# Role Description

**Chief Financial Officer,**

**Property NSW**

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| **Cluster** | **Planning and Environment** |
| **Department/Agency** | **Planning and Environment** |
| **Group/Division/Agency** | **Homes, Property & Development NSW** |
| **Role number** | **TBA** |
| **Classification/Grade/Band** | **Band 1** |
| **Senior executive work level standards** | **Work Contribution Stream: Professional/Specialist** |
| **ANZSCO Code** | **221112** |
| **PCAT Code** | **1223792** |
| **Date of Approval** | **April 2022** |
| **Agency Website** | [**www.dpie.nsw.gov.au**](http://www.dpie.nsw.gov.au) |

## Agency overview

Our vision is to create thriving environments, communities and economies for the people of New South Wales. We focus on some of the biggest issues facing our state. We deliver sustainable water resource and environment management, secure our energy supply, oversee our planning system, maximise community benefit from government land and property, and create the conditions for a prosperous state. We strive to be a high-performing, world-class public service organisation that celebrates and reflects the full diversity of the community we serve and seeks to embed Aboriginal cultural awareness and knowledge throughout the department.

## Business Group Overview

The Homes, Property & Development group (the Group) within the Department of Planning and Environment (DPE) oversees the management of NSW Government assets, including: delivery and management of social and affordable housing; delivery and management of key worker housing; strategic development of NSW Government owned land and precincts; asset and facilities management for a wide variety of NSW Government owned real property assets; delivery and management of NSW Government office accommodation; real property transaction management and advisory; strategy and policy development, data analysis and innovation; and, valuation of NSW property for rating, taxing and compulsory acquisition purposes.

Property Development NSW (PDNSW), a division within the Group, is responsible for the management of a significant property portfolio on behalf of the NSW Government, co-ordination of NSW Government cluster and agency tenancies and related workplace strategy, and delivery of large scale, complex real estate projects, programs and transactions that deliver Government policy and outcomes. PDNSW operates primarily under the provisions of two Acts and reflects the operations of two agencies, Property NSW and the Waste Assets Management Corporation (WAMC).

Valuer General NSW is responsible for standards and policies for the land valuation system and the determination of compensation in the compulsory acquisition process; monitoring the quality of the land values and services provided to the community; and, providing professional leadership and stewardship to the valuation industry.

## Primary purpose of the role

The Chief Financial Officer (CFO), PDNSW provides leadership and direction through the management and control of the finance and accounting function for property development and management operations performed within the Group, assisting it to achieve its objectives and outcomes. The role operates at both a group and individual entity level and has responsibility for:

* oversight of the financial activities, performance and reporting for DPE’s Homes, Property & Development group; and
* finance management for individual entities within the Group comprising PDNSW, WAMC and VGNSW.

## Key accountabilities

* Lead and manage the finance and planning functions for the Group including the development and implementation of an integrated strategic financial policy framework to support excellence in financial management that ensures the Group’s financial resources are effectively allocated and controlled to optimise outcomes.
* Lead and manage the PDNSW, WAMC and VGNSW financial planning functions to achieve financial sustainability, including financial control and management, budgeting, forecasting, external and internal reporting and assistance in preparation of business cases to comply with Cluster financial governance policies and practices, NSW Treasury and Australian accounting standards.
* Lead the optimal delivery of financial management, analysis and reporting across the Group’s commercial property projects and leasing strategies and oversee financial governance and control strategies to identify and mitigate financial risks, maintaining appropriate financial governance processes and ensuring compliance with public sector financial policy, Treasury and legislative requirements.
* Lead the PDNSW, WAMC and VGNSW statutory reporting process, including preparation of annual statutory financial statements, managing the external audit process, group-wide financial and budgetary risk assessment and management and presenting to the Audit and Risk Committee on financial performance and risks.
* Lead development, management and reporting on budgets to ensure materiality, accuracy, and compliance and facilitate the achievement of financial targets within budgetary constraints, including the delivery of property budgets to NSW agencies PDNSW supports through the provision of workplace accommodation.
* Lead the preparation of accurate forecasts throughout the year (including future year impacts) appropriately reflecting cash and non-cash impacts across the Group and identifying mitigation strategies where possible.
* Support the development of asset management strategies, systems and practices through financial analysis and reporting to achieve optimal return on investment and effective utilisation of the property portfolio.
* Contribute to the strategic planning processes for the Group, ensuring plans are informed by high quality financial management advice, identify business improvement opportunities, funding and resource needs and support operational delivery in line with statutory purposes and NSW Government requirements.

