteration, distribution or other use of this document is strictly prohibited. The information contained within is not warranted or guaranteed by Derwent and any comment or opinions expressed are supplied on a strictly privilege & confidential basis.



Department of Primary Industries
and Regional Development

Deputy Secretary, Fisheries and Forestry

- High impact Senior Executive Band 3 leadership opportunity
- Shape the future of the state's Fisheries and Forestry sectors
- Location flexible, preference for regional NSW

The NSW Department of Primary Industries and Regional Development (DPIRD) protects, supports and develops primary industries and regional economies. As the Deputy Secretary Fisheries and Forestry, you will lead teams across regional NSW delivering industry development, regulatory compliance, policy, legislative reform and programs to create profitable and sustainable primary industries. You will build strong networks with key decision-makers at all levels of industry and government, and work closely with leaders within the department to build a one-DPIRD approach.

We are seeking an executive with extensive experience in natural resource management, who is financially savvy, can drive efficiencies and understands how to maximise the public benefit and impact of allocated resources. You will be a strategic thinker with a strong understanding of fisheries and forestry. You will be a dynamic and inspirational leader who can motivate, support, and empower others to achieve outcomes. Relevant tertiary qualifications will be highly regarded.

How to Apply

To apply and access the candidate information pack, please go to derwentsearch.com.au and click on 'search jobs'. Your application requires a resume (up to four pages), a two-page pitch describing how your skills and experience contribute to the role and the details of at least two referees. You will be contacted before any approach is made to referees.

For further information, email publicsector@derwentsearch.com.au or call Emma Alberici on 0419 683 660. Derwent will maintain confidentiality of all potential applicants.

Applications close: Sunday, 17th August at 11:59PM AEST.



Introduction

Thank you for your interest in exploring the Deputy Secretary Fisheries and Forestry role with the NSW Department of Primary Industries and Regional Development. As a trusted partner, we have produced this information to help you become more informed about the Department's context, operations, strategy and culture.

The Department

The New South Wales (NSW) Department of Primary Industries and Regional Development (DPIRD) collectively protects, supports and develops NSW's primary industries and regional economies and actively manages our natural assets. It plays a vital role in supporting the agricultural, fisheries, forestry, mining and regional development sectors across the state. It is a key agency within the broader NSW Government and is responsible for driving economic growth, sustainability, and innovation in rural and regional areas.

The department brings together Agriculture & Biosecurity, Fisheries & Forestry, Local Land Services, NSW Resources, Regional Development & Delivery, the Regional Growth NSW Development Corporation, NSW Public Works and the Soil Conservation Service. DPIRD has nearly 5,000 employees, with almost 80 per cent living and working in regional NSW.

The Fisheries & Forestry group manages natural assets on behalf of the NSW community to deliver economic, conservation, sustainability, social, and cultural outcomes. The group applies rigorous scientific research to inform ecologically sustainable use and management of NSW's natural assets, consistent with Government priorities. Fisheries & Forestry provides research, management, policy, regulatory and compliance solutions which support healthy and resilient ecosystems and enable sustainable fisheries, aquaculture, forestry, and hunting sectors.



The Fisheries division is responsible for fisheries and aquaculture management, conservation of biodiversity and protection of threatened species, and compliance, education and engagement. The division monitors and assesses the health and resilience of ecosystems, habitats and species to secure their conservation for the benefit of future generations. For example, in 2024-25 the division produced and stocked over 5.3 million fish, including 2.6 million native freshwater fish to enhance recreational fishing and restore threatened species and populations. The group also works to provide opportunities to enhance, maintain and protect Aboriginal cultural fishing, as well as supporting Aboriginal communities to develop businesses associated with fisheries resources throughout NSW.

The Forestry & Hunting division seeks to realise the economic, social, cultural, and environmental benefits from forests and forestry for the people of NSW. It supports the health and productivity of forests for current and future generations through science and research, evidence-based policy, and plantation regulation and growth. For example, the division authorised 42,715ha of new plantation in 2024-25. This is a 169% increase on the previous period, and 83% of the new plantations being authorised were for non-timber plantings (i.e. environmental or carbon plantings). This division also delivers regulatory programs and services to support safe and responsible hunting for over 25,000 licenced hunters.

