

Role Description

Director Finance Transformation



Cluster	Transport
Agency	Sydney Metro
Division/Branch/Unit	Finance
Location	680 George Street, Sydney and other site locations
Classification/Grade/Band	Band 1A
Role Number	51031637
ANZSCO Code	131114
PCAT Code	3231192
Date of Approval	July 2021
Agency Website	www.sydneymetro.info

Agency overview

Sydney Metro is leading Australia's biggest public transport infrastructure program, developing and delivering a new world-class metro railway system for Sydney.

As a NSW Government statutory authority, Sydney Metro has been tasked with developing and delivering metro railways, and managing their operations. Sydney Metro also leads the development of vibrant station precincts to meet customer and community needs, transforming the way Sydney travels and helping shape the future of Australia's largest city.

Primary purpose of the role

The role is responsible for the design and development of the implementation strategy for all aspects of the Financial Transformation and Finance Strategy to ensure Sydney Metro has the appropriate and aligned finance operating model, systems, processes and reporting to meet its strategic objectives. The role will work in close collaboration with senior stakeholders across the business to leverage insights, formulate plans and activities, and will lead a team to drive implementation and change management activities. It is accountable for regular reporting to the CFO, Executive and Board to inform key strategic decision making in relation to the Financial Transformation for the organisation.

Key accountabilities

- Model good leadership to inspire direction and delivery, develop people, and drive change
- Live the NSW Public Sector and organisational values to achieve outstanding outcomes for the organisation and customers
- Develop and formulate a finance strategy, finance organisational design, change management activities, finance systems and technology road map, finance process improvements and development a range of standard financial controls.

- Drive the formulation of an implementation plan in relation to the Finance Strategy and Finance Transformation initiatives, ensuring implementation in a timely manner and the escalation of major issues
- Lead a team in the identification of potential risks and develop specific plans to ensure adherence to and support best practice in financial controls, financial reporting and accounting policies and procedures
- Provide oversight to ensure the plan encompasses the TfNSW finance systems and technology road map and alignment with Transport Cluster wide finance and accounting system initiatives and processes.
- Manage the collation and provision of regular progress updates to the CFO, Executive and Board, including the management and development of a progress dashboard
- Work with respective divisions, including PMO and Commercial teams to develop and deploy bespoke engagement plans and activities to overcome resistance, facilitate adoption for the new ways of working and to ensure the revised Finance strategy and resultant activities complement the business objectives.
- Actively participate in and manage all Finance system related initiatives led by TfNSW to ensure representation of Sydney Metro's requirements.

Key challenges

- Driving real change in the role of Finance through various organisational re-design and finance/accounting processes.
- Enhancing the integration of financial operations to improve processes including reducing duplication, increasing standardization, leveraging technology solutions, fostering and sharing innovation and increasing functional synergies.
- Maintaining up to date knowledge of accounting standards, government policies and legislative requirements to ensure the finance strategy complies with these standards

Key relationships

Who	Why
Internal	
Director Corporate Finance & Finance Transformation	<ul style="list-style-type: none"> • Escalate issues, keep informed, advise and receive instructions • Provide regular updates on progress, issues and priorities
Chief Financial Officer	<ul style="list-style-type: none"> • Provide periodic updates on progress, issues and priorities
Executive Director Commercial	<ul style="list-style-type: none"> • Ensure engagement on the financial strategy and that the approach and activities of Finance are clearly understood • Ensure the financial strategy fits within an agreed framework of responsibility
Deputy Executive PMO	<ul style="list-style-type: none"> • Ensure engagement on the financial strategy and that the approach and activities of Finance are clearly understood • Ensure the financial strategy fits within an agreed framework of responsibility
Finance management team	<ul style="list-style-type: none"> • Develop a strong and trusted relationship with key senior stakeholders to enhance an end to ends financial control environment

Who	Why
	<ul style="list-style-type: none"> • Ensure engagement with other Finance team members, especially when the strategy covers their respective areas
External	<ul style="list-style-type: none"> •
TfNSW and other Transport operating agencies and stakeholders	<ul style="list-style-type: none"> • Manage engagement between relevant transport industry agencies and Government representatives to ensure effective stakeholder management • Participate in forums, groups to represent agency and share information • Drive innovation and best practice in statutory reporting across the cluster.

