

Role Description

Executive Director, Revenue



Treasury

Cluster	The Treasury
Agency	NSW Treasury
Division/Branch/Unit	Economic Strategy and Productivity Group
Location	Sydney CBD
Classification/Grade/Band	Senior Executive Band 2
Kind of Employment	Ongoing
ANZSCO Code	111211
PCAT Code	TBC
Date of Approval	May 2019
Agency Website	https://www.treasury.nsw.gov.au

Agency overview

The key customer of NSW Treasury is the NSW Government on behalf of the people of NSW. Our vision is ensuring that the people of NSW have access to services and infrastructure that deliver social and economic benefits underpinned by a strong and sustainable economic and financial position.

Information about the structure and functions of the NSW Treasury can be sourced on our website: <https://www.treasury.nsw.gov.au> (Refer to “About Treasury” and “Our Treasury Team”).

As part of our vision to become a World Class Treasury, we believe Treasury has a primary role to support and invest in our key partners (service delivery clusters). This includes a responsibility to lift the financial management capability and culture across the sector and support NSW Government’s commitment to achieve significant and sustainable financial management improvement.

The Economic and Productivity Strategy (ESP) Group within NSW Treasury is shaping the economic strategy and narrative in NSW and influencing the future direction state federal relations and tax policy in NSW. The Group delivers economic and revenue forecasting; provides advice on economic policy and reform, including taxation and productivity policy; and engages with Commonwealth, State and Territories on key national reforms and issues. The NSW Small Business Commissioner and NSW Productivity Commissioner are also anchored in the ESP Group.

The ESP Group comprises five areas:

The **Economic Strategy Division** is responsible for advising and promoting sound economic policy within the NSW and Commonwealth governments, to enhance the economic performance and welfare of NSW.

The **Revenue Division** is responsible for monitoring and forecasting the NSW economy and revenues, providing policy advice on the State’s revenue measures and strategies, fiscal drivers and trends.

The **Office of the Chief Economist** is responsible for bolstering the capacity of NSW Treasury to lead economic reform and debate by advising the NSW government on state, national and global economic issues, analysis and trends.

The **Productivity Commissioner** is responsible for driving productivity improvements that will enhance the lives of all residents, businesses and communities in NSW including driving microeconomic reform and targeting regulatory roadblocks.

The **Small Business Commissioner** is responsible for supporting the sustainability of small businesses in NSW by providing support and information, strategic and procedural advice, confidential mediation and dispute resolution services and speaking up for small business within government.

Primary purpose of the role

The primary focus of the role is to bring a high level of expertise and make a significant contribution to developing, communicating and implementing policies, guidance and other strategies to provide assurance in relation to major investments by Government sector agencies in New South Wales. This includes providing assurance to the NSW Government on its Capital, ICT and Recurrent investments through the effective administration of the NSW Gateway Policy and the Recurrent Expenditure Assurance Framework, by developing and evaluating policy, and operationally, managing Gateway Reviews, health checks and other project assurance activities from project registration to closure.

As one of the Executive Directors in Economic Strategy and Productivity Group, the Executive Director, Revenue Division, influences the direction fiscal federal relations and tax policy in NSW, is part of the leadership group shaping the economic strategy in NSW and is responsible for leading economic and revenue forecasting.

Key accountabilities

- Lead and direct the work of the Division and its resources to deliver high quality economic and revenue forecasts, including forecasting and analysis of Commonwealth grant funding and GST revenue, to the Treasurer, cluster Ministers and Treasury Leadership Team in a timely manner.
- Lead and develop policy advice to strengthen federal fiscal relations to enhance NSW's sovereignty and budgetary autonomy, including supporting the Treasurer and Secretary in critical intergovernmental meetings and negotiations.
- Lead and develop the provision of policy advice on state tax policy issues, including identifying opportunities for reform, to the Treasurer and Treasury Leadership Team.
- Plan and lead research in response to Ministerial requests and policy issues, examining the pressures on government spending and revenue and the impact on NSW competitiveness and economic growth to recommend areas of policy priority and inform the development of the state's economic strategy.
- Develop and leverage relationships with key stakeholders including the Commonwealth Treasury, other State Treasuries, and revenue collection agencies including Revenue NSW.
- Create and articulate the strategic plan for the Division, which will support the strategic plans for the Group, the Treasury and the Government. Manage the resource budget in a manner which supports that plan.

- Direct and supervise reporting staff, determine operational priorities, monitor and review performance. Provide leadership, guidance and facilitate ongoing professional development for all Divisional staff, and ensure staff has the knowledge, skills and support to achieve Divisional objectives.
- Contribute to the development of NSW Treasury as a leader within the organisation including, representing NSW Treasury on diverse forums, working parties and committees, both within and external to the NSW public sector, strongly advocating NSW Treasury and the Government's position on key issues and policies.

Key challenges

- Maintaining current knowledge and understanding of diverse economic and public policy issues and the complexity associated with their delivery against a background of operating environments, key drivers and challenges that are unique for each government agency and enterprise.
- Preparing diverse and highly complex documents including research papers, briefings, submissions and complex data analyses to support short and long term economic and revenue forecasts.
- Influencing and persuading agencies and internal and external stakeholders to adopt new approaches and practices that support the Government's strategic policy initiatives and reform programs.

