

**Memorandum of Understanding**

| **Provider:** | <TRANSFERRING CLUSTER> |
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**Partner** **:** **<RECEIVING CLUSTER>**

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**Document Revision History**

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| --- | --- | --- | --- |
| Date | Version | Author | Revision summary |
| DD/MM/YYYY | 0.1 | Director Client Service | First draft |
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# Agreement Details

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| --- |
| The Provider |

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| --- | --- | --- |
| **Provider Name** | **The Crown in right of the State of New South Wales acting through the** <TRANSFERRING CLUSTER> **(ABN** <INSERT DETAIL>**).** | |
| **Provider Executive** | Agency/Group | <INSERT DETAIL> |
| Address | <INSERT DETAIL> |
| Name | <INSERT DETAIL> |
| Position | <INSERT DETAIL> |
| Address | <INSERT DETAIL> |
| Mobile | <INSERT DETAIL> |
| Email | <INSERT DETAIL> |
| **Partnership Contract Manager** | Name | <INSERT DETAIL> |
| Position | <INSERT DETAIL> |
| Mobile | <INSERT DETAIL> |
| Email | <INSERT DETAIL> |

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| --- |
| The Client |

|  |  |  |
| --- | --- | --- |
| **Client Name** | <RECEIVING CLUSTER> **(ABN** <INSERT DETAIL>**)** | |
| **Client Executive** | Agency/Group | <INSERT DETAIL> |
| Address | <INSERT DETAIL> |
| Name | <INSERT DETAIL> |
| Position | <INSERT DETAIL> |
| Address | <INSERT DETAIL> |
| Phone | <INSERT DETAIL> |
| Email | <INSERT DETAIL> |
| **Partnership Contract Manager** | Name | <INSERT DETAIL> |
| Position | <INSERT DETAIL> |
| Mobile | <INSERT DETAIL> |
| Email | <INSERT DETAIL> |

|  |
| --- |
| Key Details |

|  |  |
| --- | --- |
| In Scope Services | The services set out in Schedule C |
| Term of Memorandum of Understanding | <DD MONTH YEAR> to <DD MONTH YEAR> (except for those services performed under s.65 of *the Government Sector Employment Act 2013* which start on the date that both Secretaries have executed the s.65 instrument) |
| Fees | Refer to Schedule A for breakdown of costs   * Fees will be comprised of Fixed and Variable Fees * The **Standard Service Fee** shall be the fixed annual fee for the provision or services irrespective of consumption * **Variable Fees** shall be the fees charged for items identified for payment on a consumptive basis plus any pass-through fees incurred by the Provider on behalf of The Client. Pass through and consumptive fees are shown in Schedule B. |

# Definitions

|  |  |
| --- | --- |
| MoU | This Memorandum of Understanding |
| MoU | This Memorandum of Understanding |
| Confidential Information | All financial information, commercial in confidence or other sensitive information of whatever description and in whatever form which:   * is by its nature confidential; or * is marked as confidential or otherwise identified as confidential by either Party; or * is derived or produced partly from the Confidential Information. |
| The Parties | <TRANSFERRING CLUSTER> (<TRANSFERRING CLUSTER ABBREV.>) and <RECEIVING CLUSTER> (<RECEIVING CLUSTER ABBREV.>). |

# Background

In accordance with Administrative Arrangements made on <DD MONTH YEAR>, a number of staff employed by <TRANSFERRING CLUSTER> were transferred to <RECEIVING CLUSTER> from <DD MONTH YEAR>.

The staff transferred were those who are principally involved in the administration of legislation allocated to, or providing support to, the Minister <INSERT RELEVANT MINISTER>. These staff comprise the <TRANSFERRING DEPARTMENT> at <RECEIVING CLUSTER>.

This Partnership Agreement sets out services that will be provided by the Provider to the Client.

# Purpose

The purpose of this Partnership Agreement is to authorise the Provider to provide services and establish the shared outcomes to be delivered and the terms on which those services are provided, governed and paid for, including:

1. defining the services to be provided
2. the responsibilities of both parties in the provision of the services
3. the fees to be paid for the services
4. providing mechanisms to manage the relationship and ensure the early and satisfactory resolution of any service-related issues or disputes that arise
5. promoting a collaborative approach to working together for a shared outcome to minimise administrative and transactional costs to government
6. providing a framework within which changes or more detail of the scope of services and fees can be developed and agreed over time.

# Guiding Principles

The Provider and The Client agree to implement this agreement in good faith and approach these arrangements with a mutual commitment to implementing the guiding principles outlined below:

**Principle Shared outcome**

# Services and Fee schedule

1. The Provider will provide to The Client services and perform the ***Provider Obligations*** set out in Schedule C and The Client will implement the ***Client Obligations*** set out in Schedule C in order to ensure efficient and timely delivery of the services.
2. The Client and the Provider acknowledge and agree that service quality is determined by the effective timely execution by each party of their obligations under the agreement
3. The Client will pay The Provider the Standard Service Fee of $X per annum with invoices to be issued fortnightly or twice monthly in advance as agreed.
4. In respect of payment by the Client of pass through costs (being the payroll, accounts payable, energy rebates etc payable on behalf of the Client by the Service provider). the Provider will provide all necessary supporting documentation together with the invoice to facilitate prompt payment of invoices.
5. For the avoidance of doubt, the Provider shall not withhold payment of Client supplier invoices because a Provider invoice in respect of the reimbursement has not been paid.
6. The Standard Service Fee:
7. may be varied by written agreement of the Deputy Secretaries/Executives
8. will be reviewed if The Client supported headcount increases more than 10% or decreases more than 10% from the original headcount
9. may be adjusted for any change in Commonwealth or NSW law or <TRANSFERRING CLUSTER> or <RECEIVING CLUSTER> policy or requirement that impacts the cost-of-service provision
10. Annual escalation will be applied to the fees equal to the annual escalation rates applied by NSW Treasury to, Operating or Labour Expenditure, for the relevant budget year and will be applied to the Standard Service Fee and Variable Fees from 1 July each year.
11. The Client will pay monthly within 30 days of notice any Variable Fees for consumptive items consumed by the Client after 1 April as outlined in Schedule B.
12. The Client will pay any Fees for Service for client-initiated projects in addition to the Standard Service Fee and Variable Fee.
13. The Provider can pass onto The Client any reasonable material increases in the input costs charged to The Provider by subcontracted suppliers (e.g. a significant increase in license fees for software). The Provider must give three months’ notice to The Client prior to invoicing.

# Authority to deliver services

1. The Provider is authorised to provide the services that are the subject of this agreement in accordance with this agreement and section 65 of the *Government Sector Employment Act 2013*.
2. The Provider has provided The Client with copies of its financial delegations, authorisations and processes (“finance framework") relating to payment of employee salaries and all accounts payable, the invoicing of services supplied, operation of bank accounts and collection of all accounts receivable.
3. The Client authorises the Provider to act as agent for The Client for the payment of employee salaries and all accounts payable, the invoicing of services supplied and collection of all accounts receivable in accordance with the finance framework and will obtain all consents necessary from The Client’s employees.
4. The parties agree to give each other 40 business days’ notice of any proposed changes to any parts of their respective finance frameworks that relate to the authority to act as The Clients agent.

Relationship management

1. Each Party recognises that the framework set out in this Agreement promotes the shared interest of both parties and accordingly each party will:
   * act in good faith to implement this Agreement
   * take steps to ensure employees and contractors are aware of and implement this Agreement.
2. The Partnership Agreement Contract Managers will meet quarterly to discuss the operation of the Partnership Agreement.
3. The parties agree that they will seek to identify and resolve any differences in accordance with the relationship management arrangements specified in the Agreement.
4. A new or temporary Partnership Contract Manager may be appointed by either nominated Executive informing their counterpart in writing of the new or temporary appointment.
5. The Parties agree to:
   1. maintaining open channels of communication
   2. adhere to agreed timeframes
   3. take necessary actions to ensure cost efficiency
   4. work together to develop a culture of continuous improvement and innovation
   5. deal promptly, efficiently, and professionally with any Service delivery issues, including by escalating issues in accordance with this Agreement.

# Issues Management

1. Issues management in the first instance will be dealt with by the Partnership Contract Managers.
2. Issues of concern that cannot be resolved by the Partnership Contract Managers may be escalated to be resolved by the Provider Deputy Secretary and The Client Nominated Executive.
3. The Provider agrees that if it becomes aware that it is unable to or is likely to be unable to meet its commitments in relation to a critical component, it will as soon as reasonably practicable notify The Client’s Nominated Executive to resolve the issue.

# Document Management

1. The Parties agree that each Party will provide the other copies of records or information as may be reasonably required to assist in the performance of any matter under this Agreement.
2. In relation to critical components, the Parties will ensure that all relevant documents or information are provided by mutually agreed due dates.
3. Each Party will manage documents it holds in accordance with its obligations under the *State Records Act 1998*.
4. Each Party will manage personal information in accordance with its obligations under the *Privacy and Personal Information Protection Act 1998* and where applicable the *Health Records and Information Privacy Act 2002*.
5. The Parties will assist each other to their legislative and other requirements.

# Confidential Information

1. The Parties agree to ensure that any Confidential Information received under this Agreement and in the provision of the Services, remains confidential subject to any legal requirement to disclose the information.
2. The Parties agree to notify each other in the event of disclosure of Confidential Information subject to a requirement under law.
3. The Client and the Provider have determined that specified employees of The Provider are employees of both agencies under section 65 of the *Government Sector Employment Act 2013* for the purposes of deciding access under and in accordance with the *Government Information (Public Access) Act 2009,* for undertaking internal reviews, and external reviews under the *Privacy and Personal Information Protection Act 1998,* and for investigating reports or wrong doing under the *Public Interests Disclosures Act 1994* .

# Commencement, Term and Legal Effect

1. This Agreement does not create a legally enforceable contractual relationship between the Parties.
2. This Agreement does not affect any requirement of the Parties to comply with legislative requirements or applicable NSW Government policies.
3. This Agreement commences on and ends on the dates set out in the Key Details.
4. This Agreement may be executed in counterparts.

# Variation

1. This Agreement may be varied by agreement in writing between the Provider and The Client’s nominated Executive.
2. The Parties acknowledge that it may be necessary to vary the Agreement due to changes with the external environment, including changes to Government priorities, resourcing, and corporate systems to ensure that delivery of the Services is not disrupted and are responded to appropriately.
3. The Provider may change the nature of the services from time to time by providing notice to The Client at least three months in advance including retiring support for some platforms, changes and enhancements to service processes or changing the preferred product for a service outcome.

# Termination

1. This Agreement may be terminated by either Party by giving at least three months written notice to the other Party.
2. If The Client provides notice of termination it must:
   * make payments in accordance with the Agreement until the date of termination
   * pay for all costs reasonably incurred before notice of termination was provided
   * where the termination date does not align with the payment schedule make a pro-rata payment for the period in which services were provided
   * pay all reasonable costs associated with any required transitional arrangements, including without limitation, the costs of transferring records to The Client or a new service provider.
3. If the Provider provides notice of termination it must pay all reasonable costs associated with any required transitional arrangements, including without limitation, the costs of transferring records to The Client or a new service provider.