## Key challenges

* Striking a balance between finance and accounting functions where primary responsibility is held for a complex array of property functions and services and oversight of like functions performed for other entities within the Group.
* Designing and implementing a strategic finance strategy and model for the Group that establishes a balance between strategic, agency-based operational and sourced services.
* Building a culture that embraces change and innovation and continuous improvement across a diverse portfolio of activities while maintaining strong governance frameworks and procedural controls that encourage transparency, accountability and accuracy.

## Key relationships

**Internal**

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| Who | Why |
| Chief Executive Officer and Deputy Secretary | * Liaise to receive instructions and understand work priorities. * Provide project and budgetary support as finance business partner to peers on the executive management team. * Keep informed of and provide advice and recommendations on new or emerging issues. * Proactively identify and implement operational changes to maximise the shared services offering or internal business processes thus reducing operational costs. * Contribute to work on program development, business process improvement and team business outcomes. |
| Division / Entity Executives and Senior Managers | * Develop and maintain effective collaborative relationships. * Provide high level strategic advice and support on business area financial management and sustainability. * Engage to influence adoption of agreed strategies and solutions. * Provide training and support to ensure appropriate financial management controls. |
| Direct Reports | * Manage, lead and empower staff to deliver high quality operations and services that meet agreed performance outcomes as defined in corporate, strategic and business plans. * Provide leadership, guidance, professional advice and support to manage peak workloads and resolve complex or demanding service requests. * Work collaboratively and support team to achieve business outcomes. * Provide constructive performance feedback and develop team skills and capability. * Encourage participation in meetings and contribution of ideas to improve team, program, service delivery and work performance and outcomes. |
| Group Finance | * Provide reporting and analytical support as required to ensure agency and cluster level internal and external reporting deliverables are met. |
| Cluster Finance | * Provide reporting and analytical support as required to ensure agency and cluster level internal and external reporting deliverables are met. |
| Cluster Corporate Services (HR, Procurement, Governance & Performance, etc.) | * Work collaboratively to ensure Treasury budget, forecasting and reporting requirements consistently and accurately reflect agency internal reporting. * Develop and maintain effective working relationships. * Liaise to maintain financial information within business requirements. |

**External**

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| Who | Why |
| External service providers | * Develop and maintain effective relationships and open channels of   communication   * Establishing service terms and monitor performance to ensure financial transactional services meet the evolving requirements of PDNSW to deliver financial benefits and improved levels of service and quality |
| Key external stakeholders, including  other NSW Agencies | * Develop and maintain effective relationships and open channels of   communication to foster liaison, collaboration and engagement |
| NSW Treasury | * Develop and maintain effective relationships and open channels of   communication to foster liaison, collaboration and engagement and ensure compliance with Treasury directions and statutory auditing and reporting requirements |
| NSW Audit Office | * Develop and maintain effective relationships and open channels of   communication to foster liaison, collaboration and engagement and ensure compliance with statutory reporting requirements, Treasury mandates, Australian Accounting Standards and financial policies. |

## Role dimensions

### Decision making

The role:

* is responsible for delivering the objectives of approved business plans and strategies
* has authority to resolve finance issues relating to the Group’s portfolio and the activities therein and makes day-to-day decisions in relation to high level aspects of the Group’s financial and business performance in association with the Deputy Secretary and CEO’s and like roles for entities therein
* is responsible for the certification of all financial statements, ensuring they are true and fair to enable their independent review by the Audit and Risk Committee, Secretary and external publication, and
* is accountable for ensuring all financial reports are produced with reliance on effective accounting systems and appropriate internal controls to ensure the integrity and accuracy of financial information produced for individual entities within the Group.

