Role Description

Deputy Secretary, Corporate Services

Creative Industries, Tourism, Hospitality and Sport

Role Description Fields	Details
Department/Agency	Department of Creative Industries, Tourism, Hospitality and Sport
Division/Branch/Unit	Corporate Services
Role number	50088902
Classification/Grade/Band	Senior Executive Band 3
Senior executive work level standards	Work Contribution Stream: Service/Operational Delivery
OSCA Code	111211
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Agency Website	www.nsw.gov.au/dciths

Agency overview

At the Department of Creative Industries, Tourism, Hospitality and Sport we bring vibrancy to NSW by growing our creative industries and workforces, driving strong visitor and night-time economies, ensuring a responsible hospitality sector, and putting arts, culture and sport at the heart of our communities.
Together we:

- create social and economic opportunities for the state
- support the creation of jobs across the creative, visitor and night-time economies
- prioritise First Nations artists, stories and culture
- ensure arts, culture and sport are at the heart of every community to be enjoyed and accessed by all
- drive visitation through events, campaigns and visitor experience development
- activate our night-time and creative economies to unlock unique precincts and community spaces
- deliver a vibrant and responsible hospitality, liquor, racing and gaming environment
- support NSW's key Cultural Institutions to ensure access for all, enable community experiences and education and preserve the state's diverse cultural assets and history.

Primary purpose of the role

Provide strategic leadership of the Department's corporate and enabling services to support effective service delivery, sound governance and compliance, and responsible resource management. Lead organisational improvement, technology strategy and cyber resilience, and provide authoritative, evidence-based advice to the Secretary and Executive Leadership Team.

The role also provides cross portfolio leadership in coordination of and advice on whole of government finance and corporate services.

Key accountabilities

- Provide strategic and authoritative advice to the Secretary, the Executive Leadership Team, Portfolio Agencies and Ministers in respect to organisational policy, governance and delivery, and identifies opportunities to enhance effectiveness and efficiency in achievement of Departmental and broader government outcomes and to enable informed, evidence-based strategic policy recommendations and decisions.
- Lead and drive initiatives to evaluate, analyse and improve delivery and organisational performance across the Department. Drive the adoption of performance, outcomes and program based funding structures, reporting and management.
- Lead and direct the delivery of shared enabling functions and services which support the achievement of Departmental objectives, across a range of functions including Finance, People and Capability, Legal, Governance, Risk, Audit and Compliance, Facilities, Procurement, Technology, Cyber Security and Communications, ensuring technology strategy supports secure, reliable and effective service delivery.
- Provide strategic leadership and guidance to a team of specialised, professional subject matter expert executives within the group, clarifying goals, setting performance expectations, and driving overall performance to achieve organisational objectives and facilitate organisational performance improvement outcomes.
- Provide strategic leadership and oversight of IT and cyber security governance, risk management and assurance to protect information assets and ensure secure, reliable technology services. Maintain executive oversight of cyber resilience, incident preparedness and business continuity arrangements, and provide authoritative advice to the Secretary and relevant governance committees on material technology and cyber security risks, priorities and safeguards.
- Drive budgeting, corporate and business planning, and program evaluation frameworks for all operational functions to optimise the return on Government financial, human, intellectual and physical investments in the delivery of the Department's programs, aligning technology investment and digital transformation with business priorities and cyber resilience.
- Lead and enhance long term partnerships representing the Department in consultations and negotiations with key external stakeholders, including other government departments, other government jurisdictions, and third-party providers to optimise outcomes for the Department and for NSW Government.
- Foster a culture which drives and encourages high performance, collaboration, agility and accountability in the delivery of Departmental outcomes aligned to the Public Sector core values of Integrity, Trust, Service and Accountability. Model and promote a strong ethical culture, act with integrity and in the public interest.
- Contribute to leadership and effective governance within the Department and across the portfolio, participating in critical planning and decision-making processes, and as a member of the Department's Executive Leadership Team (ELT), communicating and advocating the Division's agenda and activities to internal and external stakeholders, to ensure operational and service delivery influences and impacts are considered.

Key challenges

- Establishing and leading an integrated portfolio of enabling functions which provide expert advice and high-quality transactional and support services, delivered at scale and with a focus on innovation, continuous improvement, and efficiency that are customer focused and enable the department to deliver its outcomes.
- Driving large scale improvement and transformational change, including technology modernisation, that achieves demonstrable benefits from organisation-wide improvement initiatives and effectively managing the impacts of change and evolving cyber threats on service continuity and standards.

- Balancing diverse departmental and portfolio needs, competing investment priorities and service-provider dependencies while maintaining consistent, responsive corporate services.