# 

# Execution Clauses

## <TRANSFERRING CLUSTER>

|  |  |  |
| --- | --- | --- |
| Signed for and on behalf the <TRANSFERRING CLUSTER> | | |
|  |  |  |
| Signature | | Date |
| <NAME> <TITLE>  <CLUSTER> | |  |

## <RECEIVING CLUSTER>

|  |  |  |
| --- | --- | --- |
| Signed for and on behalf the <RECEIVING CLUSTER> | | |
|  |  |  |
| Signature | | Date |
| <NAME> <TITLE>  <CLUSTER> | |  |

# SCHEDULE A – Breakdown of Fees

**Annual Fee Schedule YYYY-YYYY**

|  |  |  |
| --- | --- | --- |
| **<TRANSFERRING CLUSTER> Service Fee Schedule for <RECEIVING CLUSTER>** | **Total** | ***Monthly Charge***  ***(****exc GST)* |
| **Finance and Service Centre** | **$X** | **$X** |
| **Procurement** | **$X** | **$X** |
| **Human Resources** | **$X** | **$X** |
| **Legal** | **$X** | **$X** |
| **Governance** | **$X** | **$X** |
| **Business Information Systems** | **$X** | **$X** |
| **Accommodation (Facilities and Fleet)** | **$X** | **$X** |
| **Total** | **$X** | **$X** |

# SCHEDULE B – Pass through and consumptive Fees

Supported Headcount – <RECEIVING CLUSTER> occupied roles on platforms supported by <TRANSFERRING CLUSTER> Corporate Services.

This list is produced based on the best available information but is not exhaustive or limiting.

Prices are set as at <DD MONTH YYYY> but subject to reasonable change as per clauses above.

**Consumptive Costs**

|  |  |
| --- | --- |
| **MyHQ (ERP platform and application)** | |
| Measurement | per supported headcount |
| Costing | $X per supported headcount (monthly)  $X per supported headcount (annual) |
| **SAP Licences for ERP** | |
| Measurement | per supported headcount |
| Costing | $X per supported headcount (annual) (first year only)  $X per supported headcount (annual after Year 1) |
| **Microsoft Office 365 including E3 licence (does not include Teams audio costs - see below pass-through)** | |
| Measurement | per supported headcount |
| Costing | $X (monthly)  $X (annually) |
| **CS Connect – Cost Centre Manager** | |
| Measurement | per supported headcount – cost centre managers only |
| Costing | $X (monthly)  $X (annually) |
| **CS Connect – Non-Manager** | |
| Measurement | per supported headcount |
| Costing | $X (monthly)  $X (annually) |
| **CS Connect – IT Fulfiller** | |
| Measurement | per supported headcount |
| Costing | $X (monthly)  $X (annually) |
| **Success Factors** | |
| Measurement | per supported headcount |
| Costing | $X (monthly)  $X (annually) |
| **Recruitment – till SF go live** | |
| Measurement | per supported headcount |
| Costing | $X (monthly)  $X (annually) |
|  |  |
|  |  |
| **Fleet Services – pool vehicles** | |
| Measurement | Cents per kilometre dependent on vehicle type |
| Costing | <INSERT DETAIL> |
| **Expense 8** | |
| Measurement | per transaction |
| Costing | $X |
| **Cisco** | |
| Measurement | per supported headcount |
| Costing | $X per supported headcount (monthly)  $X per supported headcount (annual)  Additional Cisco units will be costed at time of request |
| **Computers** | |
| Measurement | The nominated cost centre by the business unit, will meet 100% of the upfront cost of computers at time of purchase. |
| Costing | <INSERT DETAIL> |
| **Mobile phones and devices** | |
| Measurement | The nominated cost centre by the business unit, will meet 100% of the upfront cost of mobile devices at time of purchase.  Monthly charges will be billed to the nominated cost centre. |
| Costing | As per CS Connect service catalogue  <INSERT DETAIL>  Current monthly costings   * Voice services are $X / XMB * Data services $X / XGB shared data pack (modems, tablets, sims for laptops) |
| **Additional subscription software** | |
| Measurement | Per application deployed |
| Costing | As per CS Connect service catalogue  <INSERT DETAIL> |
| **New Digital Assets (websites, functions etc)** | |
| Measurement | Development and Maintenance per annum |
| Costing | Development (as quoted) fee for service |
| **Remote access** | |
| Measurement | Per supported employee |
| Costing | $X per person p.a. for Check point VPN  Additional Firewalls and private network calculated per requirement |
| **Statutory accounts and audit support (does not include Audit Office fees or MyHQ costs of setting up a separate company** | |
| Measurement | Per additional company created post |
| Costing | To be advised based on complexity of entity being serviced |

**Pass-through Costs**

|  |  |
| --- | --- |
| **Fraud analytics service** | |
| Measurement | monthly flat fee |
| Costing | $X |
| **Fleet services** | |
| Measurement | Monthly invoice of SG Fleet or Smartfleet are passed through directly to the business as owners of the fleet vehicles |
| **Fieldglass (platform for contingent labour)** | |
| Measurement | per total contingent Labour spend |
| Costing | X% |
| **Kelly OCG (Managed Service provider for contingent labour)** | |
| Measurement | per total contingent Labour spend |
| Costing | X% |
| **Manpower (MSP for contingent labour)** | |
| Measurement | per total contingent Labour spend |
| Costing | X% |
| **Utilities** | |
| Measurement | per invoice charges based on consumption costs |
| **Accounts Payable** | |
| Measurement | Penalty fee for late payment due to customer’s delay |
| **Accounts Receivable** | |
| Measurement | Third party fees and charges (for e.g. banking fees for accounts) |
| **Debt Collection** | |
| Measurement | Fee for dunning run and debt recovery services (not currently provided) |
| **Loans and Grants module maintenance** | |
| Measurement | monthly flat fee |
| Costing | $X |
| **Storage and Hosting (AWS/Azure)** | |
| Measurement | Monthly cost based on usage |
| Costing | Per consumptive charge – monthly spreadsheet to be provided |
| **Employee Assistance Program** | |
| Measurement | Monthly cost based on usage |
| Costing | Per consumptive charge – monthly spreadsheet to be provided |

# SCHEDULE C – Services Overview

This overview provides a summary of the Service, Provider Obligations, Client Obligations, Shared Outcome and Performance Indicators.

**Schedule of Services Provided to <RECEIVING CLUSTER> by <TRANSFERRING CLUSTER>**

|  |  |  |  |
| --- | --- | --- | --- |
| **Finance** | | | |
| **Service** | **Shared Outcomes to be achieved** | **Client Obligation** | **Provider Obligation** |
| Accounts Payable and Payments Processing Services (SC) | Vendor and employee expense payments are paid correctly and on time | • Creation of approved purchase orders before delivery of goods and services  • Ensure suppliers deliver a compliant invoice  • Must ensure that all PO related invoices are Goods Receipted in a timely manner and GR number is provided to Accounts Payable.  • All non-PO related invoices must be entered into MYHQ and approved in a timely manner by correct financial delegates. | • End to end invoice processing and payment.  • Provide a monthly schedule of payments with sufficient detail.  • Work to identify issues delaying payments and follow up with appropriate staff at Client agency for resolution.   * Prompt payment of invoices to suppliers within agreed terms. |
| Manage Vendor Master File | Vendor and Customer Master data is up to date | • Compliant requests are submitted in prescribed format | • Create and amend all master data for vendors and customers within the ERP. |
| Accounts Receivable Services | On time receipt of revenue | • Submit requests for customer or vendor creation or changes via the online request form within MyHQ  • Ensure mandatory attachments are sourced from customer or vendor and submitted with request, where applicable | • Invoices, refunds and adjustments released within 48 hours of approval  • Processing of cash receipt payment files from bank completed daily |
| Travel and Expense Management | Purchase Card data is acquitted in a timely manner | • Ensure staff adhere to Purchase Card policy and guidelines  • Ensure Purchase Card applications and amendments are submitted using the online portal  • Ensure all transactions in Expense8 are acquitted with tax invoices attached and approved within 30 business days of transaction date | • Process travel-related expenditure and manage administration of travel booking system (FCM and Expense8). |
| General Ledger Management | Maintain complete and accurate financial data | • Journals posted are compliant and include correct approvals and supporting documentation  • Interface files for deposits and journaling should balance  • Actions (e.g. reconciliations) noted to be taken and updated by following month | • Processing GL journals  • Balance sheet reconciliations  • Actioning items on Balance Sheet account  • Crown data returns  • End of year employee leave and statutory returns |
| Manage the Maintenance of Fixed Asset Register | Correct recognition and valuation of fixed assets, including all data required for reporting and compliance purposes | • Provide timely information and advice on fixed assets including disposals; acquisitions; assessment of fair value; useful life of assets; asset attributes required for revaluations. Review and sign-off on reconciliations | • Maintaining the fixed asset (tangible and intangible) register including the related activities of asset setup, disposals, transfers, reconciliation of fixed asset system, maintenance and review of depreciation, and organise and account for asset revaluations and impairments.  • Provision of advice, such as capitalisation  • Provide data for financial statement preparation and for audit workpapers. |
| Manage Fixed Asset Stocktake | Correct recognition and valuation of fixed assets, including all data required for reporting and compliance purposes | • Perform stocktake of assets, advise if assets are in use or reassessed as non-operational or non-functional to be decommissioned. Approve any asset write-offs in accordance with delegations | • Organise annual fixed asset stocktake and related activities.  • Timely update fixed assets register with asset adjustments. |
| Provide Audit Support | Audit queries are addressed in a timely manner | • Timely response to audit queries, including provision of requested documentation to Audit Office and Provider that substantiates numbers/disclosures in financial statements. | • Manage external audit (early close and year-end) processes. |
| Cashflow Management | Cashflow requirements are accurately forecast and reported | Cash forecast completed in a timely and accurate manner and updated on a monthly basis (same date as monthly financial close) as well as commentary as to any material changes from previous months forecast | • Upload cash forecast to <RECEIVING CLUSTER> System Payment of vendors  • Ensure daily bank statements are processed into MyHQ |
| Provide funds management Services | Operating funding requirements are managed in an efficient manner | • Client is responsible to act appropriately in line with cashflow forecasting information requirements provided by Provider | • Management and operation of the customers’ bank accounts. Provision of information to support cashflow forecasting and payment processing services to support <RECEIVING CLUSTER> drawdowns. |
| Banking | Correct processes for reconciliation of cash performed | • Ensure that bank statements are uploaded and processed daily. | Bank Reconciliations completed on a monthly basis and investigations of discrepancies undertaken and reported accordingly statutory tax returns. |
| Financial Policies and Procedures | Correct application and disclosure in accordance with policies and procedures | • Compliance with policies is the accountability of client agencies. | Develop, implement and maintain the Clients financial policies and procedures applicable to all reporting entities. |
| Tax Management | Compliance with all statutory (state and federal) taxation requirements | • BAS Payments to ATO must be received from external agencies within 5 working days after lodgement for agencies under this agreement | •Administer Payroll Tax Accounting and Lodgement  •Manage and process tax component of transactions and prepare related statutory tax returns. |
| Budgeting & Forecasting |  | Convey Cluster and NSW Treasury Budget timetable  Provide information (budget, forecast and analysis) and support LEC funding and hiring decisions  Assist with and highlight any Establishment issues  Provide advice to Executives (Director level and above) on areas where efficiency gains can be achieved  Provision of efficient, user friendly budgeting and forecasting tools  Management of budget and forecasting information including uploads to required financial systems  Work with Groups and Agencies to support the implementation of Outcome Budgeting Framework (OBF)  Provide financial numbers support in the development of Group and Agency Business Plans that link programs to State Outcomes  Provide strategic financial advice relating to business case development (including New Policy Proposals (NPPs) and success rate) including formal lodgement of approved business cases  Provide advice on the development of strategies to manage Capital Authorisation Limits (CAL) pressures  Provide support and input into Financial Risk Assessments  Central liaison between the business and NSW Treasury, iNSW, Leadership line for all budgeting and forecast reporting and analysis requests, providing advice and guidance | * Provide a financial planning framework * Assist in forecasting performance across the year * Build tools necessary to assess and determine the effectiveness and efficiency of programs​ |
| Advisory services | Actively supporting and providing advice to our customers on the financial implications of their actions, driving recommendations for best outcomes, focusing on business viability, funding and operational issues whilst being a conduit between business and Corporate Finance, the <TRANSFERRING CLUSTER> Executive and <RECEIVING CLUSTER> | Participate in the customer’s executive committee for capital investment projects (as required)  Provide advice and support regarding allocation and documenting of minor capital allocations, and what can be capitalised  Provision of strategic financial advice pertaining to but not limited to matters relating to future funding challenges, modelling projected establishment changes, etc  Assist in the development of Budget Estimates, Parliament Enquiries and House Folder Notes as required  Provide advice on Cabinet minutes, NSW Treasury processes, Audit issues as required  Support requests for Audit and Risk Committees (ARC) and Auditor requests  Support Legal, Governance & Risk for GIPA Act responses as required Provide support in implementing new accounting / mandated policies / legislative requirements and external reporting, financial statutory and regulatory compliance  Provide advisory services on performance monitoring and reporting processes to support comprehensive outcomes assessment & sound business decisions  Provide guidance agencies to develop/refine appropriate Program Performance Measures for robust program assessment  Review business cases to ensure they are in line with NSW Treasury Guidelines, INSW Assurance framework and ICT frameworks  Provide support and advice for external funding requests to enable efficient prioritisation of proposals  Communicate outcomes of business case submitted and provide feedback | nil - advisory services prepared by Client |
| PRIME inputting, both FBPs, actuals and forecasts. | **Timely preparation of accurate financial data or preparation of robust FBPs, including information provision & review** | Timely turnaround of requests including approvals and endorsement of information provided including adherence to <TRANSFERRING CLUSTER> timetables | Preparation of actuals and projections ready for lodgement into Prime  Preparation of FBPs (eg NPPs, PTAs, Carry Forwards) and supporting information  Assist with inquiries from <RECEIVING CLUSTER> (eg TSSA, cluster teams) |
| Financial Accounting and Financial reporting, including provision of information for inclusion in year-end financial statements and audit purposes | **Ensures accuracy of financial data between the agency and entities including transparent approvals and reporting** | Timely turnaround of requests including review, approvals and endorsement of information provided including adherence to <TRANSFERRING CLUSTER> timetables. Advise and approve accounting position/treatment on any new and/or complex transaction. Lead any implementation/assessment of new accounting standards. | Manage compliance with statutory financial reporting requirements including legislative compliance and applicable policies including AASB's.  Support the client in determining accounting treatment of any new/complex transaction and in assessing the impact of new accounting standards |

