

Candidate Information Pack

Southern New South Wales Local Health District
Director Finance and Performance
June 2022

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Health

Southern NSW Local Health District

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Executive Summary

Southern NSW Local Health District (SNSWLHD) delivers health care across an area of 44,534 square kilometres, from Goulburn and Crookwell to the Victorian border and surrounds the ACT on three sides. It extends from the beaches of the NSW South Coast, the farmlands of the Southern Tablelands, across the Great Dividing Range and the Snowy Mountains. SNSWLHD serves a permanent population of over 210,000 and is also responsible for providing sustainable healthcare to the 5 million tourists who visit the area annually. It has an annual budget of \$470m, employs over 3,000 staff and delivers healthcare services across more than 20 facilities.

SNSWLHD is now seeking a strong, commercially focused and experienced Director Finance and Performance (DFP). Reporting to the CE and based from Queanbeyan, this person is a critical business partner for the executive team, providing support and advice to the CE and the Board relating to financial strategy, performance, risk, governance, capital expenditure and other key strategic and operational matters. The DFP leads all aspects of financial and performance operations which ensure continuous, effective service with a responsive and accountable customer focus. This includes developing strategies for the management of the LHD's ongoing liquidity including cash management of the LHD's own sourced revenues, Government subsidy, liabilities and use of assets. The DFP provides inspirational leadership to a direct team of 6 and a much larger indirect team, fostering a responsive, future focused and contemporary culture which supports staff to deliver true excellence. Critical to this person's success will be their capacity to forge strong relationships with key stakeholders including NSW Health, the local PHN, academic and research partners, neighbouring health districts and the wider community.

To succeed in this role, you'll be a contemporary executive finance leader, CA or CPA, with significant experience managing financial strategies within large, complex organisations. Your experience may have been gained within a government or public sector agency; we equally value private / NFP experience, in which case you'll ideally have interfaced with government funders, stakeholders or partners in some capacity within your recent career. Critical to your success will be your ability to lead, motivate and inspire your team to be the very best, within a highly challenging and demanding environment. You'll be an outstanding communicator with excellent stakeholder skills and a natural ability to influence and engage at all levels.

This is an opportunity of transformational significance and comes at a pivotal point in the organisation's evolution, supporting world class healthcare across this thriving and growing community. It also offers the prospect of living in the beautiful and picturesque part of NSW and becoming part of the friendly and community centred culture which the area is renowned for.



About Southern NSW Local Health District

Southern NSW Local Health District covers a large area of the state, from Goulburn and Crookwell to the Victorian border and surrounds the ACT on three sides. It extends from the pristine beaches of the NSW South Coast, the farmlands of the Southern Tablelands, across the picturesque Great Dividing Range and the spectacular Snowy Mountains.

We invest in understanding the growing and changing health needs of our diverse communities. This investment includes transforming the way we work to respond to these changes and ensure we are prepared and proactive. We are passionate about pursuing the provision of the highest quality care and valuing innovation.

We are working to help our communities lead healthy lives and we provide patients and clients with exceptional care and positive experiences.

We are committed to working with community members and health care users. Community consultation committees act as a key medium between the Health District and our communities.

We are a major local employer, so our staff are part of our local communities.

We are home to four large Aboriginal nations – the Gundungurra, Ngannawal, Ngarigo and Yuin.

NSW Local Health Districts



Southern NSW Local Health District



Values and Priorities

Values:

- **Collaboration** — We are a team, we work collaboratively with each other, our partners and community to achieve the best possible outcomes for the consumers who are at the heart of our services.
- **Openness** — We encourage and actively seek feedback from our staff and community to better understand concerns and learn from mistakes, helping to improve on high quality and safe services.
- **Respect** — We are committed to respecting the feelings, wishes and rights of our consumers and their carers and families. We respect and acknowledge the key attributes all staff bring to our services.
- **Empowerment** — We empower our consumers to make well informed decisions about their care and treatment. We encourage all to seek out innovative and creative business models.