Key relationships

Internal

Who	Why
Secretary	• Receive guidance and instruction, seek clarification and advice, and report on progress against work plans. • Identify emerging issues/risks and their implications and propose solutions. • Report on progress towards business objectives and discuss future directions • Provide expert advice and support to respond to and deliver against strategic and business plans, agreed projects and new initiatives. • Represent the Executive in discussions establishing the appropriateness and timing of the Executive's involvement. • Facilitate information flow and effective feedback.
Executive Leadership Team	• Participate as a member of the Executive Leadership team for the Portfolio • Provide expert advice and support to respond to and deliver against strategic and business plans, agreed projects and new initiatives. • Represent the Executive in discussions establishing the appropriateness and timing of the Executive's involvement. • Facilitate information flow and effective feedback. • Develop and maintain effective working relationships and open channels of communication.
Direct Reports	• Inspire and motivate, provide leadership and support. • Set overall performance expectations and oversee the implementation of effective performance management frameworks and processes.
Internal Stakeholders	• Develop and maintain effective working relationships to expedite information transfer and feedback.

External

Who	Why
Other NSW Government Agencies	• Establish professional networks and relationships across NSW Government, share ideas and learnings, and collaborate on common responses to emerging and/or developing issues.
External Stakeholders	• Engage with relevant stakeholders to open channels of communication, provide expert advice, gather and exchange relevant information. • Resolve and provide solutions to issues, ensuring the Executive is apprised of emerging issues.
Vendors/Suppliers/Consultants	• Manage contracts for quality, on time service delivery and performance targets.

Ministerial

Who	Why
Minister/Office of the Minister	• Provide accurate and timely information and responses to facilitate Ministerial and government decision making and action. • Provide high-level advice to the Minister's Office on sensitive and contentious issues.

Role dimensions

Decision making

The role operates with significant autonomy in the management and delivery of the work of the Division. The role is fully accountable for the quality and integrity of the advice it provides and is accountable and responsible for the effective management and use of human, financial and other resources within budget and resource parameters.

The role determines strategic priorities in consultation with the Secretary and defers to the Secretary complex issues of a legislative or political nature; decisions that will substantially alter project, program or organisational outcomes; major issues or conflicts arising in the course of duties; and matters requiring a higher delegated authority, including approval for expenditure or management of sensitive issues.

It contributes to the overall direction, planning and management of DCITHS as a member of the Executive team.

Reporting line

The role accounts and reports to the Secretary.

Direct reports

The role may have up to 9 direct reports depending on operational requirements.

Budget/Expenditure

Budget and expenditure will be in line with department delegations.

Key knowledge and experience

- Thorough knowledge and understanding of, or the demonstrated ability to develop an understanding of, the Machinery of Government (MoG), budgeting and policy processes and relevant statutory requirements.
- Substantial experience in delivering on complex and diverse objectives in environments with multiple stakeholders and potentially changing variables.
- Extensive senior executive experience in providing operational and organisational services and support to Departmental Secretaries in government, Chief Executives in a corporate context, or equivalent in delivery of enabling advice and services within settings characterised by program and service diversity and a state-wide scope.
- Demonstrated leadership of multidisciplinary corporate services, with experience overseeing technology investment, digital transformation and cyber risk through specialist executives.
- Extensive experience in leading large scale continuous improvement and transformational change in a dynamic environment.

Essential requirements

- Tertiary qualifications in business and/or government administration or similar discipline, and/or equivalent experience.

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.