|  |  |  |  |
| --- | --- | --- | --- |
| Payroll | | | |
| Service | Shared Outcomes to be achieved | Client Obligation | Provider Obligation |
| **Provide Payroll Processing, incorporating:** Processing on-cycle payroll Transmitting the bank file Managing salary packaging Administering deduction and garnishee order Processing off-cycle payroll Preparing payroll reports | Management and administration of all processes related to employee payroll, benefits, leave and attendance. This ensures clients' employees are paid according to individual employment conditions and legislative requirements. | Ensure accurate and timely information is submitted using ESS / MSS where available or CS Connect to log requests. Ensure requests are submitted in line with the payroll calendar schedule | Ensure all information required for the payroll is processed in line with the payroll calendar schedule Ensure bank files are submitted each Thursday for the fortnightly pay |
| **Provide Superannuation Processing and updates, incorporating:** Administering superannuation fund set-up Processing superannuation payments Managing superannuation (Defined Benefits) annual review Conducting superannuation reconciliation Processing superannuation changes including salary sacrifice | Management and administration of all processes related to employee payroll, benefits, leave and attendance. This ensures clients' employees are paid according to individual employment conditions and legislative requirements. | Ensure accurate and timely information is submitted using ESS / MSS where available or CS Connect to log requests. | Ensure all information required for the payroll is processed in line with the payroll calendar schedule |
| **Provide Leave and attendance incorporating:** Processing timesheets Administering Work Schedule's (Time) Calculating casual Long Service Leave Processing recreation leave and RDO cash outs Completing leave reconciliations Processing military leave request Processing paid parental leave request Processing and reconciling purchased leave Processing and managing leave requests | Management and administration of all processes related to employee payroll, benefits, leave and attendance. This ensures clients' employees are paid according to individual employment conditions and legislative requirements. | Ensure accurate and timely information is submitted using ESS / MSS where available or CS Connect to log requests. Ensure requests are submitted in line with the payroll calendar schedule | Ensure all information required for the payroll is processed in line with the payroll calendar schedule |
| **Provide Remuneration Administration incorporating:** Overpayments processing and recovery  Administering increment adjustments Administering temporary assignment allowance's Processing payroll payment amendment Processing paid parental leave request - including management of government paid parental scheme Processing timesheets including - Flex timesheets Processing keeping in touch days Administration of Board member appointments and payments | Management and administration of all processes related to employee payroll, benefits, leave and attendance. This ensures clients' employees are paid according to individual employment conditions and legislative requirements. | Ensure accurate and timely information is submitted using ESS / MSS where available or CS Connect to log requests. Ensure requests are submitted in line with the payroll calendar schedule | Ensure all information required for the payroll is processed in line with the payroll calendar schedule |
| **Provide Payroll Production incorporating:** Conducting final payroll quality checks Executing payroll Emailing payslips sent Submitting Single Touch Payroll file to ATO Conducting post pay data reconciliation Administering the Payroll Schedule | Management and administration of all processes related to employee payroll, benefits, leave and attendance. This ensures clients' employees are paid according to individual employment conditions and legislative requirements. | Ensure accurate and timely information is submitted using ESS / MSS where available or CS Connect to log requests. Ensure requests are submitted in line with the payroll calendar schedule | Ensure all information required for the payroll is processed in line with the payroll calendar schedule |
| **Provide Payroll Administration End of Financial Year Activities (EOFY) incorporating:** Reconciling general ledger Submit EOFY Single Touch Payroll file to ATO | Management and administration of all processes related to employee payroll, benefits, leave and attendance. This ensures clients' employees are paid according to individual employment conditions and legislative requirements. | Ensure accurate and timely information is submitted using ESS / MSS where available or CS Connect to log requests. | Ensure all information required for the payroll is processed in line with the payroll calendar schedule Ensure all information is reconciled and files are submitted in line with ATO timeframes |
| **Provide Annual Payroll Processing incorporating:** Managing Superannuation (Defined Benefits) Annual Review Updating ATO Tax Table changes Reviewing unpaid annual leave loading data Updating FBT and reportable superannuation data EOFY Fringe Benefit Tax (FBT) year reporting (31 March) Administering SOORT and General Award adjustment | Management and administration of all processes related to employee payroll, benefits, leave and attendance. This ensures clients' employees are paid according to individual employment conditions and legislative requirements. | Nil | Ensure all updates are processed in the ERP |
| **Provide Workflow Administration** | Management and administration of all processes related to employee payroll, benefits, leave and attendance. This ensures clients' employees are paid according to individual employment conditions and legislative requirements. | Ensure accurate and timely information is submitted using ESS / MSS where available or CS Connect to log requests. Ensure establishment data is correct | Ensure all information required for the payroll is processed in line with the payroll calendar schedule |
| **Manage Payroll administration Enquiries** | Management and administration of all processes related to employee payroll, benefits, leave and attendance. This ensures clients' employees are paid according to individual employment conditions and legislative requirements. | Ensure all enquiries are logged through CS Connect Ensure staff know how to log enquiries through CS Connect | Enquiries are responded to in line with the payroll calendar schedule |
| **Provide Employee data management incorporating:** Maintaining employee personal data Managing record retrieval Maintaining employee master data Administering data security Managing record retention | Management of all employee administration processes throughout the employee lifecycle. This ensures data and information relating to clients' employees are correctly maintained, and client agencies have accurate information regarding their workforce. | Ensure accurate and timely information is submitted using ESS / MSS where available or CS Connect to log requests. Ensure requests are submitted in line with the payroll calendar schedule | Ensure all information required for the payroll is processed in line with the payroll calendar schedule |
| **Provide Staff Movements Processing incorporating:** Processing internal movements (within cluster) Processing employment status changes Processing internal transfers (outside cluster within system) Processing secondments Managing data privacy requirements  GEN creation, maintenance and reconciliation | Management of all employee administration processes throughout the employee lifecycle. This ensures data and information relating to clients' employees are correctly maintained, and client agencies have accurate information regarding their workforce. | Ensure accurate and timely information is submitted using ESS / MSS where available or CS Connect to log requests. | Ensure all information required for the payroll is processed in line with the payroll calendar schedule |
| Onboarding and Offboarding Employee incorporating: Setting up onboarding for new employee Processing offboarding of employees Processing extension of contract (secondments, temps and casuals) Calculating voluntary termination estimates change to calculating termination estimates  Processing requests for Prior Service Recognition  Administer leave balance transfer and service history recognition | Management of all employee administration processes throughout the employee lifecycle. This ensures data and information relating to clients' employees are correctly maintained, and client agencies have accurate information regarding their workforce. | Ensure requests are submitted in line with the payroll calendar schedule Ensure accurate and timely information is submitted using ESS / MSS where available or CS Connect to log requests. | Ensure all information required for the payroll is processed in line with the payroll calendar schedule |
| **Manage employee administration enquiries** | Management of all employee administration processes throughout the employee lifecycle. This ensures data and information relating to clients' employees are correctly maintained, and client agencies have accurate information regarding their workforce. | Ensure all enquiries are logged through CS Connect Ensure staff know how to log enquiries through CS Connect | Enquiries are responded to in line with the payroll calendar schedule |
| **Provide Workers Compensation payroll administration incorporating:** Provision of 52 weeks earning report to the client Processing payment and leave administration | Payroll transactional processing of workers compensation payments and associated leave administration. This supports the work, health and safety team to ensure that workers receive the correct claim payments and provision of leave. | Ensure requests are submitted in line with the payroll calendar schedule Ensure accurate and timely information is submitted using ESS / MSS where available or CS Connect to log requests. | Ensure all information required for the payroll is processed in line with the payroll calendar schedule |
| **Provide Organisational Unit Maintenance incorporating:** Creating, maintaining and delimiting organisational units, including organisational unit to cost centre relationships | Administration and maintenance of organisational structures and roles in ERP systems. This ensures that organisational structures are correct for the purposes of workflow, delegations and financial management. | Ensure accurate and timely information is submitted using ESS / MSS where available or CS Connect to log requests. Regular reviews of your organisational structure to ensure accuracy | Ensure all information required for the payroll is processed in line with the payroll calendar schedule |
| **Provide Role Maintenance incorporating:** Creating, maintaining and delimiting positions including delegations, standard security roles, cost centre manager relationships, locations codes against positions (building) Maintaining non-standard security roles to positions (subject to additional approvals) Creating, maintaining and delimiting objects (e.g. ANSCO, PCAT etc) | Administration and maintenance of organisational structures and roles in ERP systems. This ensures that organisational structures are correct for the purposes of workflow, delegations and financial management. | Ensure accurate and timely information is submitted using ESS / MSS where available or CS Connect to log requests. Regular reviews of your organisational structure to ensure accuracy Ensure requests are submitted in line with the payroll calendar schedule | Ensure all information required for the payroll is processed in line with the payroll calendar schedule |
| **Change Plans and Organisational Realignment incorporating:** Providing client advice regarding system requirements pertaining to organisational structure Creating, maintaining and delimiting organisational structures | Administration and maintenance of organisational structures and roles in ERP systems. This ensures that organisational structures are correct for the purposes of workflow, delegations and financial management. | Ensure accurate and timely information is submitted using ESS / MSS where available or CS Connect to log requests. Regular reviews of your organisational structure to ensure accuracy Ensure requests are submitted in line with the payroll calendar schedule | Ensure all information required for the payroll is processed in line with the payroll calendar schedule |
| **Manage Establishment Administration enquiries** | Administration and maintenance of organisational structures and roles in ERP systems. This ensures that organisational structures are correct for the purposes of workflow, delegations and financial management. | Ensure all enquiries are logged through CS Connect Ensure staff know how to log enquiries through CS Connect | Enquiries are responded to in line with the payroll calendar schedule |
| **Run and produce payroll reporting incorporating:**  Pre payroll validation reports | Provision of payroll reporting to ensure accurate payrolls and seasonal audit reports produced to ensure compliance measures are met. | Ensure accurate and timely information is submitted using ESS / MSS where available or CS Connect to log requests. Ensure requests are submitted in line with the payroll calendar schedule | Ensure all information required for the payroll is processed in line with the payroll calendar schedule |
| **Run and produce costing reporting incorporating:** Ad hoc costing reports and analytics on request | Provision of payroll reporting to ensure accurate payrolls and seasonal audit reports produced to ensure compliance measures are met. | Ensure accurate and timely information is submitted using ESS / MSS where available or CS Connect to log requests. Ensure requests are submitted in line with the payroll calendar schedule | Ensure all information required for the payroll is processed in line with the payroll calendar schedule |
| **Run and produce audit reports incorporating:** Seasonal audit reports | Provision of payroll reporting to ensure accurate payrolls and seasonal audit reports produced to ensure compliance measures are met. | Timely response to audit queries, including provision of requested documentation to Audit Office and Provider that substantiates numbers/disclosures in financial statements. | Manage external audit (early close and year end) processes |
| **Manage Payroll reporting enquiries** | Provision of payroll reporting to ensure accurate payrolls and seasonal audit reports produced to ensure compliance measures are met. | Ensure all enquiries are logged through CS Connect Ensure staff know how to log enquiries through CS Connect | Enquiries are responded to in line with the payroll calendar schedule |

