Role Description
Executive Director Enterprise Enablement and Strategic Services

Role Description Fields	Details
Department/Agency	Department of Customer Service
Division/Branch/Unit	State Insurance Regulatory Authority
Classification/Grade/Band	PSSE 2
Senior Executive Work Level Standards	Professional / Technical / Specialist
OSCA Code	121131
PCAT Code	2331192
Role Family/Function/Type	Planning, Strategy, Governance and Risk
Date of Approval	June 2025
Agency website	www.customerservice.nsw.gov.au

Agency Overview

The State Insurance Regulatory Authority (SIRA) regulates the NSW Workers Compensation Scheme, NSW Compulsory Third Party (CTP) Scheme and Home Building Compensation (HBC) Scheme. SIRA also has some regulatory functions in other NSW insurance schemes including the Lifetime Care and Support and Dust Diseases schemes.

These schemes provide an important social safety net for the people of NSW who may one day experience injury or loss. At any one time, more than 10 million people are protected through a SIRA-regulated scheme. These schemes are funded by more than 6.4 million vehicle owners, employers, and homeowners who together pay more than $7 billion in premiums annually to insurers regulated by SIRA.

Primary purpose of the role

Leads Agency's enterprise enablement and strategic services to enhance the organisation's capability as a customer focused, intelligence-led, risk-based regulator. Overseeing data, digital, strategic communications and engagement, the role also manages the governance, and people functions to drive excellence in strategic services to strengthen public trust in NSW's Workers Compensation, Home Building, and Motor Accident Schemes.

Key accountabilities

- Lead Agency's digital strategy to ensure operations are underpinned by secure and effective systems that enhance the effectiveness of regulatory operations.
- Oversee enterprise data services at a strategic level, strengthening the organisation's data governance capability and ensuring data is managed as a critical strategic asset throughout its lifecycle to support evidence-based decision making.
- Lead the strategic direction and delivery of the organisation's governance and people functions ensuring legislative and policy obligations are met, enhancing the organisation's ability to achieve operational excellence.
- Lead the development, implementation and evaluation of strategic, tactical and operational communication and stakeholder engagement plans and initiatives that are aligned with Agency's

customer experience framework and ensure the delivery of effective complaints handling and ministerial and parliamentary services, providing strategic leadership in relation to media issues impacting the organisation to ensure the agency is appropriately represented and its image maintained.

- Lead organisational wide change management strategies, transformational programs and major reform initiatives to support the delivery of program outcomes to ensure the organisation's and broader government priorities and objectives are met.
- Identify emerging issues, risks and opportunities and provide timely, relevant, authoritative information and advice to the Minister, Secretary, Chief Executive, Board, NSW Government and other stakeholders, to facilitate informed evidence-based executive and government decision making.
- Contribute to designated state and potentially national statutory and administrative bodies by collaborating and negotiating with government and key stakeholders across industry and the community to effectively represent and advocate for the Agency's and government objectives, share insights and support the development of legislative and regulatory initiatives.
- Effectively allocate limited resources to maximise impact, reinforcing the organisational goal of being a customer focused, intelligence-led, risk-based regulator to drive improved performance outcomes

Key challenges

- Achieving strategic and operational objectives within a dynamic, high transparency and politically sensitive and complex environment.
- Establish and maintain strong relationships with internal and external stakeholders that build trust and foster collaboration to provide system stewardship and leadership and facilitate the delivery of strategic outcomes.
- Leading high performing teams to collaborate and deliver a range of regulatory services in a changing and complex environment.

Key relationships

Ministerial

Who	Why
Minister	• Provide expert advice and recommendations directly to the Minister on matters relevant policy, legislative and operational matters
Minister's Office	• Build and maintain positive, collaborative, and trusted relationships • Consult and provide accurate information, professional advice and timely responses to queries and issues

Internal

Who	Why
Secretary	• Consult, support, receive direction, provide updates and authoritative information and advice
Chief Executive	• Consult, support, receive direction, provide updates and authoritative information and advice • As required, act under delegation from the Chief Executive • Identify emerging issues, risks and opportunities and recommend solutions to facilitate informed decision-making
SIRA Board / Sub Committees	• Consult, support, provide updates and advice • Identify emerging issues, risks and opportunities to facilitate informed decision making

Divisional Executive	• Communicate, consult, contribute to planning and the pursuit of performance improvement opportunities • Identify emerging issues, risks and opportunities to facilitate informed decision-making • Provide expert advice regarding major reforms and initiatives • Collaborate with to maximise effective resource allocation to meet Divisional objectives
Portfolio Directors and Managers	• Provide expert customer focused advice, assistance, and support
Direct report/s	• Inspire, guide, support, motivate, coach, mentor, develop and manage performance • Review work and proposals to ensure integrity and accountability of decision making • Provide own perspective and share information • Demonstrate the importance of and work collaboratively with to achieve outcomes
Work team	• Guide, support, coach and mentor team members • Support team members and work collaboratively to contribute to achieving business outcomes • Participate in discussions and decisions regarding resolution of issues and implementation of innovation and best practice • Represent work group perspective and share information • Review work and proposals of team members
Customers/Stakeholder	• Manage the flow of information, seek clarification, and provide customer focused advice and responses to ensure prompt resolution of issues • Articulate the needs and requirements of the service and collaborate with to negotiate solutions, provide expert customer focused advice and regular updates • Address/respond to queries to provide advice where possible, or redirect to relevant party for review and resolution • Optimise engagement to achieve defined outcomes and manage expectations