### Reporting line

Deputy Secretary, HPD

### Direct reports

To be confirmed.

### Budget/Expenditure

The CFO provides support to the Deputy Secretary in management of financial initiatives and activities for an overall expenditure budget in excess of $500 million per annum.

## Essential requirements

* Relevant business or accounting qualifications and membership of a professional accounting organisation such as Certified Practicing Accountant or Chartered Accountant or equivalent.
* Extensive experience in financial management at a senior level in either government or the private sector successfully leading a finance team with responsibility for property and lease accounting.
* Extensive experience in providing high-level commercial or financial advice in relation to property matters, including conducting discounted cash flow analyses and financial modelling.

## Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-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

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| **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 | 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 | 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 |
| relationships | **Influence and Negotiate**  Gain consensus and commitment from others, and resolve issues and conflicts | Influence others with a fair and considered approach and present persuasive counter-arguments  Work towards mutually beneficial ‘win-win’ outcomes  Show sensitivity and understanding in resolving acute and complex conflicts and differences  Identify key stakeholders and gain their support in advance  Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise  Anticipate and minimise conflict within the organisation and with external stakeholders | Advanced |
| results | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | 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 |
| results | **Plan and Prioritise**  Plan to achieve priority outcomes and respond flexibly to changing circumstances | 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  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 | Advanced |
| business-enablers | **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 |
| business-enablers | **Project Management**  Understand and apply effective planning, coordination and control methods | 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 | Advanced |
| people-management | **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 |
| people-management | **Optimise Business Outcomes**  Manage people and resources effectively to achieve public value | Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals  Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences  Encourage team members to take calculated risks to support innovation and improvement  Align systems and processes to encourage improved performance and outcomes | Advanced |

## Occupational Specific Focus Capabilities

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| **Capability group/sets** | **Capability name** | **Behavioural indicators** | **Level** |
| finance-professionals-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-professionals-capability-set | **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 | Provide expert technical interpretation of legislation, accounting policies and standards and develop organisation specific policies  Monitor and anticipate the impact of NSW Treasury Policy, Audit Office guidelines and AASB standards and guidance on the organisation and direct appropriate action  Approve financial (including cash management and forecasting) reports, briefs and proposals relating to the organisation’s financial position  Communicate financial results that are compliant with NSW Treasury policies and external regulatory requirements and which are easily interpreted by stakeholders  Provide strategic financial accounting advice and commentary to business leadership so that strategic business planning processes and the consideration of new business initiatives are fully informed on financial/accounting implications | Level 4 |
| finance-professionals-capability-set | **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.

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| **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 | Adept |
| personal-attributes | Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
| personal-attributes | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
| relationships | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Adept |
| relationships | Work Collaboratively | Collaborate with others and value their contribution | Advanced |
| results | Think and Solve Problems | Think, analyse and consider the broader context to develop practical solutions | Advanced |
| results | Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
| business-enablers | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| business-enablers | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Advanced |
| people-management | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Adept |
| people-management | Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |

## Occupational Specific Complimentary Capabilities

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| **Capability group/sets** | **Capability name** | **Description** | **Level** |
| finance-professionals-capability-set | Audit and Assurance | Evaluate overall governance frameworks, financial and program information systems, and internal controls and practices to identify potential deficiencies or opportunities | Level 3 |
| finance-professionals-capability-set | Finance Operations and Systems | Ensure appropriateness and reliability of financial information systems, and effective governance, cash management and controls over transactional processes | Level 3 |