



Candidate Information Pack

Venues NSW

Chief Financial Officer

May 2022

Contents

Contents.....2

Links to other useful documents2

Advertisement.....3

Overview:6

Our Venues:.....6

Purpose of the Role 10

The Application and Selection Process 13

Links to other useful documents

- [Annual Report](#)
- [Venues NSW Website](#)

Advertisement

Chief Financial Officer

- Venues NSW - hosting the biggest and best events
- Commercial management of \$4bn network
- Partner the CEO in a high-performance team

Venues NSW (VNSW) host the biggest and best sporting and live entertainment events for the people of NSW. Its \$4bn network of eight stadiums and entertainment centres encompassing Accor Stadium, the Sydney Cricket Ground, Allianz Stadium, Commbank Stadium as well as stadiums and entertainment centres in, Newcastle and Wollongong, host five million people a year at more than 500 events, generating annual operating revenue of circa \$205m. VNSW is a self-funded agency of the NSW Government and governed by a Board.

The CFO leads a cross-functional team including finance, technology and procurement and proactively manages the financial position of VNSW. The role is both commercially focused to create revenue, maximise returns and provide the safeguards and transparency required in a government context.

A major component of the role includes working with the CEO and the Board on transformational initiatives for the organisation. The role also assists the CEO and venue-based management teams to develop and implement corporate strategy including capital allocation to maximise the commercial business outcomes and ensure the financial sustainability of the business.

We are seeking a qualified and talented finance executive with experience working at board level in commercial environments. You will have strengths in developing and presenting compelling business insights to support investment and operational decision making, and in the negotiation and management of complex contracts

You will be joining a team which is the global gold standard in safely delivering live sport and entertainment during the pandemic and developing a world class network to successfully compete for national and international events. The culture is defined by its aim to deliver amazing live experiences and an absolute focus on customer experience. The team are highly engaged and thrive in a fast-paced environment.

The role will appeal to executives from a wide range of industries and commercial backgrounds.

Remuneration will be negotiated with the successful candidate.

To apply and for a copy of the Candidate Information Pack, please contact Derwent at publicsector@derwentsearch.com.au or call Ali McCourt on (02) 02 9223 1855. Your application requires a resume and covering letter addressing your interest and suitability.

Closing date: Sunday, 22nd May 2022.

About us.

We host the biggest and best sporting and live entertainment events for the people of NSW.

We host
more than

500

major sport and
entertainment
events*

We welcome

5,000,000+

attendees each year*

80%

of the state's population
live within two hours'
drive of our
venues

*
attendance
and event figures
are based on
non-COVID
years



Stadium Australia

**Western Sydney
precincts**

CommBank
Stadium



McDonald Jones
Stadium



**Hunter Park
precinct**

Newcastle
Entertainment Centre
& Showground



We manage

\$4bn

**community asset portfolio
on behalf of the people of
NSW including:**

Five precincts

Six stadiums

Two entertainment
centres

Sydney Cricket
Ground



**Sydney
Cricket Ground
precinct**



Sydney
Football Stadium



WIN Stadium

**Illawarra
precinct**

WIN Entertainment
Centre



Overview:

Our story begins in 1852 when the Sydney Cricket Ground was established by British troops stationed at the nearby Victoria Barracks.

Today, and through the formation of Venues NSW in December 2020, we continue that legacy as custodians of the most significant sporting and entertainment precincts in NSW – all within a short distance of more than 80 per cent of the State's population, and in the heart of the Newcastle-Sydney-Wollongong cultural, social and economic belt that drives eastern Australia.

Over the years, our venues have hosted the biggest sporting and live entertainment events in the world, including the Sydney 2000 Olympic Games, the 1938 Empire Games, multiple World Cup fixtures, grand finals, Tests and interstate matches, as well as visits by the biggest names in world sport and entertainment from Muhammad Ali, Don Bradman, Betty Cuthbert, Cathy Freeman and Maradona to Adele, U2 and Ed Sheeran.

We care for and operate our five distinct precincts, six stadiums and two entertainment centres for and on behalf of the people of NSW. Venues NSW is a NSW Government agency which works closely with partner agencies, the private sector, sports partners, and charity and community partners to reinforce NSW's position as Australia's premier state and build its reputation around the world.

Venues NSW is a major employment, tourism, social and economic engine of growth for NSW and Australia. The Venues NSW network comprises more than \$4bn of public community assets, which host some 500 major sport and entertainment events in undisrupted years, attracting upwards of five million attendees each year.

