

Role Description

Senior Manager, Equity & Inclusion



Title	Senior Manager, Equity & Inclusion
Cluster	Department of Creative Industries, Tourism, Hospitality and Sport
Division/Branch/Unit	Sydney Opera House
Location	Sydney
Classification/Grade/Band	Grade 4, Level 2
Kind of Employment	Sydney Opera House, EA – Ongoing
ANZSCO Code	599999
PCAT Code	1228192
Role Number	SOH2221
Date of Approval	September 2024
Agency Website	http://www.sydneyoperahouse.com

AGENCY OVERVIEW

The Sydney Opera House is an Executive Agency of the NSW Department of Creative Industries, Tourism, Hospitality and Sport. The Opera House is operated and maintained for the Government of NSW by the Sydney Opera House Trust, which is constituted as a body corporate under the Sydney Opera House Trust Act 1961.

Standing on Tubowgule, Gadigal land, the Sydney Opera House is a living work of art. A place of possibility and wonder – on and off the stage. We bring people together to be uplifted, empowered and entertained.

As set out in the Sydney Opera House Strategy 2024-26, our ambition is to be **Everyone's House**. To make this real, we are focused on four themes:

- Everyone feels welcome here.
- We better understand and connect with the community.
- We are future ready.
- We lead and inspire positive change.

Everything we do is underpinned by our values: **Creativity, Courage, Inclusivity, Integrity, Collaboration** and **Care**.

PURPOSE OF THE ROLE

The Sydney Opera House (SOH) plays an important role in shaping our nation, life and culture, and inspiring positive social change. This senior leadership role helps cultivate a safe space for all people, advocating for marginalised or underrepresented groups, and driving SOH's equity and inclusion programs, plans, practices and actions to:

- Inspire, educate and empower the organisation to achieve leading practice in equity and inclusion, which is critical to SOH's community, creative and commercial success.
- Connect and enable cross-organisational programs, partnerships, initiatives, systems and processes.
- Build capability and equitable and inclusive thinking and action within our workforce.
- Promote an organisational culture in which diversity of thought and experience is valued.
- Champion stories that promote equity and inclusion within the organisation and more broadly across the community.

The role sits within a newly established social and environmental impact function that is responsible for leading SOH's efforts to bring about positive change, aligned with the [United Nations Global Goals](#).

KEY ACCOUNTABILITIES

- **Strategic focus:** Drive the development and achievement of SOH's equity and inclusion objectives, commitments and targets, in line with broader social and environmental priorities and organisation-wide strategy.
- **Program management:** Design, support or promote programs, partnerships and initiatives to trial and showcase equity and inclusion best practice.
- **Collaboration:** Support teams to help embed equity and inclusion thinking in planning, projects and day-to-day activities across SOH. Work closely with members of the Senior Leadership and Executive Team to ensure barriers faced by marginalised or unrepresented groups are being addressed by all departments.

- **Workforce and culture:** Provide advice on the development of organisational policies, governance and procedures, identifying and implementing systems change to increase equity and inclusion within the workforce.
- **Capability building:** Work with teams across the organisation to identify gaps and build internal capabilities to improve equity and inclusion practices, proactively finding ways to share knowledge and positively influence processes and decision-making. Collaborate with suppliers to build equity and inclusion down the supply chain.
- **Care and communication:** Act as a support for people from underrepresented groups within the organisation, working to ensure all voices are heard and valued – internally, with key stakeholders and through public-facing channels.
- **Compliance, measurement and reporting:** Ensure compliance with relevant equity and inclusion legislation, regulations and standards. Help to set organisation-wide targets and provide regular updates on progress/challenges, feeding into broader social and environmental impact reporting, as required.
- **Advocacy and influence:** Advocate on equity and inclusion matters and initiatives, internally and externally, including building relationships with peer, and community organisations, and participating in industry events. Stay up to date on current and emerging equity and inclusion issues and trends, championing best-practice and innovation at SOH and across the sector more broadly.

KEY CHALLENGES

- Managing complex and sensitive issues and stakeholders, often with competing needs, expectations and perspectives.
- Keeping up-to-date with knowledge and understanding about relevant social sustainability issues, trends, policies and legislation and the implications for the Opera House and its industries.
- Collaborating with diverse multidisciplinary teams to foster an inclusive culture that respects and values diversity.
- Balancing role requirements and priorities requiring subject matter expertise in a busy, dynamic environment.

KEY RELATIONSHIPS

WHO	WHY
Internal	
Head of Social & Environmental Impact	To receive guidance and provide regular updates on key equity and inclusion projects, issues and priorities.
Social & Environmental Impact Team (Access, Environmental Sustainability, Equity & Inclusion)	Collaborate and work together to set and achieve shared objectives.
Executive Team, Senior Leadership Team People Leaders	Advise, collaborate and build E&I capabilities across portfolios, departments and wider organisation.
First Nations	Collaborate and work together to achieve shared objectives.
People, Development Wellbeing	Advise and collaborate on learning, development and relevant workforce planning/activities.
Programming Visitor Experiences & Engagement	Provide advice to support the development and presentation of programming, experiences and content, as required. Collaborate to achieve shared objectives.
Community Engagement Team	Collaborate and work together to achieve shared objectives.
Private Funding	Collaborate on the development and implementation of private funding proposals aligned with SOH's equity and inclusion related activities.
Staff affinity groups	Actively participate, advise and collaborate.
Departmental staff	Direct, guide and lead on day-to-day team issues.
External	
Stakeholders across government, NGO's, onsite operators, suppliers' resident companies, arts and cultural institutions, corporate partners, social sustainability subject matter experts and more	Influence and build collaborative relationships to maximise impact and inspire others.