Role dimensions

Decision making

This role operates with a high level of autonomy within the requirements of the agreed work plan and establishes strategic operational priorities in consultation with the Manager. The position is expected to deliver assigned projects to the required quality on time and at or below budget and is fully accountable for the quality, integrity and accuracy of expert advice provided

Reporting line

The role reports to the Director Strategic & Corporate Finance

Direct reports

This role has two direct reports

Budget/Expenditure

Nil

Key Knowledge and Experience

Demonstrated extensive experience in relevant profession/field

Essential requirements

Relevant tertiary qualifications in Finance and/or Accounting and/or experience relevant to the membership of the CAANZ, CPA or equivalent capabilities for this role.

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	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> • Model the highest standards of ethical and professional behaviour and reinforce their use • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • 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 promptly on reported breaches of legislation, policies and guidelines 	Advanced
 Relationships	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> • Present with credibility, engage diverse audiences and test levels of understanding • Translate technical and complex information clearly and concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Contribute to and promote information sharing across the organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to engage diverse audiences and communicate information • Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats 	Advanced

<p>Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives</p>	<ul style="list-style-type: none"> • Take responsibility for delivering high-quality customer-focused services • Design processes and policies based on the customer's point of view and needs • Understand and measure what is important to customers • Use data and information to monitor and improve customer service delivery • Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers • Maintain relationships with key customers in area of expertise • Connect and collaborate with relevant customers within the community 	Adept
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<p>Work Collaboratively Collaborate with others and value their contribution</p>	<ul style="list-style-type: none"> • Recognise outcomes achieved through effective collaboration between teams • Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government • Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions • Network extensively across government and organisations to increase collaboration • Encourage others to use appropriate collaboration approaches and tools, including digital technologies 	Advanced
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<p>Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes</p>	<ul style="list-style-type: none"> • Seek and apply the expertise of key individuals to achieve organisational outcomes • Drive a culture of achievement and acknowledge input from others • Determine how outcomes will be measured and guide others on evaluation methods • 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 business unit output to ensure government outcomes are achieved within budgets • Progress organisational priorities and ensure that resources are acquired and used effectively 	Advanced
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<p>Demonstrate Accountability</p>	<ul style="list-style-type: none"> • Direct the development of effective systems for establishing and measuring accountabilities and evaluate ongoing effectiveness 	Highly Advanced
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- Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines
- Promote a culture of accountability with clear links to government goals
- Set standards and exercise due diligence to ensure work health and safety risks are addressed
- Inspire a culture that respects the obligation to manage public monies and other resources responsibly and with the highest standards of probity
- Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation
- Direct the development of short- and long-term risk management frameworks to ensure government aims and objectives are achieved



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



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

Occupation specific capability set



Financial Strategy, Governance and Risk Management

Establish effective and appropriate governance, assess the organisation's strategic financial position, and ensure effective investment and financing decisions

- Advise business management on the most appropriate finance sourcing strategies to meet strategic organisational goals
- Design evaluation protocols, benchmarking standards and key measures to monitor the performance of specific programs and selected financial strategies
- Design and implement governance frameworks and financial management structures and systems, understanding the requirements of diverse organisations
- Implement financial policies and effective financial control mechanisms, and ensure that these are clearly understood by finance staff across the organisation
- Test the validity and value of financial policies, implementing changes which deliver the most effective outcomes for stakeholders
- Design and implement the organisation's financial planning process

Level 4

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.

COMPLEMENTARY CAPABILITIES			
Capability group/sets	Capability name	Description	Level
 Personal Attributes	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Advanced
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
 Results	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	Adept
 Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
	Project Management	Understand and apply effective planning, coordination and control methods	Adept
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Advanced
Occupation specific capability set			
 Finance	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 3
	Management Accounting	Provide high quality analysis and evaluation of financial and operational performance to inform management decisions, and to underpin effective budget formulation, forecasting and projections	Level 3