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| **Cluster** | The Treasury |
| **Agency** | NSW Treasury |
| **Division/Branch/Unit** | Office of the Secretary, Executive & Ministerial Services |
| **Location** | Sydney CBD |
| **Classification/Grade/Band** | Grade 11/12 |
| **ANZSCO Code** | 224711 |
| **PCAT Code** | TBA |
| **Date of Approval** | TBA |
| **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.

# Division overview

The Cabinet Unit sits within the Executive and Ministerial Services (EMS) Branch of the Office of the Secretary in NSW Treasury. EMS is responsible for providing advice and support to Treasury including the Executive, the Treasurer, Cluster Ministers, and staff.

# Primary purpose of the role

The role manages Treasury’s Cabinet Unit which has carriage of Treasury’s engagement with Cabinet and Committees as well as supporting the Treasurer in his capacity as Alternate Chair of the Expenditure Review Committee of Cabinet (ERC). The role leads stakeholder engagement liaising closely with Treasury’s Divisions, Executive, and Treasury Cluster Ministers’ Offices. It also performs the role of Treasury’s Cabinet Liaison Officer, representing Treasury across the NSW Government’s Cabinet Liaison Officer network and advising Clusters on ERC processes and agenda. The role ensures the flow of high quality, strategic and timely advice from subject experts in the cluster to the Executive/Treasury Ministerial Offices to support involvement in Cabinet and Committees. The role is also responsible for managing Treasury’s Executive Council processes.

On-time coordination of timely advice on Cabinet processes requires planning, risk management, stakeholder management and efficient execution. High-level communication, negotiation and organisational skills are essential for this role.

The role has a team of four direct reports comprising two Senior Cabinet Liaison Officers, a Cabinet Liaison Officer and a Cabinet Support Officer. Advanced management skills are required to ensure team capacity grows to develop closer and earlier engagement with Treasury Divisions in the development of Cabinet submissions.

**Key accountabilities**

* Manage Treasury’s Cabinet Unit, leading a team of staff to ensure Treasury engages with the Cabinet process in a timely and professional way meeting its advisory and submission responsibilities as a central agency.
* Support the Treasurer as Alternate Chair of the Expenditure Review Committee of Cabinet (ERC) through management of the ERC coordination function, liaising with internal stakeholders, the Treasurer’s Office and Cluster agencies to set the agenda and ensure submissions and advices are delivered on time and to standard.
* Be the authoritative source of advice on Cabinet processes and best practice submissions in Treasury, taking full accountability for the quality, integrity and validity of the advice given.
* Lead Treasury’s Cabinet Unit engagement with a range of internal and external stakeholders including the Treasury Ministerial Offices, Cluster agencies, Department of Premier & Cabinet and senior staff in NSW Treasury.
* Maintain a high level awareness of current and developing issues across Cabinet and Sub-Committees in order to identify linkages between Committees, and subsequent impacts on Treasury workflow.
* Support Treasury Executives and Groups in preparations for Cabinet and Committee meetings, including through on-time delivery of briefing folders and advice on submission status.
* Build effective relationships and apply refined negotiation and networking skills to ensure deadlines are met.
* Understand Treasury’s work environment, its priorities and its deliverables as they interact with Cabinet, Sub-Committees and Parliamentary processes.
* Ensure confidentiality over official Cabinet Records located in the Cabinet Unit.
* Give prompt clear evidence-based feedback to Cabinet officers. Hold regular team meetings to facilitate group and individual development and knowledge sharing.
* Manage the day to day responsibilities associated with the effective operation of the Cabinet Unit including staff and physical resource requirements.

# Key challenges

* The performance of the Cabinet and Committees Unit affects Treasury’s performance in the Cabinet environment. This is high profile role and any failure is high risk.
* Ensuring quality, accuracy and version control in an environment that is often high volume and fast paced.
* Possessing excellent record-keeping and time management skills, efficient work practices and the ability to plan work program to achieve deadlines.
* Anticipating stakeholder needs and identifying and avoiding risks to Cabinet processes.
* Taking responsibility for documents (such as ERC agenda) that are tabled as Cabinet documents.

# Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Director, Executive and Ministerial Services | Keep apprised and escalate issues as appropriate. |
| Senior Leaders | Engage and effectively communicate to apprise developments and progress issues for action. |
| Treasury staff | Build effective relationships of trust, providing advice and support in ensuring Treasury’s best practice engagement with the Cabinet process. |
| Cabinet Unit staff | Lead team in delivering Cabinet Unit objectives. |
| **External** |  |
| Treasurer’s Office | Provide advice and support to the Treasurer as Alternate Chair of ERC. Engage to provide advice and seek input in the management Treasury engagement with the Cabinet process. |
| Treasury Cluster Ministerial Offices | Develop and maintain effective working relationships to support effective Cabinet operations. Provide expert advice on a range of Cabinet operational issues and strategies. |
| Cluster Cabinet Liaison Officers | Effectively represent Treasury as a central agency. Advise on ERC process and liaise to ensure timely management of ERC agenda and submissions. |
| Key external stakeholders, including the Department of Premier & Cabinet. | Develop and maintain effective working relationships and open channels of communication to facilitate liaison, consultation, and engagement. |

# Role dimensions

## Decision making

This role:

* Recognises when to make decisions and ask relevant questions; and when to escalate an issue
* Undertakes objective systematic analysis and draws accurate conclusions based on evidence

## Reporting line

This role reports to the Director - Executive & Ministerial Services.

## Direct reports

Up to four staff.

**Budget/Expenditure**

TBA.

## Essential requirements

* Substantial experience in Government including demonstrated experience managing Cluster engagement with the Cabinet process.
* High-level communication and negotiation skills with a demonstrated ability to communicate with influence to deliver results.
* Advanced management skills including building staff capacity to address changing Government needs.
* Advanced organisational skills with the ability to plan and manage work processes involving multiple stakeholders to meet multiple competing deadlines.
* High-level ability to anticipate stakeholder needs and use initiative to identify and proactively avoid risks and issues developing.
* Demonstrated ability to represent Treasury across a range of stakeholders at a senior level.
* Advanced drafting skills and an understanding of the policy process in Government.
* Demonstrated ability to build organisational capacity including through the delivery of staff presentations.
* Excellent record keeping skills with attention to detail and a high level of accuracy.
* Resilient, with a demonstrated ability to lead and deliver outcomes under pressure.
* Knowledge of the Treasury portfolio and the role of Executive Government.

# 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** | **Advanced** | |
| Manage Self | Advanced | |
| Value Diversity | Adept | |
| Relationships | | **Communicate Effectively** | **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 | Advanced | |
| Demonstrate Accountability | Advanced | |
| Business Enablers | | Finance | Adept | |
| **Technology** | **Adept** | |
| Procurement and Contract Management | Adept | |
| Project Management | Adept | |
| People Management | | **Manage and Develop People** | **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** |

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| **Personal Attributes**  Act with Integrity | Advanced | * 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 | Advanced | * Present with credibility, engage varied audiences and test levels of understanding * Translate technical and complex information concisely for diverse audiences * Create opportunities for others to contribute to discussion and debate * Actively listen and encourage others to contribute inputs * Adjust style and approach to optimise outcomes * Write fluently and persuasively in a range of styles and formats |
| **Results**  Plan and Prioritise | Advanced | * Understand the links between the business unit, organisation and the whole-of-government agenda * Ensure business plan goals are clear and appropriate including contingency provisions * Monitor progress of initiatives and make necessary adjustments * Anticipate and assess the impact of changes, such as government policy/economic conditions, to business plans and initiatives, and respond appropriately * Consider the implications of a wide range of complex issues, and shift business priorities when necessary * Undertake planning to transition the organisation through change initiatives and evaluate progress and outcome to inform future planning |
| **Business Enablers**  Technology | Adept | * Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks * Identify opportunities to use a broad range of communications technologies to deliver effective messages * Understand, act on and monitor compliance with information and communications security and use policies * Identify ways to leverage the value of technology to achieve team/unit outcomes, using the existing technology of the business * Support compliance with the records, information and knowledge management requirements of the organisation |
| **People Management**  Manage and Develop People | Advanced | * 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 * Provide timely, constructive and objective feedback to staff * Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way * Implement performance development frameworks to align workforce capability with the organisation’s current and future priorities and objectives |