ROLE DIMENSIONS

Decision-making

The role has the freedom to act within the boundaries of approved strategies and plans, in line with the SOH's broader social and environmental impact priorities. The position uses astute judgement and considers diverse perspectives in managing issues, including competing or conflicting demands of internal and external stakeholders. This position is central to the successful operation of the SOH and, as such, maintains key and effective working relationships with senior managers and staff throughout organisation. The role must navigate complex and sensitive issues, balancing confidentiality with duty of care.

Reporting Line

Head of Social & Environmental Impact

Direct Reports

Coordinator – Inclusion and First Nations Initiatives

ESSENTIAL REQUIREMENTS






- People with lived experience of social and cultural exclusion, or a deep understanding of the experiences and challenges encountered by people from marginalised or underrepresented groups.
- 7+ years of demonstrated experience and tertiary qualifications preferred (such as social impact, organisational development, psychology or sociology).
- Ability to deliver projects/initiatives in a large and/or complex organisation, with demonstrated understanding of program design and facilitation.
- Demonstrated track record of building relationships with a range of internal and external stakeholders around equity and inclusion issues.
- Influencing, leadership and decision-making skills, empathetic connector and communicator with the ability to lead cross-functional teams, develop strategy and to motivate others.
- Practical understanding of Social Impact Frameworks, Theory of Change and the measurement and assessment of social impact more broadly. Experience with data collection and internal reporting.
- Ability to facilitate, curate and present information to a wide range of audiences in a clear and engaging way.

CAPABILITIES FOR THE ROLE

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

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	Intermediate
	Manage Self	Intermediate
	Value Diversity	Advanced
 Relationships	Communicate Effectively	Intermediate
	Commit to Customer Service	Adept
	Work Collaboratively	Intermediate
	Influence and Negotiate	Advanced
 Results	Deliver Results	Intermediate
	Plan and Prioritise	Intermediate
	Think and Solve Problems	Intermediate
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Adept
 People Management	Manage and Develop People	Intermediate
	Inspire Direction and Purpose	Intermediate
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Intermediate

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 Value Diversity	Advanced	<ul style="list-style-type: none"> Encourage and include diverse perspectives in the development of policies and strategies Take advantage of diverse views and perspectives to develop new approaches to delivering outcomes Build and monitor a workplace culture that enables diversity and fair and inclusive practices Implement methods and systems to ensure that individuals can participate to their fullest ability Recognise the value of individual differences to support broader organisational strategies Address non-inclusive behaviours, practices and attitudes within the organisation Champion the business benefits generated by workforce diversity and inclusive practices
Relationships Communicate Effectively	Intermediate	<ul style="list-style-type: none"> Focus on key points and speak in plain English Clearly explain and present ideas and arguments Listen to others to gain an understanding and ask appropriate, respectful questions Promote the use of inclusive language to assist others to adjust where necessary Monitor own and others' non-verbal cues and adapt where necessary Write and prepare material that is well-structured and easy to follow Communicate routine technical information clearly
Relationships Influence and Negotiate	Advanced	<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 Anticipates and minimise conflict within the organisation and with external stakeholders
Results Deliver Results	Intermediate	<ul style="list-style-type: none"> Seek and apply specialist advice when required Complete work tasks to agreed budgets, timeframes and standards Take the initiative to progress and deliver own work and that of the team or unit Contribute to allocating responsibilities and resources to ensure the team or unit achieves goals Identify any barriers to achieving results and resolve these where possible Proactively change or adjust plans when needed
Business Enablers Project Management	Intermediate	<ul style="list-style-type: none"> Perform basic research and analysis which others will use to inform project directions Understand project goals, steps to be undertaken and expected outcomes

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
People Management Manage and Develop People	Intermediate	<ul style="list-style-type: none">• Prepare accurate documentation to support cost or resource estimates• Participate and contribute to reviews of progress, outcomes and future improvements• Identify and escalate any possible variance from project plans• Collaborate to set clear performance standards and deadlines in line with established performance development frameworks• Look for ways to team capability and recognise and develop potential in people• Be constructive and build on strengths by giving timely and actionable feedback• Identify and act on opportunities to provide coaching and mentoring• Recognise performance issues that need to be addressed and work towards resolving issues• Effectively support and manage team members who are working flexibly and in various locations• Create a safe environment where team members' diverse backgrounds and cultures are considered and respected• Consider feedback on own management style and reflect on potential areas to improve