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| Procurement | | | |
| Service | Shared Outcomes to be achieved | Client Obligation | Provider Obligation |
| Provide guidance on general purchasing and procurement | The objective is to ensure that the correct procurement process is followed, and that optimal value for money is achieved during the process of procuring/purchasing | Ensure early engagement with the procurement team to allow timely development of procurement strategy and market engagement | Ensure the procurement of goods and services in accordance with:  a) any policies and directions of the Board that apply to the agency, and  b) the terms of its accreditation by the Board, and  c) the principles of probity and fairness; |
| Provide guidance with SME and Regional Procurement Policy and  Aboriginal Procurement | - comply with the SME and Regional Procurement Policy to support the participation of SMEs and regional business in goods and services procurement  - comply with the Aboriginal Procurement Policy to support opportunities for Aboriginal people through government procurement activities | Ensure compliance with SME and Regional Procurement Policy and Aboriginal Procurement.  Aim to achieve targets as set by these policies | Ensure the purchase of goods and services considers these policy obligations. |
| Provide guidance to meet compliance obligations with the Government Information (Public Access) Act 2009 | Compliance with the contract disclosure and open access information requirements of the GIPA Act including formal requests to access government information, subject to public interest provisions in the Act | Ensure the procurement team receives all contracts with the private sector within an appropriate timeframe to allow compliance with the GIPA act | Ensure the details of these contracts are entered into the register within 45 working days of the contract becoming effective. |
| Provision of a Contract Register | Under s27 agencies must have a register of government contracts valued at $150k or more, which s18(e) requires to be made publicly available. | Provide contracts with the private sector to the procurement team | Maintain a register of contracts entered into with the private sector |
| Provide guidance for Emergency procurement    Clause 4 of the Public Works and Procurement Regulation 2019 (PWP Regulation) allows the head of an agency or their nominee, in an emergency situation, to authorise procurements to a value sufficient to meet that particular emergency. | Appropriate application of the Emergency Procurement provision | Agency head, or nominee, can approve procurements up to a value sufficient to meet the immediate needs of the particular emergency. Make sure nominations are made under cl.4 of the PWP Regulation. | Follow the emergency procurement provisions in clause 4 of the Public Works and Procurement Regulation 2019 (PWP Regulation) can help to respond quickly and effectively as the situation evolves.  Ensure accurate reporting to the procurement board of any emergency procurement |
| **Facilities and Fleet** | | | |
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| Human Resources | | | |
| Service | Shared Outcomes to be achieved | Client Obligation | Provider Obligation |
| Provide Industrial Relations support and Tribunal Representation as required | Matters managed in a professional manner providing fair resolution processes | Participate, engage and collaborate in leading relevant processes and follow approved channels | Provide expert advise on industrial relations matters Assist with / facilitate union consultation in conjunction with line management Assist with and manage industrial disputes and development of solutions in line with best practice and legislative requirements  Represent as requested in industrial tribunals and liaise with external legal advice as required. |
| Provide Award Modernisation Services | Ensure compliance with legislative change and award requirements | Share and engage with messaging, be a conduit of feedback/communication, facilitate change | Manage industrial reform and modernisation projects. |
| Provide assistance with matters of Misconduct and/or unsatisfactory performance | People matters managed appropriately with a fair resolution process | Participate in the process and follow approved channels | Assist to manage formal misconduct and unsatisfactory performance cases in accordance  <RECEIVING CLUSTER> policy |
| Provide Business Partnering and Advisory Services. Including support for workplace investigations and case resolution | Strategic Partnership between People Partners and Client groups.  Improved knowledge, capability and awareness of People related matters  People Matters addressed appropriately with a fair resolution process | <TRANSFERRING DEPARTMENT> Leadership teams to collaborate, participate, engage and partner with People Partners with regards to strategic programs of work, workforce matters, advise and support on HR   As a leadership team actively knowledge share and engage with leaders across <TRANSFERRING DEPARTMENT> business and actively drive people initiatives that will support improved capability within the workforce and business. | \* Develop strategic partnerships with our clients to provide people advice and solutions that anticipate and meet their business needs. \* Provide support, guidance and advice on general workforce matters, including leader capability development, managing people issues, policy compliance, legislative requirements, performance improvement and analytical insights \* Provide support to deliver organisational design through the implementation of change plans that facilitate the optimisation of succession planning and talent reviews whist ensuring the impacts on people are appropriately managed. \* Assist the leadership team to interpret their PMES results and facilitate and support the development of bespoke and meaningful project-based action plans. \* Coach and guide clients to enhance the performance of their employees.  \* Provide advise and coaching to managers to deal with underperformance and grievance matters and facilitate the investigation of people related issues  \* Carry out Talent Reviews and Succession Planning Activities with the business  \* Identify and develop the approach for developing <TRANSFERRING DEPARTMENT> leaders, drawing upon <RECEIVING CLUSTER>’s Leadership and Learning curriculum as required |
| Safety and Risk Management | Provides a system for identification and management of work health and safety hazards and risks of work related illness and injury to comply with legislative requirements | Embed safety management system into business operations and participate in WHS improvement plans and risk registers. Ensuring all hazards and incidents are correctly reported | Manage and maintain corporate safety management systems, documentation and supporting IT platforms. Support the development and maintenance of business group WHS hazard and risk registers and treatment plans (e.g. action or improvement plans) Develop and implement a WHS reporting framework including the generation of selected high-level WHS reports for key stakeholders. |
| WHS Regulator Liaison | Regulators are notified or engaged as needed within required timeframes | Immediately advise WHS team of all potentially notifiable incidents and forward all regulator contact to WHS team | Manage corporate relationships with NSW WHS Regulators and ensure we comply with regulator notices and directions. |
| Safety Incident Response & Investigations | All incidents are recorded, investigated and corrective actions implemented to minimise the risk of recurrence | Respond to all safety incidents using safety management system methodology and record in CAMMS | Review and enable thorough investigation of all safety incidents including responding to serious incidents on site as required and providing critical incident planning and support. |
| Audit & Inspections | Compliance with WHS laws and the <TRANSFERRING CLUSTER> safety management system confirmed or non-compliances addressed | Agree to and participate in <TRANSFERRING CLUSTER>'s WHS audit and inspection schedules and develop own inspection schedules, conduct own inspections and self-assessments | Design and promote the annual <TRANSFERRING CLUSTER> internal audit and site inspection program including the development and delivery of an audit report and recommended actions, and the collation of data for trend analysis |
| Workers Compensation and Personal Injury management | Employees are supported following both workplace related (workers compensation) and non workplace related (personal ) injury or illness to facilitate a safe, durable and timely return to work | Line managers to actively participate in case management including cooperation with Injury Management team, provision of suitable duties and implementation of graduated return to work programs. Follow all relevant processes cooperate with injury management requests and reasonable adjustments | Manage employee workers compensation including case management, payroll reconciliation, policy administration and performance tracking and provide specialised, outcome based non-work related injury and illness case management and support. Provide management of employee fitness for duty both with internal and external stakeholders |
| Pre-employment Fitness | Candidates are able to undertake inherent requirements of their roles prior to engagement | Identify roles that require assessments and baseline testing, provide information as requested, fund all costs or ensure funding is included in recruitment processing costs Pre employment screening to be same as <RECEIVING CLUSTER>. | Facilitate pre-employment fitness for duty assessments and provide support to hiring managers as required through the recruitment process. |
| Health Surveillance & Monitoring | Health and wellbeing of employees in identified roles is monitored for significant work-induced changes | Identify roles that require health and wellbeing monitoring, provide information as requested, cooperate with injury management team requests and fund all associated costs | Manage and facilitate employee health and wellbeing monitoring including health surveillance, screenings and assessments. |
| Ergonomic reviews and reasonable adjustments | Workstations are set up correctly to minimise the risk of injury to workers, reasonable adjustments are made where applicable | Source, fund and install all required equipment, including any reasonable adjustments where required, and fund any third party assessment costs | Facilitate workplace ergonomic reviews and guidance and provide technical support to ensure appropriate reasonable adjustments are in place. |
| EAP Services | Accessible EAP services available to all staff  Converge or Access EAP.com.au | Provide feedback on current EAP services and communicate the services on offer to business group and provide funding as required such as for critical incident response | Manage employee assistance program contracts and services. |
| Healthy Workplace Programs including Wellbeing | Improve knowledge, capability and awareness of health and wellbeing matters and improve worker health - EAP - Calibrate mindfulness program - Bushfire resources hub - Healthy Mind resources hub - Fitness passport - <TRANSFERRING CLUSTER> Workmates (peer support program) - Ergonomics - Leader Tools and support library | Promote and participate all wellbeing programs and provide funding where required (EAP, Wellbeing resources, Aware programs) | Coordinate and implement workplace health and wellbeing programs and implement entity-specific interventions and support programs as required. |
| D&I Moderation & Triaging of Cultural Safety Incidents | Cultural safety incidents are investigated, and effective controls are put in place  *Employees have the ability to lodge an incident in our system which they believe are "cultural safety incidents". An example meeting whereby manager wants to record the meeting using teams functionality. Aboriginal employees says no but recording goes ahead.  In the above example the employee may lodge this as a cultural safety incident, our D&I people review all incidents lodged under the category of cultural safety and then work with People Partners/Wellbeing/WHS to resolve and/or put in some place relevant controls/improvements/education to reduce future incidents.* | Report incidents through approved channels and lead or participate in investigations  Implement controls | Monitor, respond to and investigate to Aboriginal Cultural Safety Incidents, including hazards and near misses reported through the WHS incident system.  Implement appropriate controls and provide mental health and wellbeing support service referrals and resources for impacted employees |
| D&I Candidate Care | Improve attraction of and success rate of (Aboriginal/Disability/Multicultural/Gender/LGBTIQ+/CALD) staff | N/A | Provide Aboriginal/Disability/Multicultural/Gender/LGBTIQ+/CALD candidates support and advice throughout the recruitment process. |
| Cultural Advice / Aboriginal people and Culture group | Culturally informed decision making, ways of working and engagement | Submit enquiries to the group and implement advice. | Provide cultural advice to leaders on stakeholders, cultural affairs and high impact projects and engagement through briefings  Ability to engage the Aboriginal Advisory Group |
| Aboriginal Employee Networks / Aboriginal People and culture group | Improve support mechanisms for Aboriginal staff | N/A | Manage the Aboriginal networks including establishing governance mechanisms, allocating budget, and building the capabilities of network executives. |
| Employee engagement | All teams receive a people matters report and receive insights into feedback and support with meaningful actions to drive and improve engagement | Provision of information as required to support deployment of the people matters survey and results. Contribution to staff engagement programs as appropriate run by <TRANSFERRING CLUSTER> and <RECEIVING CLUSTER>. | Provision of support for the annual People Matters Survey, including working with the business on collation of information to provide to the PSC, timely distribution of reports, working with leaders on action planning and provision of other culture related data and updates to <RECEIVING CLUSTER> as required. |
| Recruitment | Finding exceptional talent that supports <TRANSFERRING DEPARTMENT> workforce requirements and aligns with <RECEIVING CLUSTER> values | Hiring manager engagement and compliance to recruitment process including; input to system, job brief, training, panels and candidate feedback. Seek Secretary approval when required for executive recruitment | Facilitate and provide advice, resources and guidance to hiring managers and business leads for the end to end process for filling roles through to commencement of onboarding activities, in accordance with the GSE Act and legislation. |
| Talent Pipeline and Talent Pool Management | Project mgt processes to find and provide pipeline of qualified candidates ready for positions as they become available, | Commitment of the right people with the right capability | Manage databases of people on internal and external talent pools. Manage bulk recruitment campaigns and proactive sourcing for project and organisation change based recruitment needs |
| Internal Mobility | Demonstrated employment career progression through fair and transparent processes | Consideration of short, medium and long term vacancies to be advertised internally for internal mobility | In conjunction with People Partners, facilitate development opportunities for internal employees to move roles. |
| Skills for the Future & Knowledge Management | Preparation for all future of work skills and outcomes (strategic) | Workforce planning at the hiring manager level and participate in programs | Develop and create a leadership development pathway that uplifts capability of skills for the future, leadership readiness and transition of corporate leadership knowledge |
| Leadership Development, Coaching & Mentoring | Improve leadership capability and effectiveness to realise <TRANSFERRING CLUSTER> objectives and outcomes | Participate in solutions, programs and interventions and role model to their leaders and employees | Provide executives with standard and tailored leadership development services, including coaching, training and psychometric / diagnostic assessments to build a high performing executive layer. <RECEIVING CLUSTER> tools and approach should be leveraged in the first instance for consistency. |
| Performance & Development Framework | Successful implementation of My Talent Plan performance framework (within the <TRANSFERRING CLUSTER> Talent framework) and communication/education on the annual cycle | Leader-led participation in My Talent Plan (MTP), with all staff having a MTP in place | Design and deliver a framework to drive the annual cycle for performance outcomes and development activities, including a seamless system to manage the annual cycle. |
| Talent & Succession Management | A clear and practical Talent Framework that supports the identification and management of talent across the employee lifecycle | Leaders proficiency in utilising the framework and participating in Talent identification, calibration, management and development actions and activities | Design and deliver a talent calibration and succession management framework, including business support to manage succession planning and talent development program needs. |
| Learning Design, Implementation & Facilitation | Improve talent capability and effectiveness to realise objectives and outcomes  - *Leading Teams Programs - 9 different modules  - Leadership Ready programs - Inspiring Leader Series - Events on Workplace are organised regularly - Executive Master of Public Admin - Linked in Learning - Virtual Training courses - Respectful Workplaces - Learning Bites different subjects ie Managing upwards* | Engage, participate and embed training programs and solutions to uplift capability and performance | Design, deliver and author learning contents, in line with business needs, capability framework and organisational culture, using a range of multi-learning mediums. Provide tailored services including coaching, training and DISC assessments for non-leaders. |
| Orientation | Create and improve organisational culture and engagement by participating in orientation programs at commencement of the new starters journey Each business unit do their own. | Engage and participate in orientation programs aligned to <TRANSFERRING DEPARTMENT> <RECEIVING CLUSTER> organisational values and culture | Manage the <TRANSFERRING DEPARTMENT> new employee Orientation process getting new hires adjusted to the social and performance aspects of their new jobs quickly and smoothly. |
| Mandatory Learning & Compliance Training and Monitoring | Comply and uplift capability in mandated and compliant programs to meet the legislative requirements of laws, regulations andpolicies | Engage and comply with <RECEIVING CLUSTER> Mandatory Training Framework and completion timeframe.  Where requirements for <RECEIVING CLUSTER> programs be different or in addition to the programs of <TRANSFERRING CLUSTER> the content to be designed and delivered from <RECEIVING CLUSTER> (or additional resource support required) | Develop and maintain mandatory and compliance training that is mandated by legislation, regulation, <TRANSFERRING CLUSTER> policy or the codes on the laws or regulations applicable to an employee’s job function or role. |
| Learning Management | Delivery of quality, functional eLearning programs on <TRANSFERRING CLUSTER> learning platforms, relevant training completion data and clear, ease of access to <TRANSFERRING CLUSTER>'s range and calendar of learning opportunities | Engage, promote training solutions to help realise employee development and improved capability uplift and performance, in accordance with the <TRANSFERRING CLUSTER> learning calendar and offering | Content development, testing, upload and ongoing maintenance of agreed eLearning courseware on <TRANSFERRING CLUSTER> LMS systems within the current remit of <TRANSFERRING CLUSTER> programs Provision of employee training records and completion data; Management of <TRANSFERRING CLUSTER> courseware scheduling and related program administration; Provision of advice and handing routine learning enquiries from employees |
| Graduate, Internship and Early Career Programs | A diverse, representative early career talent (graduates, trainees and apprentices) pipeline and career pathway into <TRANSFERRING DEPARTMENT> <RECEIVING CLUSTER> | Engage, participate in selection, development, placement and support ongoing future employment of early career employees, including provide rotation opportunities for <TRANSFERRING DEPARTMENT> graduates into the broader <RECEIVING CLUSTER> cluster. | Manage the PSC graduate program for <TRANSFERRING CLUSTER>, including <RECEIVING CLUSTER> participation, ensuring all graduates have three six-month placements in different roles across NSW Government. Assist business units to manage internship and traineeship programs in line with Department requirements. |
| Role Design & Evaluation | Role clarity and organisational alignment | Finalise role descriptions and understanding of business intent for the role | Provide role design and evaluation services in consultation with People partnering teams, including compliance and governance services to ensure alignment with PSC guidelines. |
| Senior Executive Remuneration services | Consistent alignment and specialised review of executive remuneration | Engage with the remuneration framework processes and workflows | Consistent and specialised evaluation and remuneration recommendations. Work Value Points management and Annual Pay parity reviews completed |
| Workforce Planning and Organisation design services | Expert advice, guidelines and principles | Enterprise wide change approach, early engagement and partnering from the business and people partners | Design and deliver an organisational design strategy and framework to guide leaders and people partners on organisational changes, including tools, coaching and advice. Provide advice and co facilitate the workforce planning framework, delivering and coordinating each step |
| Engagement Survey management & Analysis | Timely administration of PMES and Pulse Surveys, and provision of accurate and meaningful data to the business | Participation in surveys, as well as accountable for driving actions from workshops where results are disseminated | Manage and administer the annual engagement PMES survey and intermittent pulse surveys, which includes result reporting and analytics to the Group and business unit level. |
| People Operations | Expert advice and support and administration support | Early engagement and partnering from business and people partners | Provide an employee and line manager advisory service to resolve operational people matters and offer a first point of contact for our people. Provide administration support across People functional areas |
| Establishment management | Correct establishment listing and organisational structure for the business | Business changes are actioned through the right process | Provide advice on organisational structure system changes, by partnering to understand structure needs, providing governance and liaising with establishment transaction team. |
| Monthly reporting, Data & Analytics | Regular accurate people data reporting and insights. | People related changes are actioned by business | Design and deliver relevant and insightful dashboard data and people related information. Provide a standard suite of monthly reporting on all people aspects, including recruitment, establishment, D&I information |
| People System Management | Ensure all people systems are upgraded and maintained to required standards | N/A | Maintain and administer all People (HR) systems, including system maintenance and upgrades. |
| People System design and engagement | People system outcomes that service people needs from a design and functionality perspective | Engagement from the business to understand requirements | Provide design and implementation expertise for all new and improved people system initiatives, in partnership with the business unit and the Digital Information Office. |
| WHS implementation of the employer direction to COVID/Vaccination in the workplace | WHS plan and discharge of responsibilities including implementation of the employer direction to COVID/Vaccination in the workplace | Participate in the process and follow approved channels |  |
| Contractor Central | Recruitment of Contractor, fixed term labour hire Contractor Central (CC) | Manage the contingent workers and hiring manager activities from engagement with contractor central to management of contingent workers within <RECEIVING CLUSTER> | Management of Contractor central contract and provider requirements. Partner with Procurement to maintain contingent scheme requirements and system maintenance |
| Manager Education | Education for <RECEIVING CLUSTER> <TRANSFERRING DEPARTMENT> managers | Provide education and resources that address manager needs | Provide support, resources and advice to hiring managers throughout the recruitment process |