External

Who	Why
Customers/Stakeholder	• Respond and resolve queries, provide information and/or resources or redirect to the appropriate person or business unit if required • Develop and maintain effective working relationships and open channels of communication to provide and obtain information, and ensure effective management and implementation of expectations and standards • Engage with, consult, seek clarification and provide customer focused advice and responses to ensure the prompt resolution of issues, where appropriate

Vendors/Service Providers	• Consult, provide and obtain information, negotiate required outcomes and timeframes • Negotiate and approve contracts and service agreements • Monitor provision of service to ensure compliance with contracts and service arrangements • Manage contracts and monitor provision of service to ensure compliance with contracts and service agreements • Communicate needs, facilitate routine business transactions and resolve issues
Industry professionals/ Consultants	• Seek/maintain specialist knowledge/advice and collaborate on the implementation of organisation strategies, to keep abreast of best practice • Collaborate with and seek/maintain specialist knowledge/advice • Participate in forums, groups to represent the agency and share information • Participate in discussions regarding innovation and best practice
Other Government Agencies	• Participate in meetings and represent the organisation's perspective • Provide and share information, discuss and seek input on matters or issues
Industry and Industry Leaders	• Develop and maintain effective working relationships • Collaborate with and provide expert opinion to on contemporary issues and matters • Advocate agency position, influence and negotiate with

Role dimensions

Decision making

The role has a high level of autonomy and is directly accountable for the quality of outcomes and services and solutions provided in a challenging environment. The incumbent pursues the development of new strategies, solutions, services, policies and practices, implements strategic directions and is accountable for all decisions and actions associated with their area of responsibility.

Reporting line

The role reports to the Chief Executive.

Direct reports

The role has various direct reports.

Budget/Expenditure

As per SIRA delegations.

Key knowledge and experience

- Relevant Tertiary qualifications and/or equivalent relevant professional experience.

Essential requirements

- Appointment and ongoing assignment may be subject to restrictions and the satisfactory participation in mandatory pre-employment and ongoing probity screening, per relevant Legislation and/or related policies

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
	**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 • Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations • Set, communicate and evaluate ethical practices, standards and systems and reinforce their use • Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports • Act promptly and visibly to prevent and respond to unethical behaviour	Highly Advanced
	**Communicate Effectively** Communicate clearly, actively listen 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 • Speak in a highly articulate and influential manner • State the facts and explain their implications for the organisation and key stakeholders • Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations • Anticipate and address key areas of interest for the audience and adapt style under pressure	Highly Advanced

	**Commit to Customer Service** Provide customer-focused services in line with public sector and organisational objectives	• 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	Advanced
	**Work Collaboratively** Collaborate with others and value their contribution	• Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector • Publicly celebrate the successful outcomes of collaboration • Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions • Identify and overcome barriers to collaboration with internal and external stakeholders	Highly Advanced
	**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

	**Think and Solve Problems** Think, analyse and consider the broader context to develop practical solutions	• 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	Highly Advanced
	**Demonstrate Accountability** Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	• Direct the development of effective systems for establishing and measuring accountabilities and evaluate ongoing effectiveness • Promote a culture of accountability with clear links to government goals • Set standards and exercise due diligence to ensure work health and safety risks are addressed • Inspire a culture that respects the obligation to manage public monies and other resources responsibly and with the highest standards of probity • Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation • Direct the development of short- and long-term risk management frameworks to ensure government aims and objectives are achieved	Highly Advanced

	**Technology** Understand and use available technologies to maximise efficiencies and effectiveness	• Support research and expert advice on the application of emerging technologies to achieve organisational outcomes • Ensure that effective governance frameworks are in place to efficiently and effectively apply technology within the organisation • Establish effective governance to ensure organisational compliance with cyber security and acceptable use of technology policies • Critically assess business cases supporting the introduction of technology to improve the organisation's efficiency and effectiveness • Ensure that effective policy and procedures are in place for records, information and knowledge management to meet government and organisational requirements	Highly Advanced
	**Inspire Direction and Purpose** Communicate goals, priorities and vision, and recognise achievements	• Champion the organisational vision and strategy, and communicate the way forward • Create a culture of confidence and trust in the future direction • Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation • Communicate the parameters and expectations surrounding organisational strategies • Celebrate organisational success and high performance, and engage in activities to maintain morale	Advanced
	**Manage Reform and Change** Support, promote and champion change, and assist others to engage with change	• Drive a continuous improvement agenda, define high-level objectives 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 political, social and environmental context • Create an organisational culture that actively seeks opportunities to improve • Anticipate, plan for and address cultural barriers to change at the organisational level	Highly 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.

Capability group/sets	Capability name	Description	Level
	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Advanced
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Advanced
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	Finance	Understand and use available technologies to maximise efficiencies and effectiveness	Advanced
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
	Project Management	Understand and apply effective project planning, coordination and control methods	Advanced
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Advanced
	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Advanced