

# Role Description:

## Director Governance, Banking and Financial Services



Treasury

Cluster	The Treasury
Agency	NSW Treasury
Division/Branch/Unit	Policy and Budget / Banking and Financial Services (BFSD)
Location	Sydney CBD
Classification/Grade/Band	Senior Executive Band 1
ANZSCO Code	111211
PCAT Code	1116892
Date of Approval	October 2019
Agency Website	<a href="https://www.treasury.nsw.gov.au">https://www.treasury.nsw.gov.au</a>

### Agency overview

The key customer of NSW Treasury is the NSW Government on behalf of the people of NSW. The NSW Treasury vision is to ensure 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.

### Policy & Budget Overview

The Policy & Budget Division (P&B) works collaboratively with agencies and partners to the State, to deliver fiscal, budget, banking and balance sheet outcomes for the State and citizens of NSW. The division encompasses sector wide teams focused on i) Budget, ii) Banking and Financial Services, iii) Financial Risk Management, iv) Outcomes Performance, and agency relationship teams covering v) Premier, Education and Customer Service, vi) Health and Stronger Communities, vii) Transport, Planning and Industry.

The Banking and Financial Services team is responsible for the management of the State’s banking contracts, optimising the State’s cash position and driving the new multi-bank transformation agenda. It seeks to ensure that through this focus the Government and people of NSW have access to banking and finance services capabilities that will deliver more effective social and economic benefits, deliver Government services more efficiently and effectively while improving the customer experience of these services. The team is responsible for ensuring these outcomes are delivered against the State’s broader priority outcomes and digital agenda.

## Primary purpose of the role

The Director Governance Director has primary responsibility for managing the Banking Contracts and associated governance processes to ensure the contract outcomes and associated value are delivered for the State.

The role will be responsible for establishing and managing the new multi partner governance model for banking for NSW Government including external partners and critical internal committees required to oversee the delivery of the uplift in Banking outcomes. It will cover the ongoing contract management of banking services for the State across the new multi-provider model, including transition of services between providers and sourcing of new or changed banking services for and on behalf of the State as required. This role will establish the performance management framework to measure banking and financial services outcomes for the State and support the analysis of commercial outcomes for the contract and broader Banking Transformation agenda. It will be responsible for the development and management of the related Banking Policies.

## Key accountabilities

- Lead the work of a small team, in collaboration with key stakeholders across government and the states banking partners, to establish and manage the following key components to support the NSW Governments Banking and Financial Services transformation:
  1. The States Banking Governance models, including:
    - i) the State Banking Relationship Governance committees between the State and all current Banking providers, covering
      - Monthly operational governance meetings involving Executive Director level from NSW Government and Banking Partners
      - Quarterly and Annual strategic governance committees involving Secretary and Deputy Secretary from NSW Government and GM, Group Executive and CEO levels from the Banking Partners. Relevant members of these governance
    - ii) the NSW Government Banking Transformation Council. This will be a newly established Council to oversee the overall strategy and implementation of the Banking Transformation roadmap for the sector. This will involve cross Government Secretary and Deputy Secretary involvement.
  2. The State's Banking Contract performance management framework. Manage the contract requirements to Work with internal and external legal teams This will establish an outcome- based measurement framework covering Risk and Compliance, Service Delivery, Transformation Uplift, Customer Satisfaction ratings on which to measure Banking provider performance.
  3. The State's Banking Contract management framework that will provide for transition of services between providers and sourcing of new or changed banking services for and on behalf of the State as required. This will involve work with legal and procurement /contract teams within Treasury, and cross NSW Clusters, and banking providers
  4. Commerical framework to assess contract outcomes and monitor transformation value delivery. This will be managed in conjunction with the Director Strategy and Innovation and Director Transition Delivery and Change.
  5. The policy framework for Banking and Financial Services that supports the GSF and contract outcomes.

- Secretariat for all newly established Banking Governance forums for NSW Government
- Provide advice to the Treasury executive and Treasurer on all matters relating to the State's Banking and Service providers and their contracts.
- Support the Executive Director BFSD in all Ministerial and Departmental correspondence pertaining to Banking and Financial Services.
- Lead a small diverse high-performing professional team working in a complex, high-pressure and sensitive environment, building a collaborative working culture and supporting staff to build their skills and experience
- Support the Executive Director BFSD and contribute to the broader goals of the Division, Group and Treasury as appropriate

## Key challenges

- Maintaining expert knowledge of contemporary offerings and approaches to Public finance management, supplier governance and policy to ensure contract advice that is well-informed and practical
- Maintaining expert knowledge of contemporary offerings and approaches to banking and finance services, products, technology, and providers to ensure well-informed and contemporary contract advice and strategy
- Managing the schedule of governance associated within a multi provider framework to ensure timing and quality of materials for consideration and discussion.
- Managing results against a multi-party and service provider, with differing levels of contract and performance data maturity from providers
- Developing workable solutions to contract management for WoGovt outcomes that will support timely execution of new capabilities.
- Drive understanding of the new contract management framework across government and providers to ensure WoGovt value is realized.
- Proactively engaging with a wide variety of stakeholders with differing goals, perspectives and expectations, and building partnerships to ensure the support of key stakeholders