The Group collaborates across government to manage the NSW marine estate, which is worth \$16.2 billion annually (including 103,800 jobs) to the NSW economy. \$286 million has been invested into the Marine Estate Management Strategy program, delivering over 100 programs aimed at addressing threats to water quality, habitats, sea country, threatened species, sustainable fishing and aquaculture and boating.

The Group also leads the NSW Government's Shark Management Program delivering state-wide shark mitigation and SharkSmart community education and awareness campaigns, partnerships with Surf Life Saving NSW to deliver drone surveillance and Surfing NSW to provide trauma kits, trauma training and drones for surfing events.



Additional Information

Company Website

[Click Here](#)

Office Location
locations across NSW

105 Prince St, Orange, NSW 2800; multiple

News and Media

[Click Here](#)

Role Description

Deputy Secretary Fisheries and Forestry

Portfolio	Primary Industries and Regional Development
Department/Agency	Department of Primary Industries and Regional Development
Division/Branch/Unit	Fisheries and Forestry
Classification/Grade/Band	Band 3
Senior executive work level standards	Work Contribution Stream: Service/Operational Delivery
ANZSCO Code	111211
PCAT Code	3119192
Date of Approval	April 2024 (updated July 2025)
Agency Website	www.dpiird.nsw.gov.au

Agency overview

The Department of Primary Industries and Regional Development (DPIRD) is the department dedicated to growing primary industries and supporting regional economic development to deliver long term benefits to the state. Our focus is to protect, support and develop our primary industries, mining sector, and regions.

The department brings together Agriculture & Biosecurity; Fisheries & Forestry; Local Land Services; NSW Resources; Regional Development & Delivery; the Regional Growth NSW Development Corporation; NSW Public Works and Soil Conservation Service.

We have nearly 5,000 employees, with almost 80 per cent of us living and working in regional NSW.

The Fisheries & Forestry Group manages natural assets on behalf of the NSW community to deliver economic, conservation, sustainability, social and cultural outcomes. It provides research, management, policy, regulatory and compliance solutions which support healthy and resilient ecosystems and enable sustainable fisheries, aquaculture, forestry, and hunting sectors.

Fisheries & Forestry comprises three divisions; Fisheries, which manages aquatic resources; Forestry & Hunting, which supports sustainable forest management and responsible hunting; and Reform & Engagement, which leads policy and operational initiatives; as well as the Marine Estate Management branch, which supports a healthy coast and sea.

Primary purpose of the role

The role provides executive direction to the delivery of legislative reform, policy and regulatory compliance, industry development, research, and education programs that shape, build, and support the fisheries and forestry industries. The role builds networks and drives engagement with key decision-makers to protect threatened species and conservation of natural assets while creating profitable and sustainable primary industries for NSW that underpin regional and rural communities' economic health and development.

Key accountabilities

- Lead the group in developing, implementing and driving programs, including legislative reform, regulatory activities, and projects to deliver government objectives and targets, meet legislative and operating requirements and support investment, regulation, and development of our fisheries and forestry industries.
- Lead industry development through research, policy and regulatory compliance to foster sustainable and economically commercial Industries.
- Lead strategic investment to protect the state's communities, environment and relevant industries to protect the state's natural resource base, specifically the state's fisheries and forestry resources.
- Identify, attract and secure new investments that strengthen and diversify the fisheries and forestry industries.
- Provide high-quality and insightful advice to the Secretary, Boards and Ministers on a wide spectrum of industry issues that impact the fisheries and forestry industries, including market access, protection of habitats, threatened species and conservation of these.
- Actively network and engage with a wide range of external stakeholders, industry representatives and peak bodies, and other state and international government agencies, representing the Department on peak committees, conferences and other forums to develop effective, best practice policy, regulatory and compliance initiatives and strategy and promote safe work environments workers.
- Represent the Secretary, Ministers and the NSW government to promote a positive image of the group and achieve government objectives.
- Managing the operational complexities associated with a large, diverse and decentralised workforce, including addressing complex employee relations matters while delivering diverse, inter-related activities and services against a background of high community expectations and financial and resource constraints.

Key challenges

- Supporting the Minister and Secretary while managing matters with high levels of political interest and public visibility, including highly sensitive issues, including forestry reform, indigenous fishing and aquaculture issues, that impact the community, industry, the economy and the environment.
- Addressing new and emerging issues in a dynamic and complex environment subject to high media scrutiny and where conflicting interests and opinions of key stakeholders require constant monitoring and analysis.
- Managing the operational complexities associated with a large, diverse and decentralised workforce, including addressing complex employee relations matters while delivering diverse, inter-related activities and services against a background of high community expectations and financial and resource constraints.