Priorities:

- Ensure our communities have access to safe, appropriate, and quality health care services now and into the future.
- Attract and retain the right people.
- Maintain financial sustainability

Role Description

Director Finance and Performance

Cluster	NSW Health
Agency	Ministry of Health
Division/Branch/Unit	Southern NSW Local Health District
Location	Queanbeyan
Classification/Grade/Band	Senior Executive Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist www.psc.nsw.gov.au/wls
Role Number	52126
ANZSCO Code	132211
PCAT Code	2331100
Date of Approval	March 2019
Agency Website	www.health.nsw.gov.au

Agency overview

Southern NSW Local Health District (SNSWLHD) encompasses the traditional lands of four large Aboriginal nations – the Gundugurra, Ngunnawal, Ngarigo and Yuin nations. We serve a community of 202,000 residents (2.5% of the total NSW population) in an area covering 44,534 square kilometres over seven local government areas.

We provide a range of quality acute, subacute, palliative care, mental health, drug and alcohol, residential care and community and ambulatory care to the people of south eastern NSW. Our role is to ensure that our communities have access to safe, appropriate and quality health services now and into the future. For more information, go to <http://www.snswlhd.health.nsw.gov.au/snswlhd/> or www.health.nsw.gov.au

Primary purpose of the role

The Director is responsible for planning and reporting on the use of financial resources, monitoring of the Local Health District (LHD) budget performance including extensive management reporting to the LHD Executive, Governing Board and the Ministry of Health. Ownership and submission of statutory and professional reporting requirements of the LHD including addressing audit matters and ensuring appropriate financial management controls and practices consistent with Ministry of Health and LHD financial management policies and directions.

Key accountabilities

- Ensure effective financial and management accounting is consistently applied to all levels of the organisation; and that financial accountability and cost centre budgetary controls exist, are monitored and are reported upon to the LHD Executive and Governing Board.

- Provide the Chief Executive and the Ministry of Health with timely, comprehensive and accurate financial reports which are consistent with NSW Health's Statewide Management Reporting Tool (SMRT).
- Apply NSW Health Financial Performance Framework benchmarks to all reporting entities across the LHD and monitor and report on performance monthly to the Ministry and LHD Executive and Governing Board.
- Develop strategies for the management of the LHD's ongoing liquidity including cash management of the LHD's own sourced revenues, Government subsidy, liabilities and use of assets.
- Ensure that the LHD implements purchasing practices consistent with ministerial guidelines for goods and services, inventory management controls and creditor payments are acknowledged and paid within agreed timeframes.
- Develop strategic, business and financial plans for the LHD and its component Business Units, in accordance with Government, Ministry of Health and corporate policies; and undertake forensic financial analysis where required and implement turnaround plans for controlled entities within the LHD that are under-performing compared to the Ministry's Financial Performance framework.
- Develop, consistent with NSW Health Statewide strategies, efficiency and revenue plans to improve value for money and effective use of cash across the LHD, implement monitoring tools to measure these strategies and report monthly to the Ministry on performance.
- Ensure regulatory responsibilities with respect to GST, FBT and medical indemnity are satisfied; and adhere to public sector, Australian Accounting and International Financial Reporting standards in external reporting and deadlines as part of NSW Health's annual financial statement reporting to Parliament.