In Sydney, Venues NSW owns the Sydney Cricket Ground and Sydney Football Stadium in Eastern Sydney, ANZ Stadium and CommBank Stadium in Western Sydney, on behalf of the NSW Government.

In the Illawarra, it owns WIN Sports and Entertainment Centres.

In the Hunter, Venues NSW owns McDonald Jones Stadium, and the Newcastle Entertainment Centre and Showground. Venues NSW has developed A Vision for the Hunter Sports & Entertainment Precinct – a long-term plan for a sustainable, exciting sporting and entertainment precinct for Greater Newcastle.

Our Venues:

Accor Stadium

[Accor Stadium](#) is a multi-purpose outdoor stadium in Sydney Olympic Park and is operated by VenuesLive Management Services on behalf of Venues NSW.

It opened in 1999 in time for the 2000 Olympics. Built as an oval to host more than 110,000 athletics spectators, a reconfiguration of the Stadium in 2003 reduced capacity to 83,500 including 18,000 stadium Members, and 6,000 corporate seats.

Stadium Australia hosts some of Australia's biggest rectangular code matches including the State of Origin, the NRL Grand Final and the Bledisloe Cup, and is NSW's premier outdoor concert venue for the world's biggest entertainment. The Stadium has set international and Australian attendance records with some 25 million fans sharing in the excitement of great events and iconic sporting moments.

CommBank Stadium

Opened in April 2019, [CommBank Stadium](#) is a new 30,000 seat stadium in Parramatta made for the fans. The stadium brings fans closer to the action featuring the steepest grandstands in Australia and creating an awesome live event experience.

CommBank Stadium will deliver a range of events that will engage communities across NSW and is the long term home of the Parramatta Eels (NRL) and the Western Sydney Wanderers (A-League).

McDonald Jones Stadium

[McDonald Jones Stadium](#) in Newcastle is a multi-purpose outdoor stadium which seats up to 33,000 spectators and includes a 500-capacity function centre. Opened in 1970, it underwent major grandstand additions in 2005 and 2011, and a pitch upgrade in 2014. It is a multi-sport event venue, with the rectangular field accommodating international standard rugby league, rugby union and football.

McDonald Jones Stadium is the centrepiece of a sports precinct that includes the Newcastle International Hockey Centre and Newcastle International Paceway. It is home to the Newcastle Knights (NRL) and the Newcastle Jets (A-League).

Newcastle Entertainment Centre and Showground

[Newcastle Entertainment Centre and Showground](#) are operated by ASM Global on behalf of Venues NSW. The Entertainment Centre has a capacity of up to 7,500 spectators and a flexible configuration that allows for concerts, sports, exhibitions and conferences.

The Showground features a show ring with seating for 3,000 people, an exhibition pavilion and stables. It is home to the annual Newcastle Regional Show and the regular Newcastle Farmer's Market, and is also used for a range of exhibitions, sales and shows.

Sydney Cricket Ground

The [Sydney Cricket Ground \(SCG\)](#) one of Australia's premier sporting and entertainment venues. It boasts an impressive list of credentials, encompassing Cricket, Australian Rules Football, Rugby League, Rugby Union, Football, and even Baseball and Cycling, as well as major concerts.

The primary tenants at the SCG is Cricket (Internationals, Sydney Sixers & NSW Blues), the Sydney Swans (AFL) and currently the Sydney Roosters (NRL) and NSW Waratahs (Super Rugby) while the Sydney Football Stadium is being rebuilt.

Sydney Football Stadium

The NSW Government is redeveloping the [Sydney Football Stadium](#) into a modern, world-class, 42,500 seat venue, to ensure Sydney has a sporting and entertainment precinct of international standard and that NSW remains the number one choice for sporting and entertainment events. This stadium opens in September 2022.

Investing in a new state-of-the-art stadium at Moore Park will drive growth in the visitor economy, promote a strong culture and sporting sector, and make NSW more liveable.

WIN Sports Stadium and Entertainment Centres

These [two Wollongong venues](#) provide the Illawarra community with exceptional sports and event spaces. WIN Stadium has a capacity of 23,000 spectators and facilities include a function centre for social and business events.

The WIN Entertainment Centre is a multi-purpose arena. The main auditorium has a capacity of 6,000 with flexible configurations for hosting concerts, dinners, seminars, conferences, school formals and exhibitions.

Strategic Initiatives

Hunter Sports & Entertainment Precinct (Hunter Park)

Venues NSW released A Vision for the Hunter Sports and Entertainment Precinct (Concept Plan) on 5 July 2017 for public consultation, inviting feedback on early concept designs for the vision of a sustainable, exciting sporting and entertainment precinct for Greater Newcastle. The consultation period closed on 30 November 2017 and resulted in 465 total submissions. Feedback received during consultation is now informing the next steps in the project, which is the development of a detailed concept plan and business case.