Key relationships

Who	Why
Ministerial	
Ministers	<ul style="list-style-type: none"> • Directly consult with and provide accurate and timely advice on a wide range of primary industry, research, and natural resource management issues. • Provide key strategic advice on delivering policy, industry research, legislation and programs that shape and support fisheries and forestry industries, to create profitable, sustainable industries for NSW that underpin the economic health and development of regional and rural communities. • Alert the Minister to operational or service issues which may escalate, or which may have State-wide impact. • Represent the Minister at key interjurisdictional and parliamentary forums as requested.

Internal	
Secretary	<ul style="list-style-type: none"> • Develop and contribute to strategy, provide briefings and advice on issues management. • Alert the Secretary to operational or service issues which may escalate, or which may have state-wide impact. • Communicate information related to performance against budget and potential variations which may have impact on budgeting or budget performance at the portfolio level. • Achieve endorsement of the portfolio's strategic and corporate plans and goals. • Represent the Secretary in key across and intergovernmental discussions.
Deputy Secretaries	<ul style="list-style-type: none"> • Work cohesively as part of the executive management team to advance the whole portfolio's objectives and build a strong organisation capable of meeting the government's expectations. • Collaborate effectively to ensure strong and aligned primary industries across the department, share and leverage resources and enabling functions
Direct Reports and other senior staff	<ul style="list-style-type: none"> • Provide direction, guidance, updates and feedback, communicate high level priorities, seek feedback on program milestones and deliverables. • Create a culture of achievement and accountability, fostering flexibility, innovation and on- time and on budget delivery. • Provide information and advice about organisational objectives, policies and procedures. • Foster a highly collaborative culture and operating model within the group and across the department's groups and agencies.
External	
Key NSW government stakeholders	<ul style="list-style-type: none"> • Manage effective relationships and establish strategic partnerships and networks to create a vision for the future of NSW primary industries and solicit support and deliver government, cluster and portfolio initiatives to achieve this vision.
Business and industry leaders	<ul style="list-style-type: none"> • Gather information and identify future industry opportunities and manage challenges. • Build and maintain effective and supportive relationships and engage dialogue over long term policy strategies. • Capitalise on commercial and industry opportunities and collaborating with industry partners.
Management and advisory boards related to the group	<ul style="list-style-type: none"> • Ensure coordinated strategies, manage issues and provide support and advice.

Role dimensions

Decision making

- Operates with a high level of autonomy and is fully and directly accountable for accurate, valid and quality strategic advice and reports to the Secretary and Ministers.
- Accountable for the strategic leadership and performance of the group, budget and objectives, exercising delegated responsibilities related to legislation and budgets.
- Directly accountable for strategic and business planning, work performed in the group, delivery of outcomes and effective management and utilisation of human, financial and capital resources within set labour cap and budget parameters and delegated authority of the group.
- Exercises judgement in the absence of precedent and must effectively balance social, environment and economic considerations as well as impacts to government, the portfolio, other agencies and the community.

Reporting line

The role reports to the Secretary.

Direct reports

Up to 5 Direct reports with staff of circa 600

Budget/Expenditure

Budget – approximately \$255 million

Essential requirements

- Tertiary qualifications in economics, business/finance, legal or risk management, any primary industries field or project management and/or significant relevant industry experience.
- Experience in a senior role in government and/or experience in a relevant (context) senior role in the corporate sector.
- A thorough working knowledge of the complexity of operations of NSW government, including relevant legislative obligations within the NSW jurisdiction or a similar environment.

Capabilities for the role

The [NSW Public Sector Capability Framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are 4 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.

