JOB DESCRIPTION FOR THE POSITION OF

Director of Planning and Performance

Incumbent:	
Industrial Award or Agreement:	Award and agreement free
Date Developed:	October 2017
Date Updated:	October 2026
Reporting Relationships:	CEO
Supervisory Responsibilities:	Commissioning Manager Integration and Priority Populations Manager Mental Health and Alcohol and Other Drugs Manager Executive Assistant (shared with Director of Innovation and Partnerships and Executive Manager - Digital Health and Technology)
Role Overview:	This position is part of the executive management team of SWSPHN and provides strategic leadership across population health planning, commissioning, performance and evaluation. The role drives performance, continuous improvement and evidence-informed investment to maximise SWSPHN's impact on the health of South Western Sydney. The role is also responsible for key health portfolios, including: • Integrated health strategies aligned with SWSPHN priority health areas • Department of Health and Aged Care identified focus areas • Mental Health and Drug & Alcohol Treatment.
Qualifications and Requirements:	Tertiary qualifications in a relevant field (i.e. health, management or a related discipline). Current NSW driver's license and access to a comprehensively insured vehicle. Current working with children (WWCC) check.
Required Skills and Experience:	Extensive demonstrated senior level experience leading and developing multidisciplinary teams. Strong understanding of the Australian primary health care environment. Demonstrated strategic leadership in implementing complex system change, including building partnerships and influencing stakeholders across organisational and system boundaries. Demonstrated experience in commissioning, service planning and performance management, including translating population need and evidence into investment priorities and measurable outcomes. Demonstrated experience in developing and implementing clinical governance controls in the primary care setting. Demonstrated project management and leadership, including budgetary controls.

KEY DELIVERABLES

1. Leadership of Planning, Commissioning, Investment and Evaluation

- Lead the implementation and continuous improvement of SWSPHN's Commissioning Framework, ensuring investment is informed by population need, evidence and strategic priorities.
- Drive the continued maturation of outcomes-based commissioning with a focus on measurable impact, value for money and continuous improvement.
- Provide strategic oversight of commissioning activities, including service planning and design, procurement, contract performance, evaluation and recommissioning.
- Strengthen the use of service performance, outcomes data, evaluation and research to inform investment decisions and improve commissioned services.
- Lead SWSPHN's population health needs assessment and planning functions, ensuring data, evidence and community insights identify priority populations, emerging needs and opportunities for improvement.
- With the Executive team, translate identified population health needs into strategic priorities, investment decisions, integrated health strategies and models of care.

2. Leadership of mental health and alcohol and other drug portfolio

- Provide strategic leadership and oversight of Mental Health, Suicide Prevention and Alcohol and Other Drugs portfolios, recognising Mental Health as a significant area of SWSPHN commissioned investment.
- Lead SWSPHN's contribution to regional planning and reform initiatives in partnership with SWSLHD, commissioned providers, primary care, consumers and other stakeholders.
- Support program maturation through review, partnership development, capacity building and integration.
- Oversee implementation of centralised intake service, ensuring referrer, supplier and consumer needs are met.
- Ensure appropriate clinical, operational and commissioning governance across the portfolio.

3. Leadership of priority health portfolios and integrated health care activities

- Provide strategic leadership and oversight of SWSPHN's priority health portfolios, including Aged Care, Aboriginal Health, diabetes, prevention and other priority areas identified through population health needs, government priorities and SWSPHN's strategic direction.
- Oversee the planning, implementation, performance and evaluation of strategies, programs and initiatives addressing identified health priorities, ensuring they are evidence-informed, responsive to community need and focused on measurable outcomes.
- Work with the executive team to drive integration and collaboration across primary, community and acute care to improve coordination, equity of access and person-centred continuity of care.
- Build and maintain effective partnerships with communities, consumers, primary care, health services, government and other stakeholders to support integrated approaches to priority health needs.