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	• Champion and model the highest standards of ethical and professional behaviour • Lead a culture of integrity and professionalism within your organisation and when dealing with other government agencies, jurisdictions and external organisations • Set, communicate, evaluate and reinforce the use of ethical practices, standards and systems • Create and promote an organisational culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and respond promptly to reports • Act promptly and visibly to prevent and respond to unethical behaviour	Highly Advanced
 Relationships	**Communicate Effectively** Communicate clearly, pay attention to others and respond with understanding and respect	• Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences • Communicate in a highly articulate and influential way • Communicate the facts and explain their implications for your organisation and key stakeholders	Highly Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
		• Promote your organisation's position with credibility across government, other jurisdictions and external organisations • Anticipate and address key areas of interest for your audience and adapt under pressure	
 Relationships	**Commit to Customer Service** Provide customer-focused services in line with public sector and organisational objectives	• Create an organisational culture that embraces high-quality customer service by listening to and valuing insights from customers and communities • Communicate and negotiate with stakeholders on strategic issues related to government policy, customer service standards and accessibility, and provide expert, influential advice • Ensure your organisation's strategic planning processes prioritise customer experience • Ensure management systems and processes support service delivery outcomes for diverse customers • Set overall performance standards for service delivery across your organisation and monitor compliance	Highly Advanced
 Results	**Deliver Results** Achieve results by using resources efficiently and committing to quality outcomes	• Use your professional knowledge and the expertise of others to drive organisational and government objectives • Create a culture of achievement, fostering on-time and on-budget quality outcomes for the organisation • Identify and remove potential barriers to achieving outcomes • Establish systems to ensure all staff can identify direct connections between their work and your organisation's outcomes • Identify, recognise and celebrate success • Set and communicate high-level priorities for your organisation to achieve government outcomes	Highly Advanced
 Results	**Plan and Prioritise** Plan to achieve priority outcomes and respond flexibly to changing circumstances	• Understand the links between the business unit, your organisation and the whole-of-government agenda • Ensure business plan goals are clear and appropriate and include contingency provisions • Monitor how initiatives are progressing and adjust them as needed • Anticipate, assess and respond appropriately to the impact of changes, including	Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
		government policy and economic conditions, on business plans and initiatives • Consider the implications of a wide range of complex issues and shift business priorities when necessary • Support and lead your organisation through change, and evaluate processes and outcomes to inform future planning	
 Results	**Demonstrate Accountability** Be proactive and responsible for your actions, and follow legislation, policy and guidelines	• Direct the development of effective systems for establishing and measuring accountabilities and evaluate ongoing effectiveness of systems that set and measure accountability • Promote participatory approaches to ensure a culture of accountability and cultural safety with clear links to government goals • Set standards and exercise due diligence to ensure work health and safety risks are addressed • Inspire an organisational culture that respects the obligation to manage public money and other resources responsibly and with the highest standards of probity • Ensure that legislative and regulatory frameworks are applied consistently and effectively across your organisation • Direct the development of short- and long-term risk management frameworks to ensure government aims and objectives are achieved • Promote data risk compliance in your organisation • Anticipate changes to the operating environment and make sustainable choices that lead to long-term success	Highly Advanced
 Business Enablers	**Finance** Understand and apply financial processes to achieve value for money and minimise financial risk	• Apply a thorough understanding of recurrent and capital financial terminology, policies and processes for planning, forecasting, preparing and managing budgets • Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound • Assess relative cost benefits of various purchasing options • Promote the role of sound financial management and its impact on organisational effectiveness	Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
		• Get specialist financial advice when reviewing and evaluating finance systems and processes • Respond to financial and risk management audit outcomes, addressing areas of noncompliance in a timely manner	
 **People Management**	**Inspire Direction and Purpose** Communicate goals, priorities and vision, and recognise achievements	• Help others to understand the links between government policy, organisational goals and public value • Present information in an engaging way to build a shared sense of direction, clarify priorities and goals, and inspire and prepare others to achieve them • Work with others to translate strategic direction into operational goals and build a shared understanding of the link between your organisation's goals and core business outcomes • Create opportunities for recognising and celebrating high performance at the individual and team level • Inspire confidence and cultivate an attitude of openness and curiosity when tackling future challenges	Advanced
 **People Management**	**Optimise Business Outcomes** Manage people and resources effectively to achieve public value	• Ensure your organisational structure is aligned with your organisation's goals and responds to change • Optimise outcomes through strategic workforce planning and resource utilisation aligned with the government's objectives • Align workforce resources and talent with organisational priorities • Set clear boundaries and freedoms for risk-taking in your organisation • Hold yourself and others accountable for implementing and maintaining inclusive workforce management practices	Highly Advanced
 **People Management**	**Manage Reform and Change** Support and champion change, and help others to engage with change	• Define high-level goals to build a culture of continuous improvement and translate these into practical implementation strategies • Build staff support for and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider context • Create an organisational culture that actively seeks opportunities to improve	Highly Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
		• Anticipate, plan for and address workplace cultural barriers to change at an organisational level • Develop systems and practices that create a culturally safe environment	

Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identify 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.

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	Highly Advanced
 Personal Attributes	**Manage Self**	Be persistent, self-reflect and commit to learning	Highly Advanced
 Personal Attributes	**Value Diversity and Inclusion**	Be inclusive and respect diverse backgrounds, experiences and perspectives	Advanced
 Relationships	**Work Collaboratively**	Collaborate with others and value their contribution	Advanced
	**Influence and Negotiate**	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced

Capability group/sets	Capability name	Description	Level
Relationships			
 **Results**	**Think and Solve Problems**	Think, analyse and consider the broader context to develop practical solutions	Advanced
 **Business Enablers**	**Technology**	Understand and use available technology to maximise efficiencies and effectiveness	Adept
 **Business Enablers**	**Procurement and Contract Management**	Understand and use procurement processes to ensure effective purchasing and contract performance	Advanced
 **Business Enablers**	**Project Management**	Understand and use effective ways to plan, coordinate and control projects	Advanced
 **People Management**	**Manage and Develop People**	Engage with and motivate staff, and develop their capability and potential	Advanced