

# Role Description

## Director, Finance



POWERHOUSE

Cluster	Department of Enterprise Investment and Trade
Department/Agency	Museum of Applied Arts and Sciences
Division/Branch/Unit	Operations & Corporate/Finance
Role number	
Classification/Grade/Band	PSSE Band 1
Date of Approval	July 2023
Agency Website	<a href="http://powerhouse.com.au">powerhouse.com.au</a>

### Agency Overview

The Museum of Applied Arts and Sciences sits at the intersection of the arts, design, science, and technology and plays a critical role in engaging communities with contemporary ideas and issues. Established in 1881, the museum includes the Powerhouse Ultimo, Sydney Observatory, and Powerhouse Castle Hill and will expand to include the museum's new flagship - Powerhouse Parramatta. The Museum is the custodian of over half a million objects of national and international significance and is considered one of Australia's finest and most diverse collections.

The Museum of Applied Arts and Sciences is undertaking a landmark renewal program which includes the creation of Powerhouse Parramatta, the largest cultural infrastructure project since the Sydney Opera House; the expansion of the Museum's Discovery Centre, Powerhouse Castle Hill which includes expanded storage and new research and public facilities and the renewal of the iconic Powerhouse Museum in Ultimo.

### Primary purpose of the role

The Director Finance is responsible for setting the strategic direction and operating model of the Finance function, cultivating a culture of innovation and continuous improvement to the services provided by Finance. Instrumental in developing and driving strong organisational relationships through analysis, insights, advice, and guidance. They will oversee the financial management policies, processes, and systems to ensure robust governance and controls whilst delivering transparent, streamlined, and cost-effective finance services across all Powerhouse locations.

The Director Finance will be responsible for developing an efficient and effective planning process for the organisation, ensuring key internal and external factors are considered in formulating and supporting the execution of business plans and strategic projects. Drive improvements to uplift performance management and reporting by implementing leading practices, effectively leverage and integrate existing and emerging technologies, and maintain a standard set of finance performance tools and templates to drive consistency, high standards and quality outputs.

### Key Accountabilities

- Direct and oversee all aspects of the Finance & Accounting functions of the organisation, including financial plans, budgets and forecasts, asset and inventory accounting, tax and treasury management, statutory and

management reporting, including the direction over the development and implementation of governance frameworks and policies, controls, processes and procedures, and decision-making protocols.

- Maintain an effective internal control framework, including appropriate internal control safeguards; oversee all accounts, ledgers and reporting systems, ensuring compliance with appropriate NSW government directions, policies and procedures, regulatory requirements, and budget audits.
- Direct and oversee the maintenance of a financial platform and other finance systems to support the delivery of strategic priorities and a high-quality core business function across the organisation.
- Act as the primary escalation point for urgent, complex, or highly sensitive operational issues and collaborate with senior executives (including the Chief Operating Officer, Chief Executive and Board) and leaders across the corporate functions and divisions, with the development of short and long-term strategic plans and organisational goals and objectives, providing strategic advice to enable informed decision-making around financial performance and sustainability.
- Develop an efficient, effective, and ethical Finance team with a proactive focus on delivering exceptional customer service to ensure the credibility of the Finance function through the provision of standardised and streamlined financial, operational activities and timely and accurate analysis and insights of financial plans, results, trends and forecasts.
- Provide leadership, direction, and expert professional advice, whilst motivating, encouraging and inspiring the development of a strong, efficient and ethical Finance team, enabling continued growth of individuals' capabilities in their pursuit of delivering high-quality services to Finance customers and stakeholders.
- Optimise financial performance and reporting by establishing an effective performance management framework that challenges the status quo and drives leading practice processes, identify opportunities to effectively leverage and integrate emerging technologies, and develop a common set of finance performance-based tools and templates to establish clear delivery standards and targets to support informed decision-making and achieve optimal business and financial outcomes.
- Drive a best-in-class and continuous improvement mindset across the Finance function by challenging existing finance processes, systems, reports, data analysis and outputs; investigate and evaluate opportunities for change and enhancements and provide project leadership across all Finance improvement projects and initiatives to ensure the realisation of anticipated benefits is achieved.

## Key challenges

- Establishing, guiding, and preserving a positive, energetic and proactive work environment in a dynamic and face-paced setting.
- Continuously enhancing financial management, increasing revenue prospects, and driving efficiency in a cost-conscious environment.
- Balance competing priorities and challenges within the business constraints (funding, systems, data, processes, people, etc.)
- Developing and maintaining expert knowledge and understanding of business plans, operations, and opportunities for improvement to determine appropriate strategic advice and support.
- Manage the change related to the design, continued development, and delivery of a future-focused and scalable finance function, including acquiring additional skillsets and capabilities to support the future growth needs of the Powerhouse.