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| ICT Services | | | |
| Service | Shared Outcomes to be achieved | Client Obligation | Provider Obligation |
| Business Engagement, Strategy & Architecture services • Business Relationship Management (Mandatory) • ICT Strategy Planning Services (Optional) • Architecture Governance & Assurance Services​ (Mandatory) • Enterprise Architecture Services (Optional) • Solutions Architecture, & Design Services (Optional) • Pipeline Management (Mandatory) • Portfolio Planning & Governance (Optional) | Build strong strategic partnership between DIO and clients | Engage Provider early to ensure appropriate advice and consultation is obtained before investment into solution design • Participation in workshops • Provide access to business vision, objectives and plans and other relevant artefacts • Provision of subject matter expertise and staff engagement through the life of activity. | • Provide Business Partners who will manage and maintain Customer ICT portfolios, act as the Customer's central liaison and escalation point and ensure stronger alignment between the business and DIO • Develop ICT business strategies that support the achievement of business goals • Establish and maintain an efficient fit for purpose Enterprise Architecture framework that maximises value for the customer when making technology and information investments and will align with organisational goals and strategies   * Develop, document and agree an Enterprise Technology Roadmap that aligns with the Business Strategy and <TRANSFERRING CLUSTER> Standards and Frameworks. * Analyse and document an Enterprise Solution Design in line with all requirements and <TRANSFERRING CLUSTER> standards and Frameworks; that when delivered, will address a specific business challenge, and will enable legislative, strategic, and customer service outcomes. * Develop and document process and policy to support new Enterprise service(s) being implemented by the business, that can be internal or outward facing to the NSW Citizen. Consider customer needs and feedback to ensure high quality services are implemented and able to be supported. |
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| Project Management Office: • Information and Analytics • Stage Gate Management • Capacity Planning • Project Execution – Risk, Issue and Dependency • Governance, Change and Communication • Project Planning, Reporting and Dashboards | Provide project management tools to ensure that projects can be monitored to achieve desired outcomes and process improvements. | • Enter projects through approved and appropriate channels and provide critical information and identify business risks• Provide SMEs to participate in governance and change impact assessments | • Provide data / information on demand, strategic alignment and resource capacity  • Define and manage the project throughout its life cycle. • Manage and monitor project demand  • Manage project and program risks, issues, dependency identification and tracking • Facilitate governance forums, manage change and impact assessment assisting with informed decisions. • Maintain and track project plans, reports and dashboards for various forums to ensure projects have visibility for early intervention in the event of likely project failure. |
| Spatial, Data & Information: • Information Governance Processes, Standards and Advice • Data Management and Application Support • Data Analytics Platform and Data Access Controls | Provide tools and systems to maintain data and information governance frameworks and policy in line with business and government priorities | • Provide fit for purpose data and adhere to policy • | • Provide information governance controls and processes for information management to <TRANSFERRING CLUSTER> data.  • Provide spatial data management services, application support, spatial data access and security controls. • Provide data analytics capability and data architecture advice. |
| Records and Archive Management | Provide records management platforms to ensure safe and secure storage of records in line with policies | • Understand and adhere to policy relating to records and archive management under the NSW State Records Act | • Provide a platform for the management of records to ensure the access and cataloguing of records in accordance with the NSW State Records Act. |
| Supplier, Service and Financial Management: • Problem, Incident and Change Management • Governance – Cyber Security • Audit and Assurance • IT Contract and Vendor Management | Ensure that system and cyber security is monitored and maintained | • Participate in the CAB process • Delivery of identified changes in Line of Business systems • Ensure that employees are vigilant in relation to the potential for a cyber-security breach, and that risks are identified, managed and mitigated • | • Monitor incidents & problems across the DIO systems to enable trend analysis; run a weekly CAB process through which all systems changes are appropriately documented, consulted on and approved. • Design cyber policy for the group; monitor and track environment for indications of internal and/or external threats to the environment. • Create, distribute and monitor delivery of a group wide operational risk framework. • Assist Clients with tracking of expiry/renewal dates and assist with renewals and new contracts. |
| ICT Asset Management: • Mobile, Laptop and Software Licencing Management • IT Cost Allocation and Billing | Ensure that all devices, laptops and software are procured and used appropriately | • Advise Provider of specialised software requirements • Ensure appropriate use of devices in line with departmental policy. • Execute a Statement of Work (SOW) prior to commencement for optional ICT services and pay in accordance with the SOW agreement. | • Ensure that all laptops, iPads, mobile phones and similar hardware and software are procured through appropriate channels and that ownership records are maintained.  • Ensure that all costs are properly allocated and budgets are managed |
| Enabling Technology: • Enterprise and Business Systems • Network Services • Workplace Establishment Service • Workplace and Mobile Product • Enterprise and Business Systems • Intrusion Detection and Monitoring – Cyber Security | Support businesses to deliver services by maintaining communications and network systems. | • Raise issues through service centre • Maintain software currency for all line of business systems in line with the relevant ICT policy  • Timely request for equipment orders or service requests | • Provide adequate network environments to enable staff to communicate and access applications easily.  • Provide the standard operating environment and base suite of applications for work computers. • Provide support and maintenance for physical and cloud-based hosting services for business applications. • Minimise the impact of a cyber-attack with detection and monitoring. |
| Digital Experience and Solutions: • Digital Strategy and Service Transformation • Journey Mapping/Personas / User Stories/ Focus Groups /User Validation • Information Architecture /Wireframes / Prototypes • Product and Release Management • Digital Reporting and Analytics • Solution Development and Platform Management • User Interface Design | Assist the business to meet strategic goals for Digital Channels by providing advice on services, strategy, new initiatives or engagements. | • Participation in workshops, providing Business and Strategic plan and goals/objectives • Timely approval of documents and artefacts • Secure management of data • Timely approval of the statement of work and securing of funding. | Provide advice on services, strategy, new initiatives or engagements. • Identify current and prospective users of digital product or services. Using various research methodologies, the outcome is to understand user needs and behaviours. • Develop Information Architecture and Wireframes for Digital Products and Services and provide Solution design and platform development.  • Provide training as required |
| Transition: • Environment Analysis • Technical Environment Analysis • Business and Strategic Review • Program of Transition Works • Technical Environmental Transition • Service Provisioning | Provide clear concise records of systems, applications and technology used to ensure that services can be moved or removed efficiently when required. | • Collaborate and provide information as required to ensure the desired shared outcome can be achieved. | • Analyse the Clients changing needs and lead the collaboration with the Client to achieve the desired outcome.  • Develop Program of works for transition projects, change management, funding and resources required to ensure the changes can be implemented whilst maintaining continuity of service. |
| Application Management Services: • Support and Maintenance • Licence Management • Platform Application Development and Management  • Development and Enhancement Services • Testing and Quality Assurance • Integration Management • Vendor Engagement and Management | Maintain fit for purpose systems and services that seek to support business outcomes and delivery on government priorities | • Participation in workshops, providing Business and Strategic plan and goals/objectives • • Timely approval of documents and artefacts including Statement of Works | • Provide support and maintenance services existing line of business bespoke and platform applications. • Manage licences that directly relate to providing Application Management Services or are utilised by a bespoke application. • Manage the various products, services and vendor engagements that relate to building new system integration services   * Assist to develop new systems and changes to existing systems, and manage quality assurance and testing. |
| Incident and Service Request Management | Increase stability in the technology platform through reduction in the number of incidents to maintain strong business platforms | All incidents and Service Requests are to be logged in <INSERT DETAIL> | • Manage and monitor incidents and service requests to ensure that issues are addressed and continuity of service is maintained. |
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| Media and Communications | | | |
| Service | Shared Outcomes to be achieved | Client Obligation | Provider Obligation |
| Website content | <TRANSFERRING CLUSTER> <TRANSFERRING DEPARTMENT> website content is current and engaging | Provide brief of project, key dates and images | Web content strategy, design, publishing and evaluation |
| Graphic design | High-quality and engaging creative design | Provide brief of project, key outcomes | Creative design of digital, print and social material  • Graphic design and layout work for publications  • Social media tile design and development  • Design and brand advice - general  • Project co-ordination for complex publications (client meetings, infographics, layout, design, accessibility). |
| Media-Related Ministerial Office Support | Ministers supported for announcements aligned with <TRANSFERRING CLUSTER> and Government priorities and delivery of relevant and appropriate speeches/presentations | Brief and partner with Executive Director, business line Communications Directors and <TRANSFERRING CLUSTER> Strategic Media Team | Media and Communications support for effective announcements and external activities. |
| Media Strategy and Announcements | Ministers and <TRANSFERRING CLUSTER> LT are prepared for known issues, enabling swift and measured response if a crisis arises | Brief and partner with Executive Director and <TRANSFERRING CLUSTER> Strategic Media Team | Develop and implement effective pro-active and reactive media strategies to maximise opportunities and manage contentious issues |