## Key relationships

Who	Why
<b>Internal</b>	
Secretary / Deputy Secretary	<ul style="list-style-type: none"> <li>• Management of senior banking governance forums both internal and external partners</li> <li>• Contract advice</li> <li>• High level of integrity and professionalism</li> </ul>
Executive Director	<ul style="list-style-type: none"> <li>• Manage banking policy, contracts and outcomes</li> <li>• Manage secretariat for key governance forums</li> <li>• Manage ministerial and cross government communications</li> <li>• Escalate issues, keep informed, advise</li> </ul>
Direct Reports	<ul style="list-style-type: none"> <li>• Monitor and review performance, provide leadership and guidance, foster ongoing professional development</li> </ul>

## External

Other Government Depts, Legal and Contract teams	• Develop and maintain close and effective relationships as required to support banking contract transition and management
Banking Service Providers	• Develop and maintain effective relationships to support contract relationships and maintain currency in financial services knowledge

## Role dimensions

### Decision making

- The Director is responsible for defining and managing the Banking Contracts and associated policies, outcomes and governance for NSW Government.
- The director is responsible for ensuring the relevant performance management framework is established to manage the overall outcomes of the banking service provision for the State.
- Moreover, the Director is also responsible for all ongoing banking contract management including transition of services between providers and the establishment of new banking products for NSW Government or associated Clusters or Agencies to ensure value for the State.
- The Director acts within the standard Treasury delegated decision-making authority and refers decisions outside scope of delegation to the Executive Director. The position makes recommendations to the Deputy Secretary, Secretary, through the Executive Director.

### Reporting line

This role reports to the Executive Director for Banking and Financial Services

### Direct reports

This role will have 2 direct reports

## Essential Requirements

- Extensive knowledge and understanding of third party contract governance, performance management and commercial management together with a sound knowledge of public sector financial management
- Solid grounding in the development of public sector policy frameworks
- Extensive experience in managing senior governance models in public or private sector
- Experience of Banking and Financial Services
- Appropriate tertiary qualifications or demonstrated relevant, equivalent professional experience in managing enterprise wide Services Contracts/material supplier engagements in a Banking and Financial Services context. Legal background maybe beneficial.

## Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees.

The Capability Framework is available at <https://www.psc.nsw.gov.au/workforce-management/capability-framework/nsw-public-sector-capability-framework>

### 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	<b>Display Resilience and Courage</b>	<b>Advanced</b>
	Act with Integrity	Advanced
	Manage Self	Adept
	Value Diversity	Adept
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Adept
	<b>Work Collaboratively</b>	<b>Highly Advanced</b>
	Influence and Negotiate	Advanced
 Results	Deliver Results	Advanced
	<b>Plan and Prioritise</b>	<b>Highly Advanced</b>
	Think and Solve Problems	Advanced
	<b>Demonstrate Accountability</b>	<b>Advanced</b>
 Business Enablers	Finance	Adept
	Innovation	Advanced
	Technology	Adept
	Strategy	Adept
	<b>Procurement and Contract Management</b>	<b>Highly Advanced</b>
	Project Management	Advanced
 People Management	Manage and Develop People	Adept
	<b>Inspire Direction and Purpose</b>	<b>Advanced</b>
	Optimise Business Outcomes	Adept
	Manage Reform and Change	<b>Advanced</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> Display Resilience and Courage	Advanced	<ul style="list-style-type: none"> <li>Stay calm and act constructively in highly pressured and unpredictable environments</li> <li>Give frank, honest advice in the face of strong, contrary views</li> <li>Accept criticism of own ideas and respond in a thoughtful and considered way</li> <li>Welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues</li> </ul>
<b>Relationships</b> Work Collaboratively	Highly Advanced	<ul style="list-style-type: none"> <li>Build a culture of respect and understanding across the organisation</li> <li>Recognise outcomes which resulted from effective collaboration between teams</li> <li>Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government</li> <li>Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions</li> </ul>
<b>Results</b> Plan & Prioritise	Highly Advanced	<ul style="list-style-type: none"> <li>Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>Work through issues, weigh up alternatives and identify the most effective solutions</li> <li>Take account of the wider business context when considering options to resolve issues</li> <li>Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements</li> <li>Implement systems and processes that underpin high quality research and analysis</li> </ul>
<b>Results</b> Demonstrate Accountability	Advanced	<ul style="list-style-type: none"> <li>Design and develop systems to establish and measure accountabilities</li> <li>Ensure accountabilities are exercised in line with government and business goals</li> <li>Exercise due diligence to ensure work health and safety risks are addressed</li> <li>Oversee quality assurance practices</li> <li>Model the highest standards of financial probity, demonstrating respect for public monies and other resources</li> <li>Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks</li> <li>Incorporate sound risk management principles and strategies into business planning</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Business Enablers</b> Procurement and Contract Management	Highly Advanced	<ul style="list-style-type: none"> <li>• Ensure that whole-of-government approaches to procurement and contract management are integrated into the organisation's policies and practices</li> <li>• Ensure that effective governance processes are in place for the organisation's provider, supplier and contractor management, tendering, procurement and contracting policies, processes and outcomes</li> <li>• Monitor and evaluate both compliance and effectiveness of procurement and contract management within the organisation</li> </ul>
<b>People Management</b> Inspire Direction and Purpose	Advanced	<ul style="list-style-type: none"> <li>• Promote a sense of purpose and enable others to understand the links between government policy and organisational goals</li> <li>• Build a shared sense of direction, clarify priorities and goals and inspire others to achieve them</li> <li>• Work with others to translate strategic direction into operational goals and build a shared understanding of the link to core business outcomes</li> <li>• Create opportunities for recognising and celebrating high performance at the individual and team level</li> <li>• Work to remove barriers to achievement of goals</li> </ul>