In June 2021, the NSW Government announced funding of \$6.7m for Venues NSW to develop the masterplan and Final Business Case for Hunter Park.

The Board

The Venues NSW Board consists of 12 members who bring a wealth of experience, business acumen and expertise in running the biggest and best sport events and venues.

The Board is responsible for strengthening NSW's position as Australia's number one destination for live sport and entertainment, with a strong focus on attracting the highest quality international and domestic events to New South Wales.

Tony Shepherd AO | Chairman

Term commenced 1 December 2020

Tony is a leading infrastructure and development authority and one of Australia's most highly respected and passionate business leaders. He is also a highly influential advisor to leaders in the public and private sectors. He is Chairman of the AFL's GWS Giants, and he sits on numerous corporate boards.

Rod McGeoch AO | Deputy Chairman

Term commenced 1 December 2020

Rod is one of Australasia's most influential directors. He was the chief executive of Sydney's successful bid for the 2000 Olympic Games. He has had an impressive career in business, sports administration and the legal profession. Rod sits on a number of boards, including Destination NSW and Chubb Insurance Australia. He has an impressive record of bidding and delivering major international sporting and cultural events in Australia and internationally. He has published two books: McGeoch and The Bid.

Amy Duggan | Board Member

Term commenced 1 December 2020

Amy Duggan is a highly respected former football player, having represented Australia as a Westfield Matildas defender. She has subsequently achieved a successful media career with Fox Sports, ABC and WIN News.

A Director of Football Federation Australia and a non Executive Director of the Illawarra Academy of Sport, Amy is a passionate advocate for sports and the Illawarra region.

Erin Flaherty | Board Member

Term commenced 1 December 2020

Erin has more than 30 years' experience in corporate governance, finance, public transport, infrastructure and law. She is Executive Chair of Moorebank Intermodal Company Ltd, a Guardian of the Commonwealth Future Fund, a director of Primewest Group Limited, the Australian Chamber Orchestra and the NSW Police Citizens Youth Clubs Ltd.

She was previously a member of the Advisory Boards for the North West rail project and Sydney Light Rail and was a foundation member of the Board of Sydney Metro.

Rosheen Garnon | Board Member

Term commenced 15 March 2021

Rosheen is the non-executive chairman at Alexium International Group Ltd. She is on the boards of The Smith Family, Australian Rail Track Corporation, Resolution Life Australasia and Creative Partnerships Australia. She is also Chair of the Board of Taxation and a former Senior Partner with KPMG Australia.

Todd Greenberg | Board Member

Term commenced 1 December 2020

Todd Greenberg is an experienced and highly-regarded sports administrator. He was formerly the Chief Executive Officer of the National Rugby League, the General Manager of Stadium Australia and the Chief Executive of the Canterbury-Bankstown Bulldogs.

Todd commenced his career in sporting events management at Cricket NSW and holds a Masters in Sport Management and a Sports Science degree. In 2009, he was recognised as the NSW Sports Administrator of the Year.

Ian Hammond | Board member

Term commenced 1 December 2020

Ian Hammond is a finance and risk management expert. He is a Non-Executive Director of Suncorp Group Ltd and Perpetual Ltd, and of not-for-profit groups including Chris O'Brien's Lifehouse and Mission Australia. Ian was a Director of Citibank and is a former partner of PwC Australia. He has previously been a member of the Australian Accounting Standards Board and represented Australia on the International Accounting Standards Board.

Alan Jones AO | Board Member

Term commenced 1 December 2020

Alan Jones is regarded as Australia's most successful ever broadcaster, formerly on radios 2UE and 2GB in Sydney. He currently presents a night time current affairs program, Monday to Thursday on Sky News. He also writes regularly for Sydney's Daily Telegraph and The Australian.

Alan Jones formerly coached the Wallabies to Grand Slam and Bledisloe Cup success. He followed that by coaching Balmain and South Sydney in the NSW Rugby League competition. He is a former speech writer to the then Australian Prime Minister, Malcolm Fraser.

Sally Loane | Board Member

Term commenced 1 December 2020

Sally Loane is a non-executive director and business leader experienced in financial services, media and corporate affairs. She is a director of Chubb Australia, DestinationNSW and PanKind. She is on the advisory board of consulting firm Orizontas, and a member of Chief Executive Women. Sally spent 25 years as a journalist with ABC Radio, commercial television news and leading newspapers. She was CEO of the Financial Services Council (2014-2021) and was the first female director of Waratahs Rugby (2010-2017).