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| Administrative services supporting the <INSERT MINISTER> | | | |
| **Ministerial Services** | | | |
| Coordinate responses to ministerial correspondence | Quality responses to Ministerial correspondence are coordinated and progressed within expected timeframes and standards.  High priority incoming correspondence is actioned within 24 hours.  Medium to low priority incoming correspondence is actioned within 48 hours. | • Maintain <MINISTERAL WORKFLOW SYSTEM> record to track progress and approvals. • Prepare and draft final responses. • Arrange relevant <TRANSFERRING DEPARTMENT> Executive approvals, using MO templates and formatting preferences. • Send final approved version to MSB via email. | • Register incoming correspondence in <MINISTERAL WORKFLOW SYSTEM>. • Review incoming correspondence and issue guidance or instructions to the <TRANSFERRING DEPARTMENT> as required (e.g. add briefing request, highlight issues to be addressed). • Prepare template response documents and forward to relevant business area for necessary action. • Manage referrals to other Ministers and agencies. • Review/quality assure draft correspondence before progressing to the Minister’s Office (MO). • Provide strategic oversight on cross-portfolio issues. |
| Coordinate responses to requests for briefing packages | Quality briefing packages are coordinated and provided within expected timeframes and standards.  Requests are actioned within 24 hours or appropriate timeframes if less than 24 hours. | • Maintain <MINISTERAL WORKFLOW SYSTEM> record to track progress and approvals. • Prepare briefing. • Arrange relevant Executive approvals. • Provide within specified timeframes, using MO templates and formatting preferences. • Send final approved version to MSB via email. | • Register request in <MINISTERAL WORKFLOW SYSTEM>. • Review the request, issue guidance or instructions to <TRANSFERRING DEPARTMENT> as required. • Prepare template documents and forward to relevant business area for necessary action. • Review/quality assure briefing package before progressing to the MO.  • Provide strategic oversight on cross-portfolio issues. |
| Coordinate preparation of trip and event packages | •Quality trip and event packages are coordinated and provided to the MO within expected timeframes and standards. • Requests are actioned within 24 hours as appropriate. • Event pack, including speech and Q&As if required, is provided to MO one week in advance of event, if timeframes allow. | • Maintain <MINISTERAL WORKFLOW SYSTEM> record to track progress and approvals. • Prepare event/trip package input as requested. • Seek relevant Executive approvals. • Provide event/trip input/briefs to MSB within specified timeframes using MO templates and formatting preferences. • Organise agency attendance at the event/trip (if needed). | • Register request in <MINISTERAL WORKFLOW SYSTEM>. • Review request; issue guidance and any event specific templates; liaise with the MO regarding itineraries and arrangements with other MP offices; other activities as required by the MO. • Engage, brief and liaise with professional speechwriter for ministerial speeches. • Coordinate contentious issues briefs.  • Prepare final itinerary and package of background briefings. |
| Provision of speeches for Notices of Motion (NoM) and Government announcements | Speeches are provided to MO within agreed timeframes. | • Prepare speeches, respond to NoM and other materials, as requested. • Senior staff to be available on Parliamentary sitting days to respond to urgent MO/MSB requests. • Speeches/responses to be submitted on time, endorsed by relevant Executive. | • Liaise with MO to clarify exact requirements and deadlines for speeches on NoM and Government announcements. • Register folio in <MINISTERAL WORKFLOW SYSTEM> and action request with <TRANSFERRING DEPARTMENT>.  • Deliver to the MO within agreed timeframes. |
| Coordinate responses to parliamentary questions: Questions on Notice (QON); Questions without Notice and Budget Estimates QONs and Supplementary Questions | Clear responses to parliamentary questions are provided to MO within agreed timeframes ahead of statutory deadlines. | • Maintain <MINISTERAL WORKFLOW SYSTEM> record to track progress and approvals. • Research (past responses and public information) and prepare response documents (briefing note and response where requested).  • Seek relevant Executive approvals. • Send final approved versions to MSB via email. | • Track Hansard for standard QONs. • Coordinate QONs and Supplementary Questions from Budget Estimates. • Register questions in <MINISTERAL WORKFLOW SYSTEM>, preload templates and allocate to <TRANSFERRING DEPARTMENT>. • Review/quality assure responses before progressing to the MO within statutory timeframes. |
| Coordinate Parliamentary Notes (PNs) - used for Parliament and Budget Estimates | Parliamentary Notes provided to MO within agreed timeframes. | • Senior staff to be available on Parliamentary sitting days to respond to urgent MSB requests for new/updated PNs. • Proactively scan media issues and prepare proactive PNs as necessary. • Prepare or update PNs according to deadlines set by MSB (from the MO). • Arrange required approvals by relevant Executives. | • Coordinate preparation of PNs on key issues.  • Manage requests from the MO for new/updated PNs to be provided for Parliament. • Ensure consistency in style and content of PNs across the portfolio. • Review/quality assure PNs before progressing to the MO within agreed timeframes. |
| Support Budget Estimates Committee hearings | Parliamentary Notes for Budget Estimates are provided to the MO within agreed timeframes.  Quality support is provided to the Minister, Ministerial staff and <TRANSFERRING DEPARTMENT> staff in the lead up and on the day of Budget Estimates Committee hearings.  Transcript corrections and answers to Budget Estimates QON and Supplementary Questions are provided to the MO within agreed timeframes to allow statutory deadlines to be met. | • Provide lists of suggested Parliamentary Notes to MSB. • Prepare Parliamentary Notes, endorsed by the relevant Executive. • Answer MO and MSB queries about PNs, inserting additional information as required, in a timely manner. • Ensure senior staff are available to attend preparation sessions. • Ensure senior staff are available to attend hearings as witnesses. • Work with MSB to provide support and access to relevant information on day of hearing. | • Work with the MO and <TRANSFERRING DEPARTMENT> to compile a complete list of Parliamentary Notes required. • Coordinate the preparation of a full set of agreed Parliamentary Notes with <TRANSFERRING DEPARTMENT>. • Ensure consistency across the portfolio and undertake any necessary editorial reviews.  • Submit <TRANSFERRING DEPARTMENT> notes to the MO once approved by the relevant Executives. • Prepare complete PN folders for the MO.  • Prepare electronic copy of the Minister’s folder for all Executive attendees. • Coordinate additional resources to assist witnesses at hearing.  • Coordinate agency witnesses to attend hearings and logistics for attendance • Coordinate preparation sessions for <TRANSFERRING DEPARTMENT> Executive as appropriate (internal and with MO). • Attend hearings to provide support and access to relevant information on day of hearing. • Post hearing, coordinate transcript corrections and responses to Questions on Notice and Supplementary Questions as noted above in 'Coordinate responses to parliamentary questions'. |
| Provide Hansard summaries | Hansard summary sent by email the day following Parliamentary sitting day. | • Take appropriate action in consultation with MSB. | • Review Hansard for portfolio issues. • Prepare a summary of information and QONs from Hansard relevant to the portfolio. • Distribute Hansard summary to agreed list of Ministerial and <TRANSFERRING DEPARTMENT> staff. |
| Provide early alerts, issue alerts and issue updates to Minister’s Office and senior executive staff | Early alerts and updates actions provided to the MO and Senior Executive staff within agreed timeframes. | • Contact MO directly for high priority/ critical alerts. • Send alert or update to early alert mailbox for despatch. • Alert provided in accordance with agreed approval processes and in the approved MO format. • Alert provided within general business hours, or by arrangement. • Provide after-hours alerts direct to the MO if high priority/critical alerts. | • Receive approved alerts or updates via the early alerts mailbox. • Send alert to MO and <TRANSFERRING DEPARTMENT> Senior Executives within agreed and appropriate timeframes.  • Finalise record keeping in <MINISTERAL WORKFLOW SYSTEM> and early alert mailbox. |
| Provide Departmental Liaison Officer (DLO) to the Minister’s Office | DLO provides effective administrative/strategic support to the MO so that the Minister’s staff have the information they need, when they need it.  MSB and <TRANSFERRING DEPARTMENT> Executive have a point of contact in the Minister's Office.  MSB and <TRANSFERRING DEPARTMENT> staff have a good understanding of the needs of the Minister's Office and receive well formed requests.  DLO recruitment is organised in timely manner to allow for a handover whenever possible. | • Provide funding for additional DLOs if requested by MO. • Support backfill of the DLO role where possible. • Provide support for all DLOs while in the MO. | • Provide one DLO (any additional DLOs requested by the MO to be funded by <TRANSFERRING DEPARTMENT>). • Undertake DLO recruitment through and EOI process as necessary. • Provide one day of training to the <TRANSFERRING DEPARTMENT> DLO prior to their placement in the MO. • Provide support for the DLO while in the MO. • Provide and manage records for access by DLO. • Provide liaison point between the MO and <TRANSFERRING DEPARTMENT>, via the DLO, for a majority of informal and formal written and verbal requests for advice/information from the MO. • Provide a liaison point for following up proactive requests from agencies to the MO. |
| Package and progress ministerial folios electronically to the MO.  Maintain records management system for all ministerial documents and provide regular reporting on ministerial and parliamentary correspondence and requests | Consistent approach to management of ministerial documents.  Timely and accurate reporting to provide an understanding of workload and due, overdue and completed Ministerial and parliamentary correspondence and requests.  Processes for Ministerial and parliamentary correspondence and requests meet the needs of the business area and the MO. | • Maintain <MINISTERAL WORKFLOW SYSTEM> records so that accurate reporting can be provided. • Engage with Ministerial reporting to understand <TRANSFERRING DEPARTMENT> workload, due, overdue and approved documents. • Comply with MSB advice on best practice use of <MINISTERAL WORKFLOW SYSTEM>, use of templates and processes. | •Package and progress all completed correspondence, briefings, and other documents to the MO electronically and update <MINISTERAL WORKFLOW SYSTEM> records accordingly. • Provide regular timely reports to business areas on due, overdue and completed Ministerial and parliamentary correspondence and requests. • Progress all approved <TRANSFERRING DEPARTMENT> Ministerial folios to MO electronically and complete all <MINISTERAL WORKFLOW SYSTEM> processes. • Process returned <TRANSFERRING DEPARTMENT> folios from MO and return to <TRANSFERRING DEPARTMENT> business areas with appropriate instruction. • Provide advice on best practice use of <MINISTERAL WORKFLOW SYSTEM> and records management. • Maintain and communicate processes and template improvement/updates for Ministerial and parliamentary correspondence and requests. |