Key challenges

- Work as a part of an aligned senior executive team driving turnaround in performance across the district and providing financial management, revenue opportunities and efficiency of the health system on an ongoing basis, in an environment where cost of health care continues to rise
- Identifying significant areas of cost, and with operational managers, developing feasible strategies for mitigation, including timetables for resolution.
- Introducing future funding arrangements in a large and complex organisation operating within a broader state and national health system that includes public, private and non-government providers, multiple Governments, health insurers and a range of legislative and policy requirements

Key relationships

Who	Why
Internal	
Senior Executives and Key Managers	<ul style="list-style-type: none"> • Provide information, reports and recommendations regarding the financial management and liquidity position of the LHD • Provide direct specialist advice on the management of financial resources to assist in decision making • Provide advice, and where necessary work collaboratively, to ensure the effective use of financial resources and corporate and administrative support services
External	
Local Health District Board	<ul style="list-style-type: none"> • As required by the Chief Executive to provide the Board with reports on the financial position of the LHD consistent with the NSW Health

Who	Why
	Performance Framework performance measures and the annual Efficiency and Revenue Plans of the LHD.
Ministry of Health – Deputy Secretary Finance, CFO, key senior executives	<ul style="list-style-type: none"> Liaise to ensure the alignment of the LHD's financial performance and reporting requirements are in accordance with NSW Health and government objectives.
HealthShare – Senior Executives	<ul style="list-style-type: none"> Liaise to plan, co-ordinate and negotiate the delivery of shared services in accordance with agreed service level agreements and pricing frameworks, as well as to ensure a smooth and successful transition to the new shared services arrangements.
Agency for Clinical Innovation, Clinical Excellence Commission and Health Education and Training Institute, Health Infrastructure, Cancer Institute (NSW)	<ul style="list-style-type: none"> Liaise to ensure mutual support for respective responsibilities with the public health system
Employee/Employer Organisations	<ul style="list-style-type: none"> As required to ensure industrial harmony amongst the numerous employee and contractor groups within NSW Health as the delegate of the Employer of NSW Health Service staff working in the LHD.
Health Care Complaints Commission, Ombudsman and other Government accountability agencies	<ul style="list-style-type: none"> As required to meet statutory accountability requirements and ensure sound governance of the LHD.
Audit Office	<ul style="list-style-type: none"> Negotiate on the extent of internal controls in place within the LHD, support audit reviews and manage implementation of audit outcomes

Role dimensions

Decision making

The Director has day-to-day autonomy in managing the delivery and planning of the financial management, reporting/ operational and administrative requirements of the LHD including deploying its financial resources within the overall budget allocation as approved by the NSW Ministry.

The role's primary accountability is to ensure actual budget and liquidity performance is achieved within the annual NSW Health Performance and Management Framework.

The Director is responsible for providing advice and assisting in the financial management of budget resources (recurrent and capital) by the LHD and for leading and managing the delivery of financial management services and controls across the LHD.

Overall decision-making and accountability limits will be determined in conjunction with the Chief Executive.

Reporting line

The role reports to the Chief Executive.

Direct reports

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Budget/Expenditure

\$12m direct responsibility and Financial Controller for LHD budget of \$420m (expenses)

Essential requirements

- Relevant tertiary and/or postgraduate qualifications in accountancy, economics, commerce, finance or a related discipline and professional standing for current membership or eligibility for membership of a recognised Australian accounting body
- Extensive experience in budget management, financial management and development and implementation of financial management policy, systems, controls and reporting arrangements at a senior level.
- Extensive experience in preparing and evaluating complex submissions, developing and negotiating pricing and funding models, and providing high level strategic advice on budgeting, pricing and economic appraisals at executive level

Capabilities for the role






The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

This role also utilises an occupation specific capability set.


Capability summary

The full list of capabilities and the level required for this role are set out below. The focus capabilities appear in bold. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Highly Advanced
	Act with Integrity	Highly Advanced
	Manage Self	Advanced
	Value Diversity and Inclusion	Adept
 Relationships	Communicate Effectively	Highly Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Adept
 Results	Deliver Results	Advanced
	Plan and Prioritise	Adept
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Highly Advanced
	Technology	Advanced
	Procurement and Contract Management	Advanced
	Project Management	Adept
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Adept

Occupation / profession specific capabilities

Capability Set	Finance Professionals
 Occupation Specific	Financial Accounting and Statutory Reporting Level 4