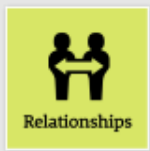

Focus capabilities

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
	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 behaviour Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations Set, communicate and evaluate ethical practices, standards and systems and reinforce their use Create 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 reports Act promptly and visibly to prevent and respond to unethical behaviour 	Highly Advanced
	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience Ensure systems are in place to capture customer service insights to improve services Initiate and develop partnerships with customers to define and evaluate service performance outcomes Promote and manage alliances within the organisation and across the public, private and community sectors Liaise with senior stakeholders on key issues and provide expert and influential advice Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches Ensure that the organisation's systems, processes, policies and programs respond to customer needs 	Advanced
	Work Collaboratively Collaborate with others and value their contribution	<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











Capability group/sets	Capability name	Behavioural indicators	Level
	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	<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 • 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 	Advanced
	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	<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

Capability group/sets	Capability name	Behavioural indicators	Level
	Demonstrate Accountability Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	<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 • 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 	Highly Advanced
	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

Capability group/sets	Capability name	Behavioural indicators	Level
	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
	 Inspire Direction and Purpose Communicate goals, priorities and vision, and recognise achievements	<ul style="list-style-type: none"> Champion the organisational vision and strategy, and communicate the way forward Create a culture of confidence and trust in the future direction Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation Communicate the parameters and expectations surrounding organisational strategies Celebrate organisational success and high performance, and engage in activities to maintain morale 	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.

Capability group/sets	Capability name	Description	Level
	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
	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Highly Advanced
	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Highly Advanced
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	Project Management	Understand and apply effective planning, coordination and control methods	Highly Advanced
	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
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Advanced
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Highly Advanced

Statement of Intent

Purpose

We protect, support and develop primary industries and regional economies



Protect

We protect through our regulatory, compliance and safety functions, and our conservation, natural resource management, and biosecurity services



Support

We support through our extension, education, advice and response functions



Develop

We develop by researching, facilitating, encouraging and investing in opportunities

Vision

Strong and sustainable primary industries, regional economies and natural assets

Sustainable

We find better ways to do things to build a stronger future, including delivering on net zero and nature positive commitments

Primary industries

Our work supports the agriculture, forestry, fishing and mining industries

Regional economies

We support and develop regional businesses and industries, including infrastructure and other economic enablers

Natural assets

We actively manage our lands and soils, minerals, waterways and oceans, vegetation and forests

Our strengths

We have practical local knowledge and implementation expertise to deliver outcomes.

We are networked, credible and trusted by government, industry and the community.

We have a diverse, geographically distributed and agile workforce that can respond rapidly on the ground.



The niche we occupy

We drive economic development and natural resource management through our technical expertise and legislated functions.

We actively work with Aboriginal people, businesses and communities to improve economic outcomes and deliver on government commitments.

We understand the value of actively managing NSW's natural assets.



The value we provide

We tackle complex problems and deliver practical solutions for government, industry and communities.

These solutions draw from our experience, evidence base and scientific expertise in research and innovation.

We balance competing stakeholder views with integrity and strength.



How we work together

We work more together than apart and will achieve big things as one department.

We are on a financially sustainable footing.

We ensure Aboriginal people are included socially, culturally and economically.

We prioritise safety and wellbeing, and people want to work for us.

We are at the table shaping and driving government policy decisions.



Fisheries and Forestry Strategic Plan

2025–2030

DRAFT

Our Vision

Healthy and resilient natural assets managed for the maximum benefit of the community and supporting productive, ecologically sustainable and economically viable fisheries, aquaculture, forestry and hunting sectors.

We do this through

Meeting our statutory obligations under legislation, including administration of the:

- Forestry Act 2012
- Fisheries Management Act 1994
- Marine Estate Management Act 2014
- Plantations and Reafforestation Act 1999
- Game and Feral Animal Control Act 2002

Our Values

The way we conduct ourselves in our working relationships with each other and our communities, stakeholders, sectors and government reflect our values in action.



Integrity

- ✓ We consider people and ideas equally without prejudice or favour and place public over personal interest.
- ✓ We respect diverse ideas and value the perspectives shaped by our varied experiences and backgrounds.
- ✓ We act professionally, with honesty, consistency and impartiality.



Service

- ✓ We work collaboratively as one team across the Department, responding to Government priorities-providing quality services fairly with a focus on community needs.
- ✓ We are flexible, innovative and reliable in our service delivery, partnering with Aboriginal people, industry, stakeholders and communities in a collaborative way.



Accountability

- ✓ We communicate our intentions and take responsibility for our actions and decisions.
- ✓ We are fiscally responsible and focus on efficient, effective and prudent use of resources to drive meaningful outcomes.
- ✓ We develop innovative and effective solutions and respond to changing priorities and challenges.



Trust

- ✓ We value our people, inviting teamwork and ensuring safety and wellbeing are at the forefront.
- ✓ We appreciate difference and welcome learning from others while building relationships based on mutual respect.
- ✓ We uphold the law, institutions of government and democratic principles.
- ✓ We strive to be an employer of choice, fostering growth and opportunity for our people.

