

Role Description

Chief Financial Officer (CFO)



Cluster	Treasury
Agency	Destination New South Wales (DNSW)
Division/Branch/Unit	DNSW
Location	The Rocks
Classification/Grade/Band	Senior Executive Band 2
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
Kind of Employment	Ongoing
ANZSCO Code	221214
PCAT Code	2221192
Date of Approval	September 2020
Agency Website	https://www.destinationnsw.com.au

The Organisation

NSW Treasury helps guide the State's growth for the benefit of the people who live, work and study in NSW. We do this by managing the State's finances and assets to make sure the community is gaining the most value from them and supporting reforms to maintain a strong and competitive economy. Our work includes boosting trade, investment and tourism, developing industry, supporting jobs growth, improving service delivery to the community and increasing living standards. We are purposeful and outcomes focused.

NSW is made up of a diverse community with different needs. It is crucial for us to understand and involve the voices of these communities that we serve, design and create policies for. We believe a diverse workplace, where the best people for the job collaborate towards great outcomes, is a world-class workplace. Therefore, we are always on the lookout for people who can bring diverse perspectives that reflect NSW communities to ensure we are effective in the work we do.

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").

About Destination NSW (DNSW)

Destination NSW is a Public Service Executive agency with responsibility for devising and implementing strategies to grow the visitor economy. Our focus is on driving tourism and acquiring and developing major sporting and cultural events for Sydney and Regional NSW. In addition, Destination NSW is the major investor in Business Events Sydney with the aim to secure more international conventions, incentive travel reward programs, corporate events and exhibitions for Sydney and Regional NSW.

Destination NSW is headquartered in Sydney, with offices and representatives in Singapore, Hong Kong, Shanghai, Beijing, Chengdu, Guangzhou, London, Germany, Los Angeles, Auckland, Tokyo, Mumbai and Seoul. See <https://www.destinationnsw.com.au> for further details.

Primary purpose of the role

Lead and direct the strategic financial management and accounting functions of DNSW including coordinating the development and reporting of the annual budget, ensuring compliance with the budget reporting process, public sector statutory financial reporting requirements and the preparation and presentation of the annual accounts.

The Ideal Candidate

- **You are a strategic thinker.** Identifies, reimagines, illustrates and builds out ideas, avoiding the rhythm of entrenched practices and processes.
- **You are a trusted expert advisor.** Providing high quality, insightful and strategic advice and recommendations to the CEO on issues and initiatives. Attention to detail to ensure a quality outcome.
- **You are a collaborator.** Actively develops relationships and engages with a wide range of internal and external stakeholders.
- **You are an influencer.** Identifies, develops and implements effective strategies and approaches to enable the delivery of outcomes, avoiding simply following a process.
- **You are innovative.** Thinking creatively and drawing on world-leading best practice to provide innovative solutions.

Key accountabilities

- Lead the finance function for DNSW including the development and implementation of an integrated strategic financial policy framework to support excellence in financial management and ensure that the agency's financial resources are effectively allocated and controlled to maximise outcomes.
- Negotiate appropriations for the agency, including maintenance proposals, enhancement proposals, forward estimates, supplementary funding and related financial matters.
- Provide leadership to senior executives across the agency to facilitate planning and implementing finance and accounting reform strategies and initiatives and provide ongoing expert advice and direction to ensure financial viability, effective financial management maximum performance in meeting corporate targets.
- Manage the relationship with GovConnect, establishing service terms and monitoring performance to ensure financial transactional services meet the changing and evolving requirements of DNSW to deliver financial benefits and improved levels of service and quality.
- Advocate and foster effective financial management through advising, training, and provide professional support to senior executive, directors and managers, and seeking their contribution to the development of financial services.
- Establish and monitor financial management policies and procedures to ensure optimum use of funds and compliance with probity, governance and statutory requirements to achieve service delivery objectives.
- Lead and manage employees including allocating work, appraising performance and facilitate their ongoing professional development; manage the branch's budget and other resources to achieve maximum benefit and results from the resources available.
- Ensure IT infrastructure is world class and enables the organisation to deliver upon its strategic imperatives.
- Be the Board Secretariat and provide support in all Board related activities.

Key challenges

- Designing and implementing a strategic finance strategy and model for DNSW that establishes a balance between strategic, agency-based operational, and sourced services.
- Achieving an effective balance between financial compliance and reporting requirements and the provision of flexible and innovative financial management responses to the needs of the agency.
- Maintaining an awareness of internal and external financial and economic trends, changes in financial management practice and standards, to identify opportunities to enhance agency outcomes and assessing and developing solutions in order to meet the current and future needs of the business to ensure they are able to deliver on the strategic business objectives.