Greg Pearce | Board Member

Term commenced 15 November 2021

Greg is a solicitor and had a career spanning 22 years with Freehill, Hollingdale and Page. He is a former Member of the Legislative Council of NSW representing the Liberal Party from 2000 to 2017. He also served as Minister for Finance and Services and Minister for the Illawarra in the O'Farrell Government.

John Quayle | Board member

Term commenced 1 December 2020

John Quayle is one of Australia's most accomplished and highly-regarded sporting administrators. He is a former Chief Executive of the NSW and Australian Rugby League, and was the events manager for SOCOG for the 2000 Olympic Games.

John played for Australia, NSW and City during his 108-game first grade career.

Maria Scott | Board Member

Term commenced 15 November 2021

Maria Scott has over 30 years of international experience in communications and marketing across multiple industries including property, construction, advertising, design, sports sponsorship, charities, and media.

Skilled in management, corporate social responsibility, tendering, sponsorship management and marketing, Maria brings strong business acumen and excellent communication skills.

Position Description

POSITION TITLE	Chief Financial Officer
REPORTS TO	Chief Executive Officer
ROLE CLASSIFICATION	Full time

Venues NSW (VNSW) is a commercially focused agency of the NSW Government encompassing the Sydney Cricket Ground and Allianz Stadium, as well as major sporting and entertainment venues and precincts in Sydney Olympic Park, Parramatta, Newcastle and Wollongong. This network of eight stadiums and entertainment centres host five million people a year at more than 500 events and is a key contributor to the NSW economy.

The role is based at the Moore Park headquarters and has responsibilities across the network for sustainable whole of business cashflow, implementation of new whole of business systems and automated reporting, business insights including new funding initiatives and challenge performance of contractors to drive improved business performance.

Even though VNSW operates as a Public Non-Financial Corporation under NSW Treasury's Commercial Policy Framework, we are self-funded and governed by a Board which determines the policies and strategic plans of the agency and sets annual budgets and performance criteria. This role plays a critical role in ensuring the Board is provided with essential financial, risk, and governance information to identify priorities and set the path to a smarter future.

Purpose of the Role

While the traditional responsibilities for directing, controlling, and administering all financial activities remain, this role has a contemporary portfolio to determine future strategy by understanding the value creation process of the business ensuring senior financial team members are properly trained in business strategy and equipped with modern business tools to record the value created, analyse what drives value and control any leakage of value.

Essentially this means tracking cash flow and financial planning, analysing the financial strengths and weaknesses and proposing strategic direction. A major component of the role includes working with the CEO and the Board on transformational initiatives for the organisation.

The role also assists the CEO and venue-based management teams to develop and implement corporate strategy including capital allocation to maximise the commercial business outcomes and ensure the financial sustainability of the business.

VNSW has an asset portfolio of approximately \$2.6bn (which will increase with the redevelopment of Sydney Football Stadium and further venue acquisitions) and debt of approximately \$500m. Operating annual revenue (normalised for COVID-19) is circa \$205m. The CFO proactively manages the financial position of VNSW and is both commercially focused to create revenue, maximise returns and provide the safeguards and transparency required in a government context.

Key Accountabilities

Leadership

- Highly experienced and results-driven senior executive, with an ability to lead, coach and develop a diverse and high-performance team to achieve cross-functional collaboration and accountability.
- Highly entrepreneurial, resourceful, pragmatic, proactive, collaborative, and responsive to all stakeholder (internal and external) needs.
- Profit and loss management experience.
- Promote a safety culture and practices with all stakeholders and demonstrate personal commitment and leadership of the safety management system.
- Personally, champion sustainability and identify opportunities for improving outcomes through consideration and funding of sustainable initiatives.

Finance

- Lead and manage the portfolio finance function and coordinate finance activities across all network assets, to ensure accuracy and completeness, and the regular and timely preparation of quality financial, operational and management reporting.
- Develop, implement, and monitor an integrated strategic financial policy framework to support financial management excellence and ensure that the agency's financial resources are effectively allocated and controlled to maximise outcomes and to ensure business objectives are met.
- Lead investment appraisal and decision-making to support funding proposals, funding options, business capital allocation and consideration of new initiatives.
- Review opportunities and business cases for operating model improvements (insource v outsource) and venue acquisitions and their associated integration.
- Provide leadership to senior executives to facilitate financial planning and budgeting including setting financial targets, and the development of the Statement of Business Intent, development of reform strategies and initiatives, providing ongoing expert advice and direction to ensure financial opportunities, viability, and sustainability.
- Assist business units in achieving effective financial management and maximising cashflow and EBITDA by providing detailed financial information, reports, advice, and support, including ongoing performance monitoring to maximise business performance and the delivery of corporate targets.
- Oversee the portfolio procurement function; provide assistance to business units on the management of significant contracts, including complex commercial negotiations.

