

# Role Description

## Director Finance Control & Analysis

Portfolio	Primary Industries and Regional Development
Department/Agency	Department of Primary Industries and Regional Development
Division/Branch/Unit	Enabling Services/Finance Procurement, Property and Fleet
Role number	50023329
Classification/Grade/Band	PSSE Band 1
Senior executive work level standards	Work Contribution Stream: Professional/Specialist
ANZSCO Code	132211
PCAT Code	1119192
Date of Approval	September 2020 (language update 25 February 2025 to reflect changed organisation context)
Agency Website	<a href="https://www.nsw.gov.au/departments-and-agencies/dpird">https://www.nsw.gov.au/departments-and-agencies/dpird</a>

### 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. DPIRD brings together Agriculture and Biosecurity; Forestry and Fishing; Local Land Services; Mining, Exploration and Geoscience; Regional Development and 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.

### Primary purpose of the role

This role is responsible for leading and managing the financial control framework, including Prime and budget management, strategic asset management, financial control, reporting and analysis, and the financial policies that enable financial functions to operate compliantly and efficiently.

### Key accountabilities

- Lead the development and management of the strategic finance framework and policies, including robust planning and internal control practices, and ensuring alignment with NSW Government requirements.
- Lead the submission of periodic Actuals and Forecast data to NSW Treasury to support the NSW state budget and funds management processes, including managing coordination with Business Advisory and NSW Treasury; Lead the Portfolio's approach to Climate Change Disclosures, including liaising with NSW Treasury and the Department of Climate Change, Energy, Environment and Water (DCCEEW).
- Actively partner and champion commercial acumen in clients, managers and staff as a subject matter expert; developing and promoting business development and reporting tools; and developing and initiating education and awareness programs across the Portfolio.
- Lead the financial accounting and annual financial reporting programme to ensure that statutory accounts are signed off, underpinned by the financial controls in place for Department of Planning Housing & Infrastructure (DPHI) and DPIRD, and any outstanding issues are addressed.

- Lead, define, articulate and monitor the delineation of Financial Controls responsibility between DPHI and DPIRD and negotiate with key stakeholders to identify and resolve financial audit and internal control issues to ensure compliance requirements are achieved.
- Lead DPIRD's preparation of both the Strategic and Asset Management Plans (SAMP & AMP), including liaising with Infrastructure NSW (INSW)
- Contribute to the development and maintenance of DPIRD's budgets and strategic financial plans, identify opportunities for improved controls that deliver efficient and effective risk management, and assist the resolution of general and operational finance issues for the Department and the Portfolio.
- Contribute to financial performance monitoring and develop strategies, reporting tools and manage training to support improvements in financial management capability across the Department and Portfolio; leading and overseeing DPIRD's internal reporting platform, including enhancements to current data feeds, links to external data sources, and continual improvement to the user experience across financial, people, property and governance data.

## Key challenges

- Managing the expectations of a wide range of stakeholders where there are conflicting priorities and expectations and resolving contentious issues within tight timeframes.
- Maintaining effective relationships with DPHI Corporate Services staff, whose ERP and transactional business processes DPIRD will rely on.
- Balancing compliance requirements with efficient, fit for purpose solutions to business problems.

## Key relationships

### Internal

Who	Why
Chief Finance Officer	<ul style="list-style-type: none"> <li>• Strategy development, business planning, cluster budget management, submission of briefs and advice, and management of significant projects and/or issues.</li> </ul>
Senior executive leadership	<ul style="list-style-type: none"> <li>• Provide timely, expert business and financial advice to support fully informed, sound decision making within the Department and Portfolio.</li> </ul>
Senior Managers	<ul style="list-style-type: none"> <li>• Provide advice and support on financial management, financial control and financial risk initiatives and/or problems.</li> </ul>
Work team	<ul style="list-style-type: none"> <li>• Inspire and motivate team, provide direction and manage performance.</li> </ul>

### External

Who	Why
Department of Planning, Housing and Infrastructure	<ul style="list-style-type: none"> <li>• Maintain effective relationships with DPHI Corporate Services staff, whose ERP and transactional business processes DPIRD rely on.</li> </ul>
Audit Office of NSW	<ul style="list-style-type: none"> <li>• Manage key relationships to increase transparency and deliver outcomes.</li> </ul>
NSW Treasury	<ul style="list-style-type: none"> <li>• Negotiate, liaise, inform and participate in financial controls and accounting policy.</li> </ul>
Infrastructure NSW (INSW)	<ul style="list-style-type: none"> <li>• Liaise on Strategic and Asset Management Plans (SAMP &amp; AMP)</li> </ul>

Whole of Government forums	<ul style="list-style-type: none"> <li>Represent the Department on forums relating to Banking, Cash management, and Asset Management.</li> </ul>
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## Role dimensions

### Decision making

Financial delegation in line with DPIRD Financial Delegation Policy and within Budget. This role operates with a considerable level of autonomy within the parameters of agreed work plans and delegations. It makes key decisions relating to strategies, develops and proposes solutions to the executive regarding financial management activities and is fully accountable for the quality, integrity and accuracy of expert advice provided. The role is responsible for the approval or endorsement of Financial Statements.

### Reporting line

Chief Finance Officer

### Direct reports

5 Direct Reports. Team of 18-20

### Budget/Expenditure

TBA

## Key knowledge and experience

- Ability to interpret and apply complex financial regulatory frameworks and extensive experience delivering related business outcomes

## Essential requirements

- Membership of CA / CPA Australia.
- Degree qualification in Finance, Business or related discipline.

## Capabilities for the role

The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four 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

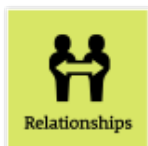
### Focus capabilities

*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
 Personal Attributes	<b>Display Resilience and Courage</b> Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> <li>• Be flexible, show initiative and respond quickly when situations change</li> <li>• Give frank and honest feedback and advice</li> <li>• Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately</li> <li>• Raise and work through challenging issues and seek alternatives</li> <li>• Remain composed and calm under pressure and in challenging situations</li> </ul>	Adept
	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> <li>• Model the highest standards of ethical and professional behaviour and reinforce their use</li> <li>• Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>• Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>• Monitor ethical practices, standards and systems and reinforce their use</li> <li>• Act promptly on reported breaches of legislation, policies and guidelines</li> </ul>	Advanced
 Relationships	<b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> <li>• Present with credibility, engage diverse audiences and test levels of understanding</li> <li>• Translate technical and complex information clearly and concisely for diverse audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Contribute to and promote information sharing across the organisation</li> <li>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints</li> <li>• Explore creative ways to engage diverse audiences and communicate information</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively in plain English and in a range of styles and formats</li> </ul>	Advanced

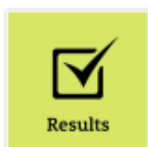


### **Commit to Customer Service**

Provide customer-focused services in line with public sector and organisational objectives

- 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



### **Demonstrate Accountability**

Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines

- 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

Advanced



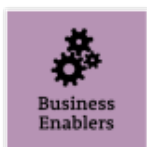
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## Finance

Understand and apply financial processes to achieve value for money and minimise financial risk

- Advocate for committed outcomes to be considered in decision making for project prioritisation and resourcing decisions
- Define organisational directions and set priorities and business plans, referring to key financial indicators and non-financial committed outcomes
- Anticipate operational and capital needs, and identify the most appropriate financing and funding strategies to meet them
- Ensure that the organisation informs strategic decisions with appropriate advice from finance and risk professionals
- Establish effective governance to ensure that financial resources are used ethically and prudently across the organisation

Highly Advanced



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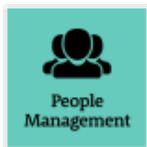
## Project Management

Understand and apply effective planning, coordination and control methods

- Understand all components of the project management process, including the need to consider change management to realise business benefits
- Prepare clear project proposals and accurate estimates of required costs and resources
- Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements
- Identify and evaluate risks associated with the project and develop mitigation strategies
- Identify and consult stakeholders to inform the project strategy
- Communicate the project's objectives and its expected benefits
- Monitor the completion of project milestones against goals and take necessary action
- Evaluate progress and identify improvements to inform future projects

Adept

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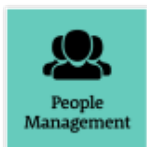


### **Manage and Develop People**

Engage and motivate staff, and develop capability and potential in others

- 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**

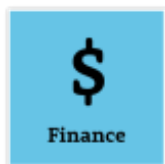
Communicate goals, priorities and vision, and recognise achievements

- Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value
- Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these
- Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes
- Create opportunities for recognising and celebrating high performance at the individual and team level
- Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges

Advanced

## **Occupational Specific Focus Capabilities**

Capability group/sets	Capability name	Behavioural indicators	Level
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### Finance Business Partnering

Partner with key stakeholders, and provide expert professional advice, coaching and consulting expertise to ensure the effective alignment of financial management strategies and organisational objectives




- Identify or broker the most appropriate funding solutions or services to respond to and support new or ongoing business initiatives
- Partner with senior management to determine the underlying financial strength of the organisation and to decide how to remedy deficiencies and mitigate financial risks
- Consult and advise business leaders around the achievement of the best return on investment for programs and initiatives, to deliver on business needs and objectives
- Reinforce a high level of understanding and appreciation of the successful alignment of business practices with government financial management requirements and the need for early intervention when corrective actions are needed
- Apply thorough understanding of government financial management legislation and regulation and Treasury accounting policies
- Collaborate with business managers ensuring that appropriate expert financial advice and guidance add value to decision making or responses to issues or events
- Implement appropriate professional networking within and outside of the sector to benchmark practices and solutions which improve business performance









Level 4

## 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	Adept
	Work Collaboratively	Collaborate with others and value their contribution	Advanced

	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Advanced
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	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	Adept
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Intermediate
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate

## Occupational Specific Complimentary Capabilities

Capability group/sets	Capability name	Description	Level
	Financial Accounting and Statutory Reporting	Apply and comply with accounting standards, legislation and specific organisational policies, standards and protocols, and implement effective statutory and other external reporting requirements	Level 4