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| **Business Advisory** | | | |
| **Budgeting and Forecasting** | | | |
| Deliver the <TRANSFERRING DEPARTMENT> budget and forecasts in accordance with the <RECEIVING CLUSTER> Cluster financial planning framework. | Accurate bottom up budget builds and forecasting with phasing to aligns to delivery outcomes | Review of budget allocations and provision of budget phasing to align with program delivery. Ownership of providing forecasts (and reviews) that align to current expectations of program delivery. | Review and analysis of information provided and updating the relevant systems to facilitate reporting. Bring to <TRANSFERRING DEPARTMENT> attention areas of risk requiring specific attention. |
| Work with <TRANSFERRING DEPARTMENT> business areas to accurately forecast performance and risks and opportunities | Clear identification of forecast position and program delivery risks | Providing monthly forecasts and highlighting any delivery risks as they arise. Advise of changes required to forecasts and/or budget phasing. | Review and analysis of forecasts provided and updating the relevant systems to facilitate reporting. |
| Record budgets and forecasts in cluster and <RECEIVING CLUSTER> financial systems. | Enabling accurate inclusion of <TRANSFERRING DEPARTMENT> budgets, forecasts and reporting into <RECEIVING CLUSTER> Cluster Reporting | Review and agree output from the systems for budgets and forecasts | Maintaining budgets and forecasts in the relevant systems. Communication of current information to <TRANSFERRING DEPARTMENT>. |
| Work with the business to produce draft PTA and NPPs and Carry Forwards for submission in relevant HYR or Budget rounds | To support efficient and effective delivery of State Outcomes and underlying program management | Provide timely submissions in accordance with timetables and processes outlined. Inclusion of Business Advisory in submission development meetings as necessary including all meetings with <RECEIVING CLUSTER> to discuss submissions. | To communicate and provide the plans for delivery of budget submissions in line with <RECEIVING CLUSTER> timetable requirements. Entry of data submissions into Prime, monitoring of progress and advising <TRANSFERRING DEPARTMENT> of status and results. Liaison between <RECEIVING CLUSTER> and <TRANSFERRING DEPARTMENT> on any budget submission questions. |
| **Management Reporting** | | | |
| Deliver reporting, insights and advice on financial performance (both past and forecast) | All parties are clear on the current status, risks and future delivery plans for program delivery | Make time to discuss with Business Advisory monthly reporting and to communicate risks, next steps or additional informational requirements. | Provision of timely fit for purpose monthly reporting in accordance with agreed timetable. Action any requests from monthly meetings. |
| Identify and report budget delivery risks and proposed mitigation strategies. | Early identification of budget risks to enable mitigation strategies to be developed | Review of reports and forecasts to ensure any delivery risks are communicated to Business Advisory | Update the <TRANSFERRING DEPARTMENT> budget risk register for any identified budget delivery risks and communicate to interested parties within <RECEIVING CLUSTER>. |
| **Operational Reporting** | | | |
| Together with embedded business management resources, manage the delivery of high quality strategic and operational financial performance reporting and analysis (including Outcomes Reporting), to underpin effective business planning, forecasting, budgeting, cost reporting and resource management within <TRANSFERRING DEPARTMENT> and to facilitate submission by <RECEIVING CLUSTER> of consolidated Outcome & Business Plan reporting and election commitments reporting | Monthly operational reporting adds value to the strategic management of program delivery | Review of monthly operational reporting in the context of tracking progress against Outcome delivery, both financial and non financial. Providing input to the creating of the Outcomes Business Plan components for <TRANSFERRING DEPARTMENT> as part of the <RECEIVING CLUSTER> OBP. | Sourcing, creating and providing fit for purpose reporting to track delivery of programs from an Outcomes reporting perspective. Working with <RECEIVING CLUSTER> teams to review and produce the relevant financial components of the Outcomes Business Plan |
| **Advisory Services** | | | |
| Provide advice to <TRANSFERRING DEPARTMENT> on the financial implications of its actions and drive recommendations for best outcomes for the <TRANSFERRING DEPARTMENT> focusing on structural (business viability), funding and operational issues.​ | Budget management and delivery options and scenarios are fully understood and considered | <TRANSFERRING DEPARTMENT> to keep Business Advisory informed of program delivery progress which have or may alter known understanding of budget and financial requirements. | Business Advisory to meet regularly with <TRANSFERRING DEPARTMENT> business team to understand and provide advice on financial and budget related issues |
| Review the financial aspects of ERC and Cabinet submissions in consultation with <RECEIVING CLUSTER> Corporate Services. | The financial impact of ERC and cabinet submissions are accurately reflected and considered for new initiatives being considered | <TRANSFERRING DEPARTMENT> to keep Business Advisory in the loop of upcoming ERC and Cabinet submissions and allow sufficient time in the process for Business Advisory review of the submissions and provide feedback on financial implications to ensure inclusion in final drafts as required. To include Business Advisory in discussions with <RECEIVING CLUSTER> on such submissions. | Business Advisory to review draft submissions on a timely basis and provide feedback on financial implications including budget allocations. Liaise with <RECEIVING CLUSTER> on any budget implications or clarifications that are required. |
| Provide advisory services as required as part of <RECEIVING CLUSTER> interaction with the delivery teams and Cluster Finance, that is consistent with Cluster wide outcomes. | All stakeholders are on the same page regarding the full impact of initiatives being considered, decisions being made and timing of delivery requirements | <TRANSFERRING DEPARTMENT> to keep Business Advisory informed of program delivery progress and inform where understanding of budget or technical financial accounting treatment is not clear. | Regular meetings with the <TRANSFERRING DEPARTMENT> teams to ensure financial and budget implications are known. Provide finance related training to <TRANSFERRING DEPARTMENT> staff as required. Liaison point for co-ordination of support for financial accounting advice required by the respective cluster Finance teams. Finance "transactional" support is covered by the SLA with <TRANSFERRING CLUSTER> Business Services division and Procurement. |
| Advisory support for <TRANSFERRING DEPARTMENT> | Effective Budget and financial management for <TRANSFERRING DEPARTMENT>. | <TRANSFERRING DEPARTMENT> has its own Finance team, but to keep Business Advisory across budget, forecasting and general finance related issues. | Business Advisory to provide advice as required on budget and finance related issues for <TRANSFERRING DEPARTMENT> as required and be part of liaison of such with <RECEIVING CLUSTER> and other stakeholders. <TRANSFERRING DEPARTMENT> budget and finance advice to be provided to the extent that it is not covered by the <TRANSFERRING DEPARTMENT> SLA. |