4. Strategic Advice and Organisational Leadership

- As a member of the Executive Management Team, contribute to whole-of-organisation strategy, planning, performance, risk management and organisational decision-making.
- Provide authoritative strategic advice and direction to the CEO, Executive Management Team and Board on matters within the portfolio.
- Provide robust, relevant and detailed reporting to the Board, Executive and subcommittees to support effective governance and decision making.
- Monitor emerging policy, funding, population and health system trends and position SWSPHN to respond to emerging opportunities and risks.
- Build strategic partnerships that strengthen SWSPHN's influence and ability to improve health outcomes across South Western Sydney.

5. Clinical, Commissioning and Corporate Governance

- Provide leadership in the implementation and evaluation of effective clinical, commissioning and corporate governance arrangements across relevant programs and commissioned services.
- Ensure systems are in place to identify, monitor, manage and escalate clinical, operational and commissioning risks.
- Provide strategic advice to the CEO, Executive and relevant Board committees on significant governance and risk matters.
- Promote clear accountability for quality, safety, performance and outcomes across the portfolio.

6. People Management

- Develop, coach, engage and motivate high performing multidisciplinary teams
- Establish clear priorities, accountabilities and performance expectations aligned with SWSPHN's strategic direction.
- Foster a culture of accountability, collaboration, learning, innovation and continuous improvement.

- Effectively manage the portfolio's resources, investment and risks within agreed delegations and organisational governance requirements.
- Support, promote and champion change, and assist others to engage with change.

Core Capabilities

Communicate Effectively Communicate clearly and respectfully, actively listen to others whilst keeping an open mind and respond with respect.	Transformational • Promote an environment of honest and constructive communication, allowing opposing or conflicting views to be shared. • Articulate complex concepts and put forwards compelling arguments and rationales to diverse audiences. • Speak in a highly articulate and influential manner. • Actively listen and identify ways to ensure all have an opportunity to contribute. • State the facts and explain implications for the organisation and key stakeholders. • Promote the organisation's position with authority and credibility. • Anticipate and address key areas of interest for the audience and adapt style under pressure.
Commit to a Customer Focus Deliver a high level of stakeholder satisfaction in line with organisational objectives by understanding and striving to exceed expectations.	Transformational • Identify and anticipate longer term stakeholder needs and plan and implement strategic options for service delivery to meet those needs. • Ensure a quality customer focus throughout SWSPHN including setting KPI's for meeting stakeholder requirements. • Consistently build valued relationships with stakeholders, enabling on-going and effective partnerships committed to working towards providing enhanced services to stakeholders. • Develop and initiate services, including approaches and tools to facilitate service excellence. • Assess service delivery outcomes and implement improvements. • Independently use discretion to solve issues with stakeholders.
Learn and Adapt Show a commitment to learning and seeking new ways to grow and develop by being inquisitive and adapting to change.	Transformational • Expand existing boundaries of knowledge. • Use experience to contribute to broadening and developing the organisation's body of knowledge. • Work to develop leadership and knowledge of new approaches in areas that are critical to the future performance of SWSPHN. • Contribute to the learning and professional development needs of others. • Promote and model the value of self-improvement and be proactive in seeking opportunities for growth and development. • Actively seek, reflect and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviours. • Mobilise team members towards change and encourage and empower people to implement change.
Embrace Technology Maximise efficiency and effectiveness through understanding and using available technologies.	Transformational • Encourage research and expert advice on the application of emerging technologies to achieve SWSPHN's outcomes. • Ensure effective governance frameworks are in place to enable efficient and effective application of information and communication technology, as well as compliance with information and communications security and use policies. • Critically assess business cases supporting the introduction of technology solutions to improve the efficiency and effectiveness of the organisation. • Ensure that effective policies and procedures are in place for records, information and knowledge management to meet organisational requirements.
Work Together Collaboratively Build diverse and positive	Transformational • Build a culture of constructive collaboration within the organisation and with stakeholders. • Seek out and facilitate collaboration across SWSPHN and with other organisations to achieve a common goal.