Key relationships

Who	Why
Internal	
Deputy Secretary	<ul style="list-style-type: none"> • Receive guidance and support, provide expert advice and exchange information
Secretary	<ul style="list-style-type: none"> • Provide expert advice and respond to matters raised.
Direct Reports	<ul style="list-style-type: none"> • Monitor and review performance, provide leadership and guidance, foster ongoing professional development
Other Executive Directors	<ul style="list-style-type: none"> • Collaborate with peers in areas of shared responsibility and interest.
External	
Key external stakeholders, including NSW Department of Premier and Cabinet, other NSW Agencies, other state treasuries, Commonwealth Treasury, and public and private sector organisations, media and academia	<ul style="list-style-type: none"> • Develop and maintain effective relationships and open channels of communication to foster liaison, consultation, and engagement

Role dimensions

Decision making

The Executive Director operates with considerable autonomy in the management of the Division and is fully accountable for the quality, integrity and accuracy of outputs. The role prioritises, directs and integrates the work of specialist direct reports and provides information and guidance to other senior executives and Ministerial staff.

The Executive Director is responsible for oversight, review, advising and co-ordinating major economic projects and reforms and for ensuring all projects are sufficiently scoped, resourced and managed. The position directs and reviews to ensure efficient and effective delivery of high quality outcomes and to monitor the progress of Divisional plans and achievements while advising key decision makers within NSW Treasury.

The Executive Director acts within the standard Treasury delegated decision-making authority relating to the Branch and refers decisions outside its control to the Deputy Secretary. The position makes recommendations to the Treasurer and Cabinet through the Deputy Secretary.

Reporting line

This position reports to the Deputy Secretary Economic Strategy and Productivity Group

Direct Reports

3-6 direct reports (Directors of branch and Administrative Assistant)

Essential requirements

- Tertiary qualifications including postgraduate qualifications and demonstrated, equivalent, relevant professional experience and training.
- Broad knowledge and proven track record of research of state, national and global economic issues.
- Should possess expertise and in depth understanding of revenue forecasting and revenue policy issues, including federal fiscal relations.
- Ability to bridge the latest theoretical approaches to different disciplines and best practice policies.
- Understands the value of NSW Treasury and its output and has the capacity to promote this to various audiences and ensuring broad media coverage.
- Clear, convincing communicator of ideas in writing and in person, and ability to defend and explain difficult and complex issues with respect to key decisions and positions
- Management experience, including financial, change and strategic; extensive experience and skills in leading and motivating a senior management group and managing a cohesive team of professionals.
- Project management experience and a demonstrated ability to exercise leadership and influence in dealings with external stakeholders.
- Adequate knowledge and understanding of the machinery of government, the policy process and the relevant statutory requirements that underpin the NSW Treasury's operations.






Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees.

The Capability Framework is available at <https://www.psc.nsw.gov.au/workforce-management/capability-framework/nsw-public-sector-capability-framework>

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Advanced
	Act with Integrity	Advanced
	Manage Self	Advanced
	Value Diversity	Adept
 Relationships	Communicate Effectively	Highly Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Advanced
 Results	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Highly Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Advanced
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Advanced
 People Management	Manage and Develop People	Highly Advanced
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Advanced

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Advanced	<ul style="list-style-type: none"> Stay calm and act constructively in highly pressured and unpredictable environments Give frank, honest advice in the face of 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, difficult and controversial issues
Personal Attributes Act with Integrity	Advanced	<ul style="list-style-type: none"> Model the highest standards of ethical behaviour and reinforce them in others Represent the organisation in an honest, ethical and professional way and set an example for others to follow Ensure that others have a working understanding of the legislation and policy framework within which they operate Promote a culture of integrity and professionalism within the organisation and in dealings external to government Monitor ethical practices, standards and systems and reinforce their use Act on reported breaches of rules, policies and guidelines
Relationships Communicate Effectively	Highly Advanced	<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 cross-government, cross-jurisdictionally and outside of government Actively listen, and identify ways to ensure all have an opportunity to contribute Anticipate and address key areas of interest for the audience and adapt style under pressure
Relationships Commitment to Customer Service	Advanced	<ul style="list-style-type: none"> Promote a culture of quality customer service in the organization. Initiate and develop partnerships with customers to define and evaluate service performance outcomes.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> 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 Ensure that the organisation's systems, processes, policies and programs respond to customer needs
Relationships Work Collaboratively	Advanced	<ul style="list-style-type: none"> Build a culture of respect and understanding across the organisation Recognise outcomes which resulted from effective collaboration between teams Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
Results Think and Solve Problems	Highly Advanced	<ul style="list-style-type: none"> Establish and promote a culture which encourages 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 long standing, organisation wide impact Ensure effective governance systems are in place to guarantee quality analysis, research and reform
Results Demonstrate Accountability	Advanced	<ul style="list-style-type: none"> Design and develop systems to establish and measure accountabilities Ensure accountabilities are exercised in line with government and business goals Exercise due diligence to ensure work health and safety risks are addressed Oversee quality assurance practices Model the highest standards of financial probity, demonstrating respect for public monies and other resources Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks Incorporate sound risk management principles and strategies into business planning

Business Enablers Project Management	Advanced	<ul style="list-style-type: none"> • Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts • Access key subject-matter experts' knowledge to inform project plans and directions • Implement effective stakeholder engagement and communications strategy for all stages of projects • Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans, and minimise impacts • Manage transitions between project stages and ensure that changes are consistent with organisational goals
People Management Inspire Direction and Purpose	Advanced	<ul style="list-style-type: none"> • Promote a sense of purpose and enable others to understand the links between government policy and organisational goals • Build a shared sense of 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 core business outcomes • Create opportunities for recognising and celebrating high performance at the individual and team level • Work to remove barriers to achievement of goals
People Management Manage Change and Reform	Advanced	<ul style="list-style-type: none"> • Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty • Assist others to address emerging challenges and risks and generate support for change initiatives • Translate change initiatives into practical strategies and explain these to staff and their role in implementing them • Implement structured change management processes to identify and develop responses to cultural barriers