Key relationships

Who	Why
Internal	
Chief Executive Officer	Receive guidance and support, provide expert advice and exchange information
Direct Reports	Monitor and review performance, provide leadership and guidance, foster ongoing professional development
Senior executives, directors, managers and staff across DNSW	Engage and consult, collaborate on budget development and provide expert advice and professional support on financial management and accounting best practice and statutory compliance
Audit Committee	Providing essential reporting to the Audit Committee on a regular basis to ensure compliance and best practice organisation management is assured
External	
Key external stakeholders, including other NSW Agencies, and other State treasuries	Develop and maintain effective relationships and open channels of communication to foster liaison, consultation, and engagement
GovConnect	Manage the relationship, consult and collaborate on service requirements and delivery expectations

Role dimensions

Decision making

The Chief Finance Officer operates with considerable autonomy in the management of the Agency and is fully accountable for the quality, integrity and accuracy of expert financial and related advice provided. The role prioritises, directs and integrates the work of its specialist direct reports and provides information and guidance to other executives across DNSW. The CFO is also responsible for the certification of all financial statements that are true and fair which are submitted to the Audit and Risk Committee and Secretary and published externally, and for ensuring all financial reports are based on sound accounting systems and appropriate internal controls are in place to ensure the integrity and accuracy of financial information of DNSW.

Reporting line

This role reports to the Chief Executive Officer DNSW.

Reports

Approx. 20-30.

Budget/Expenditure

The CFO manages the budget expenditure for DNSW.

Essential Requirements

- Tertiary qualifications in Accounting, Business, Finance, Economics or Commerce or other relevant field and eligible for membership to a recognised professional accounting institution.
- Qualifications and certifications as a CPA or CA plus any associated memberships.
- Proven track record at a senior/executive level in financial management, financial planning, financial project management and delivery of sustained financial performance.
- Extensive experience in managing operational finance service delivery, particularly in a shared services environment.
- Comprehensive knowledge of the relevant legislation, Government directions, policies and procedures relating to financial management and accounting.

Our Commitment to Diversity

At NSW Treasury, we are committed to building a respectful workplace, appointing the best person for the role, and supporting diversity across all areas. We are on a journey to become more inclusive.

We have a Diversity and Inclusion Council that works to ensure we are increasing representation of women, Aboriginal and Torres Strait Islander people and people with a disability in our workplace.




We know this is just the start of our journey, but we are determined to see it through.

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	Highly Advanced
	Value Diversity	Advanced
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Advanced
 Results	Deliver Results	Adept
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Highly Advanced
	Technology	Adept
	Procurement and Contract Management	Advanced
	Project Management	Advanced
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Highly 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 Manage Self	Highly Advanced	<ul style="list-style-type: none"> Promote and model the value of self-improvement and be proactive in seeking opportunities for growth and new learning Actively seek, reflect on and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviour Manage challenging, ambiguous and complex issues calmly and logically Model initiative and decisiveness
Relationships Communicate Effectively	Advanced	<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
Relationships Commit to Customer Service	Advanced	<ul style="list-style-type: none"> 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
Results Plan and Prioritise	Advanced	<ul style="list-style-type: none"> Understand the links between the business unit, organisation and the whole-of-government agenda Ensure business plan goals are clear and appropriate and include contingency provisions Monitor the progress of initiatives and make necessary adjustments Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Consider the implications of a wide range of complex issues and shift business priorities when necessary Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others Take account of the wider business context when considering options to resolve issues Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements Implement systems and processes that are underpinned by high-quality research and analysis Look for opportunities to design innovative solutions to meet user needs and service demands Evaluate the performance and effectiveness of services, policies and programs against clear criteria
Business Enablers Finance	Highly Advanced	<ul style="list-style-type: none"> 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
Business Enablers Project Management	Advanced	<ul style="list-style-type: none"> Prepare and review project scope and business cases for projects with multiple interdependencies Access key subject-matter experts' knowledge to inform project plans and directions Design and implement effective stakeholder engagement and communications strategies for all project stages Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning Develop effective strategies to remedy variances from project plans and minimise impact Manage transitions between project stages and ensure that changes are consistent with organisational goals Participate in governance processes such as project steering groups
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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • 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
People Management Optimise Business Outcomes	Highly Advanced	<ul style="list-style-type: none"> • Ensure that organisational architecture is aligned to the organisation's goals and responds to changes over time • Engage in strategic workforce planning and strategic resource utilisation to ensure that the organisation's aims and goals and the government's objectives can be achieved • Align workforce resources and talent with organisational priorities • Set clear boundaries and freedoms for the organisation in risk taking • Hold self and others accountable for implementing and maintaining inclusive workforce management practices