

# Role Description

## Finance Manager



Cluster/Agency	Department of Enterprise, Investment and Trade
Department/Agency	Sydney Living Museums
Division/Branch/Unit	Corporate & Commercial Division/Finance Team
Location	The Mint, Sydney and Western Sydney Records Centre, Kingswood
Classification/Grade/Band	Clerk Grade 9/10
ANZSCO Code	132211
Role Number	FIN014
PCAT Code	TBC
Date of Approval	TBC
Agency Website	<a href="http://www.sydneylivingmuseums.com.au">www.sydneylivingmuseums.com.au</a> / <a href="http://www.records.nsw.gov.au">www.records.nsw.gov.au</a>

### Department/Agency overview

Sydney Living Museums (SLM) and the State Archives and Records Authority of NSW (SARA) are NSW Government agencies that operate under a shared services model, and are lead by a joint Executive team. The agencies form part of the NSW Department of Enterprise, Investment and Trade and report to the Minister for the Arts.

Together, SLM and SARA are responsible for collecting, managing, preserving, and providing public access to government archives, objects, buildings and places of historic, social, cultural and architectural significance. The agencies have a combined cultural asset base worth \$1.6b.

SARA is administered under the *State Records Act 1998* and is the custodian and advocate for the State Archives Collection, which is one of the most complete and important collections documenting colonisation in the world. This vast cultural collection of more than 13 million items, which grows each year, details the development of this place and the wielding of colonial power, with multiple series of documents now included as inscriptions on the UNESCO Memory of the World Register. SARA assists public offices to meet their recordkeeping obligations under the *State Records Act 1998*, as a vital part of preserving the memory of government for current and future generations.

SLM is a State Cultural Institution administered under the *Historic Houses Act 1980* that cares for a group of 12 of the most important historic houses, gardens and museums in NSW on behalf of the people of NSW. Our purpose is to enrich and revitalise people's lives with Sydney's living history, and to hand the precious places in our care and their collections on to future generations to enjoy. We bring our museums to life through a dynamic and diverse program of exhibitions, research and events such as walks, talks and tours so that our visitors can experience Sydney's past as if they had lived it themselves.

SLM and SARA both operate commercial functions that contribute significantly to the sustainability of the agencies. This includes retail, food & beverage, venue hire and, through SARA's Government Records Repository, commercial storage, records management, digitisation and consultancy services.

### Primary purpose of the role

Contribute to the organisations' financial sustainability by managing the financial transactions and statements and budgeting process to ensure achievements of the organisations' objectives, have a strong focus on leadership and ensuring compliance.

## Key accountabilities

- Work closely with Head of Finance, and influence, Executives and team leaders to help drive business performance, helping to ensure high quality financial decisions are made in the business unit and to help deliver effective financial management, control and advisory support for divisional business.
- Build the rapport and confidence and support of stakeholders, clients and peers to manage diverse and frequently urgent and competing business requests and demand deadlines in a complex, demanding environment of significant change
- Investigate opportunities as well as high risk and material financial issues, or problem areas, with the business and develop and propose solutions and options to resolve/progress concerns to a satisfactory outcome.
- Develop and prepare monthly financial performance information and plans, including the annual budget and the division's monthly management accounts and forecasts, capital reporting and cash flow management to ensure they are robust and accurately reflect key business issues including effective under/overspend projections.
- Introduce new technologies & processes including industry best practices to drive efficiencies and improve financial management operations.
- Take accountability for the financial services being fully compliant with both internal and external audit requirements including reporting, liaising and assisting with audit finalisations.
- Manage the process of fund applications for submissions to the Cluster head and NSW Treasury to ensure maximum support is received and successful bids which support strategic objectives.
- Manage the Treasury reporting function to ensure optimum reporting and collaboration

## Key challenges

- Ensuring continuous effective service delivery and a performance based, innovative, responsive and accountable customer focused work culture.
- Steering the financial reporting and budgeting processes that form the foundation of the agency's annual budget and financial reporting systems to maintain legislative and statutory compliance in a challenging environment of tight deadlines and conflicting priorities.
- Maintaining a detailed knowledge of accounting and budgeting procedures, evolving accounting and public sector standards to deliver high quality financial advice and support.

## Key relationships

Who	Why
<b>Internal</b>	
Head of Finance	<ul style="list-style-type: none"> <li>• Receive guidance from in relation to financial processes, structures and broader SLM requirements.</li> <li>• Provide analysis and advice in relation to improving financial processes and work programs.</li> </ul>
Direct reports	<ul style="list-style-type: none"> <li>• Provide support and direction to in relation to key strategies and objectives.</li> <li>• Collaborate with to ensure the delivery of work tasks, projects and reporting.</li> </ul>
Finance Team	<ul style="list-style-type: none"> <li>• Collaborate with to manage risks, comply with and report on relevant policies.</li> <li>• Work as part of the Finance Team to meet objectives and team goals.</li> </ul>

Who	Why
Executive and Team Management	<ul style="list-style-type: none"> <li>• Work together to manage risks, comply with and report of relevant policies.</li> <li>• Provide information and advice regarding financial procedures, reporting and budgeting.</li> </ul> <p>Provide advice and contribute to decision making on the development and implementation of financial systems and procedures.</p> <ul style="list-style-type: none"> <li>• Prepare reports and budgets as required.</li> <li>• Identify and deliver finance and related initiatives in partnership to build performance that supports people and business objectives.</li> </ul>
Staff across the agency	<ul style="list-style-type: none"> <li>• Translate budget information and economic forecasts into accessible formats for non-finance staff.</li> <li>• Identify and deliver finance and related initiatives in partnership to build performance that supports people and business objectives.</li> <li>• Provide information and advice on financial processes.</li> <li>• Communicate with, acknowledging the differing levels of technical knowledge of staff to ensure financial processes are conducted efficiently at high standards enabling accurate and timely reporting.</li> </ul>
External	
Auditors	<ul style="list-style-type: none"> <li>• Lead the financial and internal audits ensuring compliance with internal controls, accounting and auditing standards and Treasury guidelines.</li> </ul>
Professional associations, cultural organisations, government, contractors and services providers	<ul style="list-style-type: none"> <li>• Communicate with to ensure the agency is meeting its financial obligations.</li> <li>• Develop and maintain working relationships and networks.</li> <li>• Identify and deliver finance and related initiatives in partnership to build performance that supports people and business objectives.</li> </ul>

## Role dimensions

### Decision making

This role:

- Takes active ownership of own work.
- Makes day to day decisions relating to work priorities and workload management.
- Consults with supervisor on issues with the potential to escalate or create precedent.
- Refers to supervisor for decisions that require change or fall outside standard guidelines and practice.
- Prioritises and manages multiple tasks and demands including matters with critical turnaround times.
- Develops and fosters efficient lines of communication with key stakeholders.
- Has a high level of autonomy and is accountable for the delivery of work and projects on time and to expectations in terms of quality deliverables and outcomes.
- Maintains records through the appropriate archiving and management of research through the agency's databases and systems.
- Has a proactive attitude and is capable of taking initiative in foreseeing and resolving potential challenges.

### Reporting line

This role reports to the Head of Finance, CFO.

## Direct reports

The following role will report directly to the Finance Manager:

- 2 x Accountant

## Budget/Expenditure

Nil

## Essential requirements

- Minimum 5 years' experience with a medium to large private or government sector agency and possess a high level of business acumen.
- Relevant university qualifications; a degree in accounting or finance related discipline and full membership with either CPA Australia or CA.
- Thorough knowledge of Australian Accounting Standards with the ability to quickly develop an understanding of the Government Sector Finance Act 2018 and Treasury Directions.
- Sound knowledge of and experience with financial reporting and possess highly developed Excel spreadsheet skills or in the use of OLAP technology.
- Experience in conducting special reviews/projects.
- Excellent organisational skills with the ability to manage workloads and priorities to meet demanding deadlines.
- Strong written and verbal communication skills, with excellent interpersonal skills.
- Knowledge of and demonstrated experience in financial and budget management and accounting principles and practices.
- Must be fully vaccinated against COVID-19 and provide evidence of COVID-19 vaccination or contraindication certificate.
- Willingness to work across SARA/SLM sites and ability to travel to multiple locations.


## 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](http://www.psc.nsw.gov.au/capabilityframework)




This role also utilises an occupation specific capability set.

## 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
	Display Resilience and Courage	Adept
	<b>Act with Integrity</b>	<b>Adept</b>
	<b>Manage Self</b>	<b>Intermediate</b>
	Value Diversity	Intermediate

## NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 Relationships	<b>Communicate Effectively</b>	<b>Advanced</b>
	Commit to Customer Service	Intermediate
	Work Collaboratively	Intermediate
	Influence and Negotiate	Intermediate
 Results	<b>Deliver Results</b>	<b>Intermediate</b>
	Plan and Prioritise	Intermediate
	Think and Solve Problems	Intermediate
	<b>Demonstrate Accountability</b>	<b>Adept</b>
 Business Enablers	<b>Finance</b>	<b>Advanced</b>
	Technology	Intermediate
	Procurement and Contract Management	Adept
	Project Management	intermediate

## Occupation / profession specific capabilities

Capability Set	
 Occupation Specific	<b>FINANCE PROFESSIONALS CAPABILITY SET</b>

### 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
<b>Personal Attributes</b> Act with Integrity	Adept	<ul style="list-style-type: none"> <li>• Represent the organisation in an honest, ethical and professional way and encourage others to do so</li> <li>• Demonstrate professionalism to support a culture of integrity within the team/unit</li> <li>• Set an example for others to follow and identify and explain ethical issues</li> <li>• Ensure that others understand the legislation and policy framework within which they operate</li> <li>• Act to prevent and report misconduct, illegal and inappropriate behaviour</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Manage Self	Adept	<ul style="list-style-type: none"> <li>• Look for and take advantage of opportunities to learn new skills and develop strengths</li> <li>• Show commitment to achieving challenging goals</li> <li>• Examine and reflect on own performance</li> <li>• Seek and respond positively to constructive feedback and guidance</li> <li>• Demonstrate a high level of personal motivation</li> </ul>
<b>Relationships</b> Communicate Effectively	Advanced	<ul style="list-style-type: none"> <li>• Tailor communication to the audience</li> <li>• Clearly explain complex concepts and arguments to individuals and groups</li> <li>• Monitor own and others' non-verbal cues and adapt where necessary</li> <li>• Create opportunities for others to be heard</li> <li>• Actively listen to others and clarify own understanding</li> <li>• Write fluently in a range of styles and formats</li> </ul>
<b>Results</b> Deliver Results	Adept	<ul style="list-style-type: none"> <li>• Take responsibility for delivering on intended outcomes</li> <li>• Make sure team/unit staff understand expected goals and acknowledge success</li> <li>• Identify resource needs and ensure goals are achieved within budget and deadlines</li> <li>• Identify changed priorities and ensure allocation of resources meets new business needs</li> <li>• Ensure financial implications of changed priorities are explicit and budgeted for</li> <li>• Use own expertise and seek others' expertise to achieve work outcomes</li> </ul>
<b>Results</b> Demonstrate Accountability	Adept	<ul style="list-style-type: none"> <li>• Assess work outcomes and identify and share learnings to inform future actions</li> <li>• Ensure that actions of self and others are focused on achieving organisational outcomes</li> <li>• Exercise delegations responsibly</li> <li>• Understand and apply high standards of financial probity with public monies and other resources</li> <li>• Identify and implement safe work practices, taking a systematic risk management approach to ensure health and safety of self and others</li> <li>• Conduct and report on quality control audits</li> <li>• Identify risks to successful achievement of goals, and take appropriate steps to mitigate those risks</li> </ul>
<b>Business Enablers</b> Finance	Advanced	<ul style="list-style-type: none"> <li>• Understand core financial terminology, policies and processes, and display a knowledge of relevant recurrent and capital financial measures</li> <li>• Understand impacts of funding allocations on business planning and budgets, including value for money, choice between direct provision and purchase of services, and financial implications of decisions</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> <li>• Understand and apply financial audit, reporting and compliance obligations</li> <li>• Identify discrepancies or variances in financial and budget reports, and take corrective action where appropriate</li> <li>• Seek specialist advice and support where required</li> <li>• Make decisions and prepare business cases paying due regard to financial considerations</li> </ul>

## Occupation / profession specific capabilities

<b>Financial Strategy, Governance and Risk Management</b>	<b>Level 3</b>	<ul style="list-style-type: none"> <li>• Monitor and reinforce continuous compliance with the internal financial control systems</li> <li>• Provide quality advice and interpretation regarding funding allocations, program evaluation processes, and the financial implications of operational strategies</li> <li>• Implement financial policies and controls to support the strategy formation processes, including data gathering structures, SWOT analysis and other strategic planning techniques</li> <li>• Identify trends and innovations in professional financial control practice to support program evaluation and stronger commercial focus for government</li> <li>• Prepare or evaluate complex business cases, financial proposals, cash flow and working capital analyses and identify, analyse and advise on financial instruments to minimise risk</li> <li>• Provide technical subject matter input into the development of new finance policies or controls</li> <li>• Provide advice on financial risk management and provide constructive challenges to risk mitigation strategies</li> </ul>
<b>Financial Accounting and Statutory Reporting</b>	<b>Level 4</b>	<ul style="list-style-type: none"> <li>• Provide expert technical interpretation of legislation, accounting policies and standards and develop organisation specific policies</li> <li>• Monitor and anticipate the impact of NSW Treasury Policy, Audit Office guidelines and AASB standards and</li> </ul>

		<p>guidance on the organisation and direct appropriate action</p> <ul style="list-style-type: none"> <li>• Approve financial (including cash management and forecasting) reports, briefs and proposals relating to the organisation's financial position</li> <li>• Communicate financial results that are compliant with NSW Treasury policies and external regulatory requirements and which are easily interpreted by stakeholders</li> <li>• Provide strategic financial accounting advice and commentary to business leadership so that strategic business planning processes and the consideration of new business initiatives are fully informed on financial/accounting implications</li> </ul>
<b>Management Accounting</b>	<b>Level 4</b>	<ul style="list-style-type: none"> <li>• Identify internal and relevant external data sources, providing appropriate inputs, financial and nonfinancial, to assist strategy formation</li> <li>• Assess the impact of funding allocations on budget management and organisational capability Monitor, analyse and evaluate trends and financial implications of alternative business strategies, and cash flow, working capital and financing implications of specific projects</li> <li>• Monitor, evaluate and report on environmental factors that impact corporate decision making processes</li> <li>• Analyse overall organisational financial information, deviations from plan and trends to inform strategic business planning activities</li> <li>• Guide budget formation and use strategic financial information and analysis to test and support internal and external stakeholders</li> </ul>
<b>Audit and Assurance</b>	<b>Level 4</b>	<ul style="list-style-type: none"> <li>• Establish audit plans and required audit processes for substantial and complex audits, including the documentation and reporting requirements</li> <li>• Review and evaluate findings and recommendations with audit staff and executives and present these to executive management and Audit &amp; Risk Committee</li> </ul>



		<ul style="list-style-type: none"> <li>• Develop strategies for improved audit and compliance outcomes within the organisation</li> <li>• Apply comprehensive auditing techniques and provide technical quality assurance to reinforce the adequacy of audit tests and validation</li> <li>• Recommend controls and compliance strategies to better enable efficient management of business and financial risks</li> <li>• Identify trends and innovations in professional audit practice which can be implemented to improve audit efficiency and effectiveness for the organisation</li> </ul>
<b>Taxation</b>	<b>Level 3</b>	<ul style="list-style-type: none"> <li>• Analyse the economic and financial implications of business transactions from a taxation perspective</li> <li>• Apply relevant industry-specific knowledge in accounting and taxation treatment, tax credits and special types of income</li> <li>• Identify differences across jurisdictions and apply appropriate response to Federal, State and local tax codes and tax strategies</li> <li>• Identify tax management opportunities for the organisation and develop plans for implementation</li> <li>• Assure and verify compliance with taxation reporting and filing requirements (e.g. GST applicable to transactions)</li> <li>• Respond to escalation of specific technical taxation accounting treatments from less experienced professional staff</li> <li>• Evaluate and select alternative actions to minimise tax burden and costs of compliance</li> </ul>
<b>Finance Operations and Systems</b>	<b>Level 4</b>	<ul style="list-style-type: none"> <li>• Monitor and identify opportunities to enhance financial system capabilities to support finance functions</li> <li>• Encourage feedback to assess adequacy of finance and accounting systems and reporting from other finance areas and senior organisational leadership</li> <li>• Implement and monitor appropriate financial system management policies, protocols and controls</li> <li>• Review and attest to compliance of a broad range of policies, protocols and</li> </ul>

		<p>processes in the operation of financial systems or transaction processing</p> <ul style="list-style-type: none"> <li>• Review and analyse specifications for finance information systems and develop technically sound processes and systems updates to maintain system integrity and align with business needs</li> <li>• Apply current knowledge of emerging technologies in financial systems to provide improvements to systems or transactional processes</li> <li>• Implement controls and feedback mechanisms to test accuracy and completeness of financial processes within the organisation</li> </ul>
<p><b>Finance Business Partnering</b></p>	<p><b>Level 4</b></p>	<ul style="list-style-type: none"> <li>• Identify or broker the most appropriate funding solutions or services to respond to and support new or ongoing business initiatives</li> <li>• Partner with senior management to determine the underlying financial strength of the organisation and to decide how to remedy deficiencies and mitigate financial risks</li> <li>• 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</li> <li>• 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</li> <li>• Apply thorough understanding of government financial management legislation and regulation and Treasury accounting policies</li> <li>• Collaborate with business managers ensuring that appropriate expert financial advice and guidance add value to decision making or responses to issues or events</li> <li>• Implement appropriate professional networking within and outside of the sector to benchmark practices and solutions which improve business performance</li> </ul>