Our Purpose

PROTECT

We protect our natural assets on behalf of the people of NSW, through our legislative, policy, conservation, management and compliance functions



SUPPORT

We support our community and sectors through research, extension, education, advice, and response to create certainty and build community confidence



DEVELOP

We develop our sectors by using evidence to promote the sustainable use of natural assets for all users, by building capacity and encouraging innovation



Strategic Outcomes

Economic, Social and Cultural Prosperity



- Natural assets and resources deliver optimal economic, social and cultural benefits for the people of NSW.
- Current and emerging industries are supported to contribute to NSW's prosperity.
- Fit-for-purpose legislation supports growth and efficiency.

Conservation and Sustainability



- Natural assets are conserved and resources are monitored and assessed for health and resilience.
- Natural resource use is sustainable, governed and regulated through modern policy and legislation.
- Ecosystems, habitats and species are conserved for the benefit of future generations.

Resilience and Wellbeing



- Communities are supported and natural assets are managed to grow resilience and adapt to changing pressures including a variable climate.
- A positive health, safety and wellbeing culture exists to support our people and communities.
- Communities and sectors are assisted to manage risk, respond and recover quickly from adverse events that impact economic growth and community wellbeing.

Partnerships and Engagement

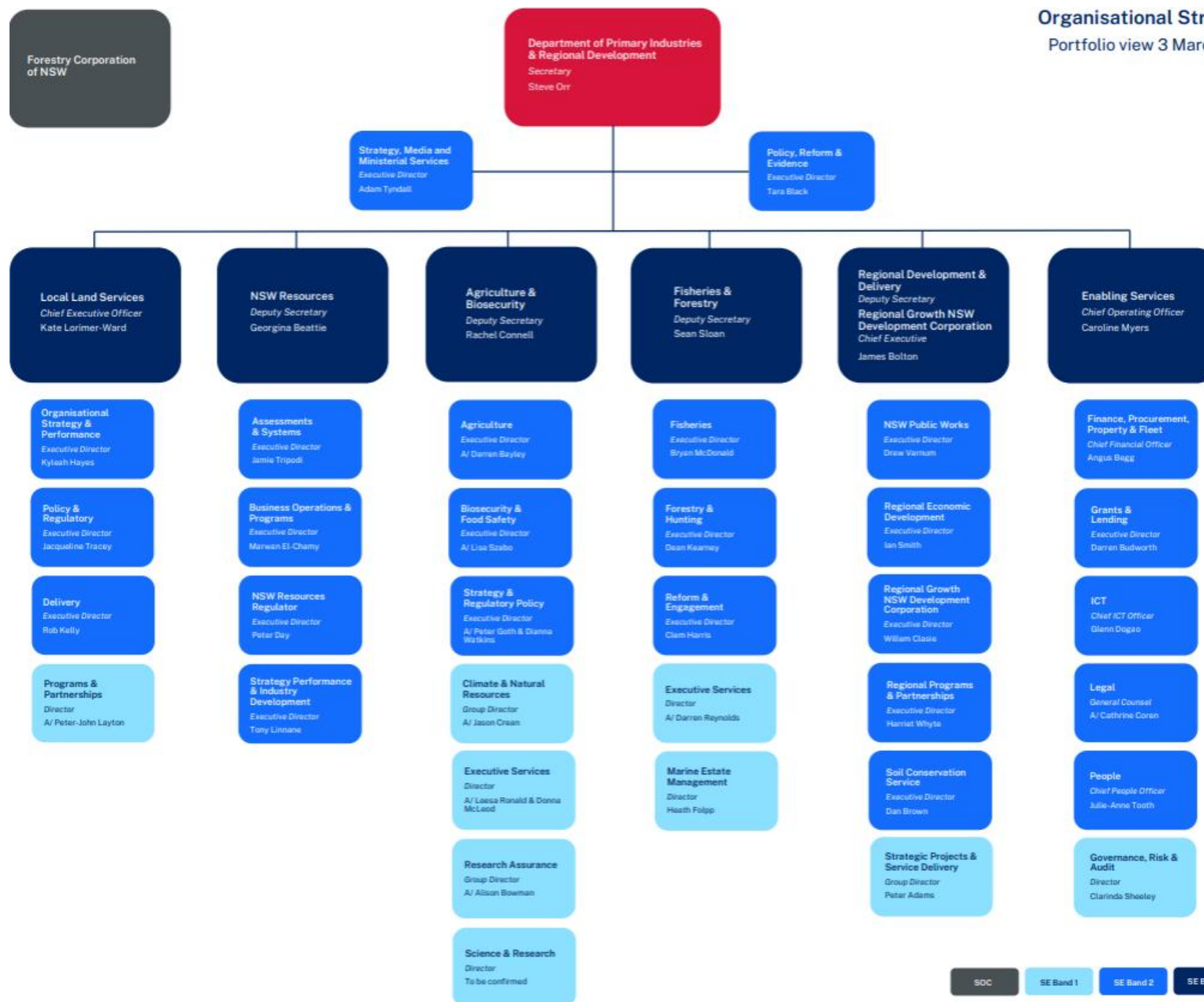


- Aboriginal knowledge of land, water and sky is valued.
- Our communities are engaged, and partnerships are built to meet community expectations for healthy and resilient natural assets and sustainable resource use.
- Collaborative, agile and integrated services are delivered for the people of NSW.



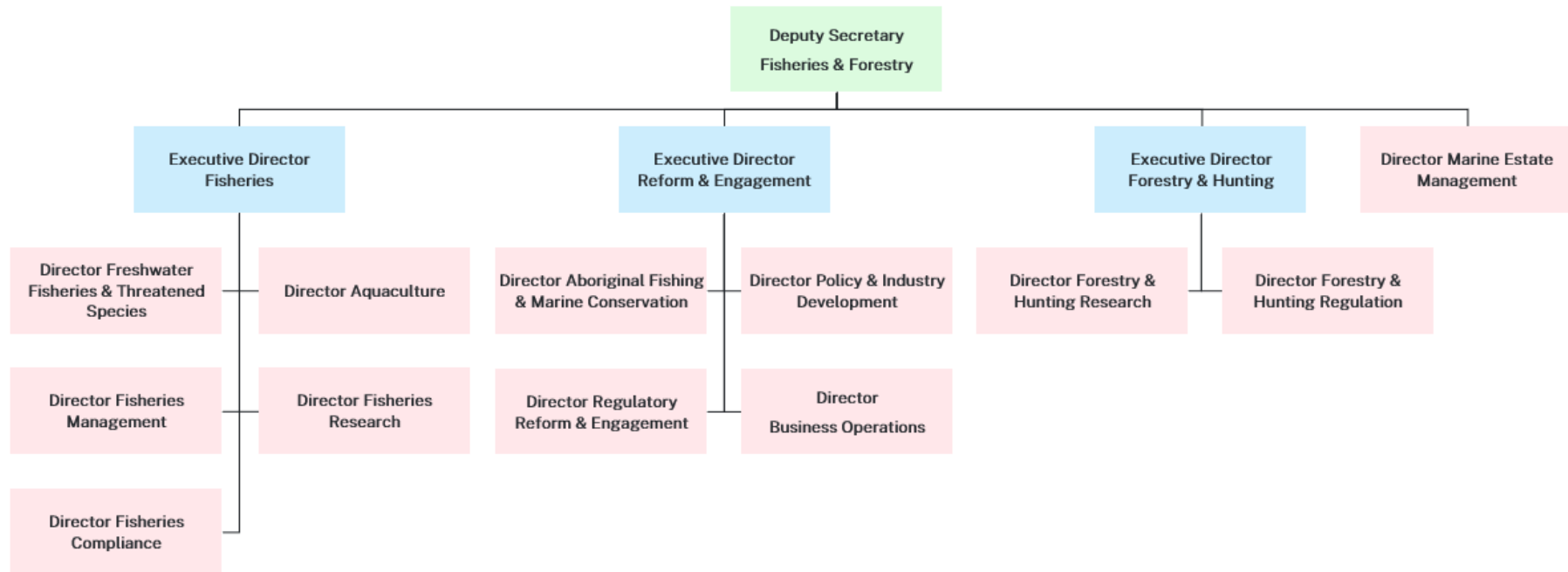
Organisational Structure

Portfolio view 3 March 2025



Fisheries & Forestry executive structure

July 2025



For further information

Emma Alberici

Partner, Public Sector Practice

Derwent Executive Search

0419 683 660

ealberici@derwentsearch.com.au