## Key relationships

Who	Why
<b>Internal</b>	
Chief Operating Officer/Chief Executive	<ul style="list-style-type: none"> <li>• Provide expert advice and recommendations on compliance matters to improve the performance of the compliance program</li> <li>• Negotiate program budgets and resource requirements consistent with strategic plans and goals</li> <li>• Report the performance of the program and identify emerging issues/risks or potentially sensitive operational or enforcement issues</li> </ul>
Executive	<ul style="list-style-type: none"> <li>• Collaborate and provide advice to contribute to strategic and operational planning activities, budget processes, performance review and executive decision-making processes</li> <li>• Provide expert advice on the level of compliance and opportunities to improve the practicability of legislation and regulation</li> </ul>
Direct Reports	<ul style="list-style-type: none"> <li>• Lead, guide and support</li> <li>• Set performance expectations and manage team performance and development</li> </ul>
Legal Services	<ul style="list-style-type: none"> <li>• Access counsel with respect to particular enforcement matters</li> </ul>
<b>External</b>	
Other NSW Agencies	<ul style="list-style-type: none"> <li>• Establish professional networks and relationships to maintain currency of issues, share ideas and learnings, and collaborate on common responses to emerging and/or developing issues</li> </ul>
Community or Industry representative groups	<ul style="list-style-type: none"> <li>• Establish and maintain regular dialogue with community and/or industry groups to improve understanding of legislation and regulations enforced by the program, and consult regarding proposed changes to regulations or processes</li> </ul>

## Role dimensions

### Decision making

- Operates with a level of autonomy in the management of the work area and is accountable for programs and activities.
- Prioritises, directs, and integrates the work of its direct reports and provides information and guidance to other Directors across the Powerhouse and directly to the Chief Executive
- Identifies key issues and resolves potential conflicts at an early stage and sets own priorities for work projects consistent with prescribed deadlines.

### Reporting line

Chief Operating Officer

### Direct reports

- Head of Finance
- Finance Business Partners (x3)
- Performance and Insights Solutions Specialist/Lead

## Budget/Expenditure

As per Powerhouse financial delegations.

## Knowledge & Experience

- Proven team leadership skills and demonstrated ability in managing broad financial management activities, including business partnering, procurement and other finance operations to support the achievement of Powerhouse outcomes.
- Deep experience in risk management , corporate governance standards, methodologies, and NSW government frameworks.
- Extensive knowledge of finance and non-finance systems and technologies.
- Demonstrated experience in working collaboratively in delivering service support across a diverse client group, proactively engaging in understanding business drivers, and delivering bespoke services in planning, designing, implementing, and monitoring fit-for-purpose strategy, policy, processes and procedures.
- Superior interpersonal, presentation and written communication skills.
- Engage, motivate and persuade others to achieve high-quality outcomes consistently.
- Excellent analytical and conceptual skills, including research, policy review, legislative assessment, evaluation, and strategic planning skills.
- Demonstrated ability in project management, contract management and service-level partnership agreements for service delivery.

## Essential requirements

- Degree qualification in a relevant discipline, ideally at a postgraduate level or equivalent knowledge and experience.
- CA or CPA qualified

## 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	<b>Display Resilience and Courage</b> Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> <li>• Remain composed and calm and act constructively in highly pressured and unpredictable environments</li> <li>• Give frank, honest advice in response to 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 and difficult or controversial issues</li> </ul>	Advanced
	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> <li>• Model the highest standards of ethical and professional behaviour and reinforce their use</li> <li>• Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>• Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>• Monitor ethical practices, standards and systems and reinforce their use</li> <li>• Act promptly on reported breaches of legislation, policies and guidelines</li> </ul>	Advanced


## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<b>Work Collaboratively</b> Collaborate with others and value their contribution	<ul style="list-style-type: none"> <li>Recognise outcomes achieved through effective collaboration between teams</li> <li>Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government</li> <li>Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions</li> <li>Network extensively across government and organisations to increase collaboration</li> <li>Encourage others to use appropriate collaboration approaches and tools, including digital technologies</li> </ul>	Advanced
	<b>Influence and Negotiate</b> Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> <li>Influence others with a fair and considered approach and present persuasive counter-arguments</li> <li>Work towards mutually beneficial 'win-win' outcomes</li> <li>Show sensitivity and understanding in resolving acute and complex conflicts and differences</li> <li>Identify key stakeholders and gain their support in advance</li> <li>Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise</li> <li>Anticipate and minimise conflict within the organisation and with external stakeholders</li> </ul>	Advanced

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 Results	<b>Think and Solve Problems</b> Think, analyse and consider the broader context to develop practical solutions	<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 in collaboration with others</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 system, process and business improvements</li> <li>Implement systems and processes that are underpinned by high-quality research and analysis</li> <li>Look for opportunities to design innovative solutions to meet user needs and service demands</li> <li>Evaluate the performance and effectiveness of services, policies and programs against clear criteria</li> </ul>	Advanced
	<b>Demonstrate Accountability</b> Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	<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>	Advanced
 Business Enablers	<b>Finance</b> Understand and apply financial processes to achieve value for money and minimise financial risk	<ul style="list-style-type: none"> <li>Understand core financial terminology, policies and processes, and display knowledge of relevant recurrent and capital financial measures</li> <li>Understand the impacts of funding allocations on business planning and budgets</li> <li>Identify discrepancies or variances in financial and budget reports, and take corrective action</li> <li>Know when to seek specialist advice and support and establish the relevant relationships</li> <li>Make decisions and prepare business cases, paying due regard to financial considerations</li> </ul>	Adept

## FOCUS CAPABILITIES


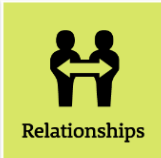


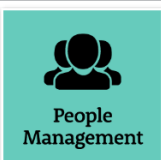
Capability group/sets	Capability name	Behavioural indicators	Level
 <p>People Management</p>	<p><b>Manage and Develop People</b> Engage and motivate staff, and develop capability and potential in others</p>	<ul style="list-style-type: none"> <li>• Refine roles and responsibilities over time to achieve better business outcomes</li> <li>• Recognise talent, develop team capability and undertake succession planning</li> <li>• Coach and mentor staff and encourage professional development and continuous learning</li> <li>• Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation</li> <li>• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>	Advanced



## 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	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	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Advanced
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	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	Intermediate
	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	Adept