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| **Legal Services** | | | |
| **Legal services requested by or for:** | | **Other legal services, being those requested by or for <TRANSFERRING CLUSTER>** | |
| **Scope of Legal Work** | **Legal Resource from 1 April** | **Scope of Legal Work** | **Legal Resource from 1 April** |
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| **Governance** | | |
| **Function** | **Services provided by <TRANSFERRING CLUSTER>** | **<RECEIVING CLUSTER> and EnCo responsibilities** |
| Audit | Initial internal audit planning has been conducted and provided to <RECEIVING CLUSTER> with possible areas of focus for FYYY for the <TRANSFERRING DEPARTMENT>.  Provision of relevant completed internal audit reports and closed recommendations. | Internal Audits identified in FYYY plan to be considered by <RECEIVING CLUSTER> and added to the <RECEIVING CLUSTER> audit plan FYYY if assessed as appropriate by <RECEIVING CLUSTER> Internal Audit.  <RECEIVING CLUSTER> will include reports from and advice to the <TRANSFERRING DEPARTMENT> in its Audit and Risk Committee  <RECEIVING CLUSTER> to manage the TPP20-08 attestation process  Internal and external audit recommendation management |
| Risk | <TRANSFERRING DEPARTMENT> risk register completed with Executive and has now been shared with <RECEIVING CLUSTER> for inclusion in the <RECEIVING CLUSTER> enterprise risk register. | <RECEIVING CLUSTER> will provide support for risk management identification, assessment, mitigation and related advice  <RECEIVING CLUSTER> will maintain all risk records, including risk registers and risk management reports  <RECEIVING CLUSTER> will coordinate all risk management reporting including reporting to the <RECEIVING CLUSTER> Executive and <RECEIVING CLUSTER> Audit and Risk Committee. |
| Business Continuity Management | Support for ongoing business impact assessments and ongoing maintenance of business continuity plans for identified critical services.  Provide regular reporting on the above to <RECEIVING CLUSTER> for inclusion in the Audit and Risk Committee quarterly reporting | <RECEIVING CLUSTER> will ensure the identified critical services teams are available to undertake reviews, training and exercises as scheduled by <TRANSFERRING CLUSTER> Risk and Resilience Branch.  <RECEIVING CLUSTER> will ensure the identified critical services business continuity plans are current, accessible and understood by their team members.  <RECEIVING CLUSTER> will coordinate all business continuity management reporting including reporting to the <RECEIVING CLUSTER> Executive and <RECEIVING CLUSTER> Audit and Risk Committee |
| GIPA | * Receive GIPA applications * manage the document retrieval process * manage the certification process * undertake internal reviews * manage external reviews * provide training and information to <TRANSFERRING DEPARTMENT> staff * regular reporting to <RECEIVING CLUSTER> on GIPA matters | <RECEIVING CLUSTER> Secretary and <TRANSFERRING CLUSTER> Secretary to make a determination under section 65 of the *Government Sector Employment Act 2013* that employees of the <TRANSFERRING CLUSTER> GIPA and Ethics teams are employees of both <RECEIVING CLUSTER> and <TRANSFERRING CLUSTER> to enable <TRANSFERRING CLUSTER> employees to carry out functions under the GIPA, PPIP and PID Acts. |
| SO52 | Manage the process including:   * alerts * advice to business areas * work with <TRANSFERRING DEPARTMENT> to ensure timely and accurate information retrieval * coding and document management, including printing * internal certification process * drafting of relevant correspondence * liaison with DPC (in conjunction with <RECEIVING CLUSTER>) * legal review and drafting of privilege submissions * training and education for <TRANSFERRING DEPARTMENT> staff * regular reporting to <RECEIVING CLUSTER> on SO52 matters | Final certification letters for DPC, based on <TRANSFERRING CLUSTER> internal certification and recommendation from <TRANSFERRING CLUSTER> General Counsel  Participate in key meetings and discussions to ensure formal certification process can be completed in a timely manner  Legal review, including the drafting of privilege submissions. |
| Privacy | * advice and assistance regarding privacy obligations, breaches, complaints, and issues arising from the <TRANSFERRING CLUSTER> Privacy Management Plan * conduct privacy internal reviews under s.53 of the PPIP Act * Training and Information for <TRANSFERRING DEPARTMENT> staff | <RECEIVING CLUSTER> to amend relevant websites to alert the public that privacy complaints will be handled by <TRANSFERRING CLUSTER> |
| Board and Committee Appointments | Provide advice and assistance for board and committee appointments including QA of documents and liaison with DPC and PSC as required. | <RECEIVING CLUSTER> provides secretariat services to board and committees. <RECEIVING CLUSTER> manages liaison with ministerial office and drafting of & submitting relevant paperwork to Cabinet |
| Ethical Framework | * Brief <TRANSFERRING DEPARTMENT> delegates on reports of wrongdoing and agree on inquiry plan * Conduct investigations relating to reports concerning <TRANSFERRING DEPARTMENT> staff * Ethics Portal – staff declaration obligations including conflicts of interest, private interest and gift and benefit disclosures continue to be maintained and updated * <TRANSFERRING CLUSTER> to manage declaration process and provide regular quarterly reporting to <RECEIVING CLUSTER> with declarations from the Ethics Portal shared with <RECEIVING CLUSTER> * <TRANSFERRING CLUSTER> to advise <RECEIVING CLUSTER> of any incidents/breaches in policy with staff declaration compliance * Manage any outsourced investigations or consultant reviews * Drafting relevant correspondence | <RECEIVING CLUSTER> to advise <TRANSFERRING CLUSTER> of any matters that require investigation or review of staff declarations  <RECEIVING CLUSTER> to sign off on necessary correspondence  <TRANSFERRING DEPARTMENT> to fund any investigations required to be outsourced.  <RECEIVING CLUSTER> to report on staff declarations, incidents and investigations to <RECEIVING CLUSTER> Audit and Risk Committee. |
| Compliance | * <TRANSFERRING CLUSTER> to provide details of incidents in relation to breaches in legislation, policy or procedures pertaining to the Service Level Agreement so these can be reviewed by the <RECEIVING CLUSTER> Risk team and mitigations taken. * Where <TRANSFERRING CLUSTER> has responsibility under the SLA for meeting an obligation and there has been a compliance breach, work with <RECEIVING CLUSTER> Risk team to ensure these incidents are rectified. * <TRANSFERRING CLUSTER> have shared listing of compliance obligations pertaining to <TRANSFERRING DEPARTMENT> to be captured in <RECEIVING CLUSTER> compliance program. | * <RECEIVING CLUSTER> to review incidents and work with incident owners to ensure rectification taken. * <RECEIVING CLUSTER> to log and report on incidents to the Audit and Risk Committee. * <RECEIVING CLUSTER> to work with <TRANSFERRING DEPARTMENT> to document obligation register and capture in <RECEIVING CLUSTER> compliance assurance testing program. |
| Public Interest Disclosures | * Receive reports of wrongdoing (PID declarations) * Conduct and/or manage any investigations of wrongdoing, including document retrieval from <TRANSFERRING CLUSTER> systems * Drafting relevant correspondence * Brief relevant <TRANSFERRING DEPARTMENT> Executive after PID assessment | Consultation underway between <RECEIVING CLUSTER> and <TRANSFERRING CLUSTER> regarding having Ethics team members authorized under the PID Act as <RECEIVING CLUSTER> officers to assist with PID protocols and procedures.  <TRANSFERRING DEPARTMENT> to fund any investigations required to be outsourced |
| Notices to Produce (ICAC and NSW Ombudsman) | * Receive notices * Document retrieval * Investigations (as necessary) * Drafting relevant correspondence * Brief relevant <TRANSFERRING DEPARTMENT> Executive at time of receipt | <RECEIVING CLUSTER> to sign off on correspondence |
| Referrals from ICAC | * Receive referrals * Document retrieval * Investigations (as necessary) * Drafting relevant correspondence * Brief relevant <TRANSFERRING DEPARTMENT> Executive and/or <RECEIVING CLUSTER> Secretary at time of receipt | <RECEIVING CLUSTER> to sign off on correspondence |
| Complaints | Provide support and triage to <TRANSFERRING DEPARTMENT> to respond to complaints received through Feedback Assist and from referral from the Ombudsman | <RECEIVING CLUSTER> to update <TRANSFERRING CLUSTER> about the actions being taken to resolve complaints within the standard timeframe |
| Unreasonable Complainants | Provide advice to <TRANSFERRING DEPARTMENT> on processes to deal with unreasonable complainants | <RECEIVING CLUSTER> and <TRANSFERRING CLUSTER> to co-operate to ensure that processes for restricting contact are implemented fairly |