Technology

- Building and delivering on the strategic direction and operational effectiveness of Information Technology to enable, support and achieve business objectives across the entire VNSW network.
- Lead the technology function to manage all aspects of service, solution delivery, security and transformation to the business while ensuring maximum availability.

Key Challenges

- Balancing the risks and opportunities for investment to maximise VNSW's financial position.
- Coordinate prioritisation of significant capital programs ensuring key stakeholder engagement with the executive management team, the Board, Minister's Office, and NSW Treasury.
- Developing a debt strategy working with the CEO and NSW Treasury.
- Balancing the need for accurate, timely and well-articulated financial information and robust budget development, monitoring and controls.
- Maintaining an awareness of internal and external financial and economic trends, changes in financial management practice and standards, assessing and developing solutions to meet the current and future needs of the business.
- Developing a technology strategy across the organisation to deliver fit for purpose customer experiences and operational efficiency.

Key Relationships

Who	Why
Internal	
Chief Executive Officer	<ul style="list-style-type: none"> Contribute ideas and make suggestions to the CEO and report on performance of work areas. Provide high level policy and strategic advice on financial, procurement and administrative matters.
Venues NSW Board	<ul style="list-style-type: none"> Provide high level policy and strategic advice related to creating value and business objectives. Provide high level policy and strategic advice on financial, procurement and administrative matters. Provide clarity around strategic direction and goals, inspire performance driven team culture, and evaluate outcomes and achievements.
Executive team & leadership	<ul style="list-style-type: none"> Provide direction and manage performance to deliver business plan objectives.
Finance managers & team	<ul style="list-style-type: none"> Lead and direct the team and collaborate to ensure that finance and administration align with priorities to deliver business objectives.
External	
Key Government agencies such as NSW Treasury, Audit Office, Destinations NSW, SOPA, INSW	<ul style="list-style-type: none"> To ensure robust, open and transparent communication and information exchange related to VNSW finances and budgets. Provide high level policy and strategic advice on financial, procurement and administrative matters.
External suppliers and contractors	<ul style="list-style-type: none"> To ensure value is created from contracts and procurement is properly executed and in the best interest of achieving VNSW' objectives and meeting customer/stakeholder needs.
Audit and Risk Committee	<ul style="list-style-type: none"> Coordination and reporting on audit plans and outcomes Seek committee endorsement actions arising from internal and external audits.

The Application and Selection Process

COVID-19

In this dynamic and challenging environment, Derwent and Venues NSW are responding to changes to ensure the safety and equity for all applicants and stakeholders. Interviews will be held in accordance with NSW Health guidelines and may be appropriately conducted in person or by video conference. We are happy to discuss these in greater detail with potential candidates and ensure that we are protecting the health and safety of everyone we work with.

Candidate Care

We are committed to ensuring that potential applicants and candidates are treated respectfully and fairly. Derwent consultants are available to field inquiries and ensure that applicants are informed about developments as they become available. Candidates who are shortlisted and complete assessments including interviews will be offered a feedback session to discuss their experience and the assessment results.

Applications

Closing date: Sunday, 22nd May 2022

Applications:

All applications are to be received by Derwent. To apply, please go to www.derwentsearch.com.au and search the role title. Your application should include a resume and a cover letter highlighting your suitability.

Enquiries:

Call Ali McCourt at Derwent on 9223 1855 or by email publicsector@derwentsearch.com.au and we will reply with information and/or arrange a convenient time to speak as required. Derwent will maintain confidentiality with respect to contact by potential applicants.

Selection process

Derwent will conduct a review of applications for Venues NSW to consider and select a candidate short list to attend an interview with the selection panel.

Candidates may also be required to complete additional assessments such as a presentation, personality profile and cognitive ability assessments. Further information and sufficient notice regarding additional assessments will be provided, and reasonable adjustments will be provided for candidates with a disability.

Reference Checks

For candidates in final consideration, at least two referees will be contacted with permission before an offer is made. Any written references provided will also be checked and additional referees may be sought to further understand a candidate's merits for the role.

Pre-employment verification and background checks

Before an offer of employment is made the following checks will be undertaken:

- Academic Qualification Check
- Professional Membership Check
- Criminal History Check.