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Manage Self	Advanced	<ul style="list-style-type: none"> Act as a professional role model for colleagues, set high personal goals and take pride in their achievement Actively seek, reflect and act on feedback on own performance Translate negative feedback into an opportunity to improve Maintain a high level of personal motivation Take the initiative and act in a decisive way
Relationships Communicate Effectively	Highly Advanced	<ul style="list-style-type: none"> 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 cross-government, cross jurisdictionally and outside of government Actively listen, and identify ways to ensure all have an opportunity to contribute Anticipate and address key areas of interest for the audience and adapt style under pressure
Relationships Work Collaboratively	Advanced	<ul style="list-style-type: none"> Build a culture of respect and understanding across the organisation Recognise outcomes which resulted from effective collaboration between teams Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
Results Deliver Results	Advanced	<ul style="list-style-type: none"> 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
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> 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 Take account of the wider business context when considering options to resolve issues Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Results Demonstrate Accountability	Advanced	<ul style="list-style-type: none"> Implement systems and processes that underpin high quality research and analysis Design and develop systems to establish and measure accountabilities Ensure accountabilities are exercised in line with government and business goals Exercise due diligence to ensure work health and safety risks are addressed Oversee quality assurance practices Model the highest standards of financial probity, demonstrating respect for public monies and other resources Monitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworks Incorporate sound risk management principles and strategies into business planning
Business Enablers Finance	Advanced	<ul style="list-style-type: none"> Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound Assess relative cost benefits of direct provision or purchase of services Understand and promote the role of sound financial management and its impact on organisational effectiveness Involve specialist financial advice in review and evaluation of systems and processes used to identify opportunities for improvement Respond to financial and risk management audit outcomes, addressing areas of non-compliance
People Management Manage and Develop People	Advanced	<ul style="list-style-type: none"> 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 Provide timely, constructive and objective feedback to staff Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives

Occupation / profession specific capabilities (Finance Professionals)

Category, Sub-category	Level and Code	Skill and Level Description
Financial Accounting and Statutory Reporting	Level 4	<p>Provide expert technical interpretation of legislation, accounting policies and standards and develop organisation specific policies</p> <p>Monitor and anticipate the impact of NSW Treasury Policy, Audit Office guidelines and AASB standards and guidance on the organisation and direct appropriate action</p> <p>Approve financial (including cash management and forecasting) reports, briefs and proposals relating to the organisation's financial position</p> <p>Communicate financial results that are compliant with NSW Treasury policies and external regulatory requirements and which are easily interpreted by stakeholders</p> <p>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</p>

Living in the Region

The main office of the LHD is based in Queanbeyan. Queanbeyan is located on the ACT-NSW border only 10km from Canberra CBD and the Canberra International Airport, in a snug valley near the junction of the Molonglo and Queanbeyan rivers. Queanbeyan's proximity to Canberra, the Snowy Mountains, South Coast NSW and the historic towns of Bungendore and Braidwood means it is an ideal base to explore the region.

Education in Queanbeyan

Queanbeyan and the ACT has a range of schooling opportunities for families, including some excellent public and private school options.

Australian National University and University of Canberra are located within a 20-minute drive of the main hospital site, and many other Australian universities have smaller campuses in the ACT.

Sports, Arts and Culture

The historical towns and villages of the Tablelands open a window to the rich and colourful pioneering gold history of the region. From historic museums, churches, and cemeteries to cottages that the Region's settlers called home, the Tablelands has a wealth of Australian knowledge. The ACT also has a wealth of cultural sites available. This includes the National Gallery, National War Memorial, Questacon National Science and Technology Centre, National Portrait Gallery, and the National Library.

The region caters to a diverse range of sports enthusiasts, with Queanbeyan being approximately two and half hours away from the snow fields. It is also just under two hours away from the coast. Canberra hosts state level cricket at Manuka Oval, as well as the Canberra Raiders football team for the spectator, and many cycling paths and rowing clubs on Lake Burley Griffin.