relationships, working together to achieve a shared goal.	• Recognise and celebrates the successful outcomes of collaboration.
Value Diversity Show respect for diverse backgrounds, experiences and perspectives.	Transformational • Create and drive a culture where all staff value diversity. • Use diversity to foster innovation, drive change and leverage business outcomes. • Develop and promote integrated workplace diversity principles across the organisation. • Champion the benefits to SWSPHN generated by workforce diversity. • Take action to attract, engage and advance the careers of people from all backgrounds and experiences.
Solve Problems Identify and implement solutions to close gaps preventing optimal service delivery to our stakeholders.	Transformational • Cultivate an environment that recognises and encourages people to raise problems and solve problems effectively. • Collate and analyse large amounts of variable information related to a problem. • Engage in critical analysis to understand all of the various factors making up a complex problem. • Synthesise information, identify several solutions and evaluate organisation wide implications when considering solutions to issues. • Apply lateral thinking and develop innovative, effective and sustainable solutions to critical problems.

Leadership and Management Capabilities

Lead and Develop People Engage and motivate staff, recognise achievements and develop capability and potential in others.	Transformational • Ensure performance and development frameworks are in place, drive development of organisational capability and undertake succession planning. • Model and encourage a culture of continuous learning which values constructive feedback and exposure to new experiences and challenges. • Implement effective approaches to identify and nurture talent and provide opportunities for career development. • Develop and clearly communicate performance standards and expectations. • Undertake planned and structured initiatives to develop team members. • Promote and act as a role model in demonstrating the SWSPHN values. • Empower, coach and mentor managers and others. • Celebrate individual and team successes ensuring appropriate recognition and praise. • Provide highly detailed and constructive feedback and give individualised suggestions for improvement. • Instil a sense of urgency in addressing and resolving team and individual performance issues.
Manage Change Support, promote and champion change, and assist others to engage with change.	Transformational • Build organisation wide staff support and commitment to change. • Evaluate internal and external trends and plan and prepare for long term change, with a focus on the wider political, social and environmental context. • Create an organisational culture that actively seeks opportunities to improve. • Anticipate barriers and resistance to change and implement plans and strategies to address at an organisation level to optimise outcomes. • Implement structured change management processes and plan and successfully manages significant change. • Translate the change agenda into strategic and operational plans.

Shape Strategic Thinking Communicate goals and inspire purpose and direction.	Inspirational • Build a shared sense of purpose and direction, clarify priorities and goals and inspire others to achieve them. • Work with others to translate strategic direction into operational goals and build a shared understanding of the link to SWSPHN outcomes. • Consider long term strategic objectives when translating strategy for own area into meaningful objectives and targets. • Develop well-constructed and justified operational plans within the context of the strategic objectives. • Develop measures to track progress against objectives and assess outcomes. • Understand overall future business needs and develop a strategy that aligns own work area/s with the objectives of the wider organisation.
Achieve Quality Results Manage resources effectively to achieve organisational objectives whilst applying sound financial and workforce planning principles.	Inspirational • Develop workforce plans that effectively distribute organisational resources to achieve SWSPHN goals. • Align systems and processes to encourage improved performance and outcomes. • Focus on setting challenging goals that are most critical to performance of work area and engage others in striving to achieve these. • Actively seek, devise and support continuous improvement. • Drive operational excellence within own areas of responsibility and serve as a model for other areas. • Drive a culture of achievement and acknowledge input of others. • Develop and manage budgets. • Consider costs and efficiency when allocating and using resources. • Progress organisational priorities and manage team output to ensure goals are achieved. • Champion and consider various sources of quantitative and qualitative information to drive optimal outcomes.

VALUES

Support the SWSPHN values:

- Trust – We uphold mutual respect and act in good faith.
- Empathy – We support people to feel seen, heard and valued.
- Courage – We embrace challenges, inspire innovation and drive positive change.
- Fairness – We recognise different needs to achieve equitable outcomes.
- Integrity – We are honest, genuine in our intent and take accountability.
- Collaboration – We foster strong relationships and work with shared purpose.

ACKNOWLEDGEMENT

As the incumbent of the position, I acknowledge the statement of duties, responsibilities and other requirements as detailed in this document. I acknowledge these are not intended to be an exhaustive list of the duties I may be required to perform, rather an indication of the kinds of duties that fall within the scope of the position. I acknowledge that the reporting structure may change over time and it may affect this position.

Employee’s signature: