

Role Description

Chief Technology Officer



| | |
|---------------------------|---|
| Cluster | Department of Premier and Cabinet |
| Division/Branch/Unit | Sydney Opera House |
| Location | Sydney CBD |
| Classification/Grade/Band | Senior Executive – Band 1 |
| Kind of Employment | Ongoing |
| ANZSCO Code | 135111 |
| PCAT Code | 1336492 |
| Role Number | W02716R02581 |
| Date of Approval | December 2021 |
| Agency Website | http://www.sydneyparahouse.com |

AGENCY OVERVIEW

The Sydney Opera House is an Executive Agency of the NSW Department of Premier and Cabinet. 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.

The Sydney Opera House is an iconic Australian institution that embodies beauty, inspiration and the liberating power of art and ideas.

Our vision is to be as bold and inspiring as the Opera House itself.

Our mission is twofold:

- To treasure and renew the Opera House for future generations of artists, audiences and visitors; and
- To inspire, and strengthen the community, through everything we do.

PURPOSE OF THE ROLE

The Chief Technology Officer (CTO) is responsible for leading all aspects of the Opera House's technology management, and development. The role leads the Chief Executive Officer (CEO) and the Executive Team in the development and implementation of a 5 year Technology Strategy for the Opera House, taking the business from a legacy system platform to the Cloud. This strategy is aligned with the Enterprise Strategy and supports the provision of industry leading technology services and digital aspirations. The role leads the technology team in ensuring the implementation of industry leading best practice standards and governance frameworks, protecting information, implementing information security policies and procedures, maintaining special platforms and monitoring information security compliance. The role drives and leverages investment in people, culture, processes and technology to ensure high standards of service and support to internal and external customers.

KEY ACCOUNTABILITIES

- Provide vision, leadership and governance of the Opera House's information, communication and technology (ICT) strategy and architecture.
- Lead the technology team in procuring and managing ICT resources, infrastructure and operations for all corporate, commercial, building and theatre related activities.
- Lead ICT innovation and development to support to the strategic priorities of the business.
- Establish and implement practises for monitoring cyber security to minimise the risk of data loss or tampering or broeader "state actor" attacks.
- Ensure technically excellent industry-leading standards of service, reliability and value, technical guidance and solutions to support business objectives and manage risk.
- Oversee the design, delivery and management of the standalone SOH website as a key customer facing and commercial business activity, working in close partnership with digital marketing and insights teams to deliver the Customer Relationship Management (CRM), digital and brand strategies.
- Drive the commercial development and optimisation of the Unified Customer Support System (UCSS), providing ticketing services to other arts and cultural organisations. The CTO acts as the primary business relationship contact with UCSS

consortium partners and ensuring the provision of an appropriate level of support in line with leading service standards and contract commitments. They also need to advocate with the global technology provider of these services to ensure our Opera House and partners needs are met as a global top 5 customer

- Provide best practice technology governance and standards for building, theatre, and information systems at the Opera House, including network and system security, capacity planning, disaster recovery, service support/escalation, procurement, systems backups and data management, business reporting, planning, performance and budget management.
- Establish and influence relationships with stakeholders, industry partners, strategic suppliers and technology partners to drive technological innovation, ensure the successful operation of technology infrastructure and deliver project objectives.

KEY CHALLENGES

- Ensure consolidated technology activities continually evolve to support and align with changes in organisational objectives and broad business activities.
- Ensure the effective running of the precincts technology assets and connectivity as a world class theatre and world heritage asset
- Maintain currency with industry best practice to ensure ICT solutions are fit for purpose.

KEY RELATIONSHIPS

| WHO | WHY |
|--|--|
| Internal | |
| The SOH Trust | To report on ICT issues and departmental performance; provide advice as to technology strategies, critical analysis, advice and leadership on proposed technology developments and the long term operating environment and to provide information to support decision making. |
| Chief Executive Officer | To report on ICT development and departmental performance; provide expert technological advice to ensure sound decision making and the achievement of business objectives and performance targets to give and receive advice and information relating to business performance and the leadership of the technology department. |
| Chief Financial Officer | To discuss and report on the performance of the technology department, including updates on achievement of objectives, key challenges and risks, and staffing issues. |
| Direct Reports | To provide guidance on the implementation of the Technology Strategic Plan and work collaboratively to share information and insights, contribute to the planning and setting of priorities of projects, seek professional input into technology and information systems issues, practices and systems and ensure information systems and business management processes and practices reflect the needs of the organisation. |
| Technology Team | To establish and measure staff against set objectives and provide effective team management, recruitment, retention, performance management and development to achieve the portfolio's goals. |
| External | |
| DPC CTO/CIO | To collaborate and update on ICT strategies and Cyber Security matters |
| Resident companies and major presenting partners | To provide technology leadership to solve common technology challenges and explore the potential for commercial revenue generation across the industry more broadly by attracting innovation funding and consultation income. |
| Vendors and Service Providers | Negotiate and approve contracts and service agreements |
| Technology Partners | To collaborate on projects and ensure the successful operation of technology infrastructure and delivery of project objectives |
| UCSS Consortium Partners | To lead through system changes, act as primary business relationship contact and resolve complex service issues that are escalated in line with established service standards and contract commitments. |

ROLE DIMENSIONS

Decision Making

The Chief Technology Officer (CTO) leads the development and implementation of the Opera House's strategic plan for information, communication and technology (ICT). Once approved, the position is fully accountable for implementing this strategy and developing and implementing supporting operational initiatives, plans, policies, procedures and practices. The position is also accountable for monitoring the effectiveness of plans, and for revising them if necessary. The position carries all delegations necessary for the effective, efficient and timely implementation of technology strategy. The position may recommend changes to required resources and has autonomous responsibility for planning and directing the operational

services of the department within agreed guidelines that may have strategic significance to the organisation. In delivering these strategies, the position holder has a leadership role and the freedom to make decisions within the boundaries of approved plans in relation to the planning, coordination, direction and implementation of operational activities undertaken by staff, contractors and consultants working directly under the position's control. As Chief Technology Officer, the position has accountability for and the authority to bring technology matters to the attention of the Executive, the Chief Executive and the Trust, and to collaborate with them to take corrective action, if necessary.

Reporting Line

Chief Financial Officer

Direct Reports

Renewal Technology Manager
Infrastructure Manager
Information Manager
Applications Manager
Enterprise Manager
Program Manager

ESSENTIAL REQUIREMENTS


- Tertiary qualifications in an ICT related discipline with extensive knowledge of contemporary service standards, practices and developments; and demonstrated expertise and success in the following areas; information, communication and technology (ICT) strategy and architecture; business change; solutions strategy, development and implementation; service strategy and management; procurement and management support; and client interfacing.
- Demonstrated expertise and effective leadership of ICT functions and services for a large and complex organisation, preferably within a live production or similarly challenging, time-critical and changeable operational environment; and ideally including:
 - Understanding of the SOH business, broader Performing Arts industry and SOH systems (especially Tessitura and Ungerboeck (previously EBMS));
 - Foundation certificate in ITIL with a thorough understanding and experience in change and release management and how this relates to other service delivery and support processes;
 - Knowledge of web development practices and process including Agile development processes.
- Proven ability to set the vision and strategy for technology and operations and to produce an effective roadmap.
- Strong and recent success in interpreting business needs, technology and market trends and overseeing and managing the delivery of cross discipline technology projects.
- Proven ability to lead teams in the delivery of quality and solutions focused customer service to the satisfaction of clients.
- Proven strength in building and maintaining multiple commercial relationships with high level professionalism, tact and diplomacy, including negotiating value, resources and technology.
- Experience in IT business analysis process improvement, including understanding of System Development Life Cycle.
- Experience in procedural formulation and the development of internal control mechanisms.





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 | Adept |
| | Value Diversity | Adept |

| NSW Public Sector Capability Framework | | |
|--|--------------------------------------|------------------------|
| Capability Group | Capability Name | Level |
|  Relationships | Communicate Effectively | Highly Advanced |
| | Commit to Customer Service | Advanced |
| | Work Collaboratively | Adept |
| | Influence and Negotiate | Advanced |
|  Results | Deliver Results | Advanced |
| | Plan and Prioritise | Adept |
| | Think and Solve Problems | Advanced |
| | Demonstrate Accountability | Advanced |
|  Business Enablers | Finance | Adept |
| | Technology | Highly Advanced |
| | Procurement and Contract Management | Advanced |
| | Project Management | Advanced |
|  People Management | Manage and Develop People | Advanced |
| | Inspire Direction and Purpose | Advanced |
| | Optimise Business Outcomes | Advanced |
| | Manage Reform and Change | Adept |

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 |
| Relationships Communicate Effectively | Advanced | <ul style="list-style-type: none"> 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 |
| Relationships Commit to Customer Service | Advanced | <ul style="list-style-type: none"> Promote a culture of quality customer service in the organisation 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 |
| Results Deliver Results | Advanced | <ul style="list-style-type: none"> Drive a culture of achievement and acknowledge input of others Investigate and create opportunities to enhance the achievement of organisational objectives Make sure others understand that on-time and on-budget results are required and how overall success is defined Control output of business unit to ensure government outcomes are achieved within budget Progress organisational priorities and ensure effective acquisition and use of resources Seek and apply the expertise of key individuals to achieve organisational outcomes |
| 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 Technology | Highly Advanced | <ul style="list-style-type: none"> Encourage research and expert advice on the application of emerging technologies to achieve organisational outcomes Ensure that effective governance frameworks are in place to enable efficient and effective application of information and communication technology within the organisation Establish effective governance to ensure organisational compliance with information and communications security and use policies Critically assess business cases supporting the introduction of technology solutions to improve the efficiency and effectiveness of the organisation Ensure that effective policy and procedural disciplines are in place for records, information and knowledge management to meet both government and organisational requirements |
| 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 |

NSW Public Sector Capability Framework

| Group and Capability | Level | Behavioural Indicators |
|---|----------|---|
| | | <ul style="list-style-type: none"> • 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 Manage and Develop People | Advanced | <ul style="list-style-type: none"> • 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 |
| 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 |