The region also is host to several fresh food markets such as Queanbeyan Park Market. Queanbeyan Park Market is held in the Town Park on Lowe Street on the third Sunday of the Month.



Useful Links

For additional information about the organisation and the region, please see links below:

- <https://www.snswhd.health.nsw.gov.au/>
- <https://www.snswhd.health.nsw.gov.au/our-services>
- <https://www.snswhd.health.nsw.gov.au/about-us>
- <https://www.snswhd.health.nsw.gov.au/about-us/southern-nsw-local-health-district-board>
- <https://www.snswhd.health.nsw.gov.au/about-us/newsroom>
- <https://www.snswhd.health.nsw.gov.au/about-us/publications-and-reports>
- <https://www.snswhd.health.nsw.gov.au/about-us/awards>
- <https://www.snswhd.health.nsw.gov.au/about-us/executive-team>
- <https://www.snswhd.health.nsw.gov.au/our-facilities>

The Application and Selection Process



Rob Macmillan – Partner Health, Derwent is leading the delivery team for this search process, contributing to candidate sourcing, interviewing and overall assignment facilitation with Southern NSW LHD. Rob is based in Sydney and is a Partner in the Derwent Health and Human Services practice and works with public, not for profit and private hospital, health, aged care, disability, and associated organisations in the sourcing of their executive leadership talent. Rob has developed extensive networks, both nationally and internationally, and works closely with his clients to deeply understand their requirements; he then works with his team to engage with and attract the very best talent. Rob graduated from Warwick University in the UK with a BA (Hons) Politics and International Relations.

Candidate Care

We are committed to ensuring that potential applicants and candidates are treated respectfully and fairly. Derwent consultants are available to manage 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.

Salary Package and Location

This is an ongoing, full time, Band 1, Health Service Senior Executive (HSSE) role. An attractive remuneration package within the range of \$221,305 - \$244,935 per annum, with annual performance reviews, will be negotiated with the successful applicant.

The person appointed will spend time across the district and there is a degree of flexibility therefore on where the person will be based or choose to live. The district headquarters are located in Queanbeyan, just outside Canberra and this will be one of the key locations of the role.

Essential Requirements

The successful candidate will have:

- Relevant tertiary and / or postgraduate qualifications in accountancy, economics, commerce, finance or a related discipline and professional standing for current membership or eligibility for membership of a recognised Australian accounting body
- Extensive experience in budget management, financial management and development and implementation of financial management policy, systems, controls and reporting arrangements at a senior level.
- Extensive experience in preparing and evaluating complex submissions, developing and negotiating pricing and funding models, and providing high level strategic advice on budgeting, pricing and economic appraisals at executive level

To Apply

To apply, please go to www.derwentsearch.com.au and search the reference number 29693 and submit your application. You are requested to submit your CV and a one page covering letter, including a short statement in response to the two targeted questions below:

1. Describe a challenging situation in which you provided executive level financial leadership across a complex, distributed organisation and outline your key achievements.
2. Give an example of when you have had to manage a complex stakeholder group (perhaps including a Board). How did you bring stakeholders with you and what were your key success metrics?

If you have any questions about this opportunity, please contact Rob Macmillan, Partner Health – Derwent Search or Shannon Bird at healthservices@derwentsearch.com.au or call 02 9091 3266.

Closing date: Sunday, 26th June (11.59pm)

Timeline

- Interviews with Derwent will take late June.
- Client interviews will take place mid July.
- Offer and acceptance anticipated end of July.

Reference checks, pre-employment verification and background checks

For candidates in final consideration, at least two referees will be contacted with permission before a formal written 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. Additionally, any offer will be subject to some or all of the following checks: Academic Qualification Check; Professional Membership Check; Criminal History and Working with Children Check.