Role Description

Agency	**NSW Ombudsman**
Role Title	**Manager, Strategy**
Branch/Portfolio/Unit	**Strategy Governance Risk & Data**
Location	**Sydney CBD**
Classification/Grade/Band	**Clerk Grade 11/12**
Senior Executive Work Level Standards:	**NA**
Kind of Employment	**Ongoing or temporary**
ANZSCO Code	**132411**
PCAT Code	**2221392**
Date of Approval	**22 September 2026**
Agency Website	**www.ombo.nsw.gov.au**

Agency Overview

The NSW Ombudsman is an independent integrity agency that pursues fairness for the people of NSW. We strive to ensure that those entrusted with public power and resources fulfil their responsibilities and treat everyone fairly.

The Ombudsman has a range of statutory functions. These can be broadly grouped into the following 3 categories, which align with the office's 3 organisational portfolios:

- handling complaints about, and where necessary investigating, the conduct of public authorities and community service providers – primarily the focus of the Complaints and Investigations Portfolio
- oversighting compliance and performance of certain NSW Government and community sector programs and systems through monitoring, auditing, inquiries, conducting reviews and reporting – primarily the focus of the Systems Oversight and Reviews Portfolio
- delivering tools, guides and other resources, and providing educational and training services, to support capacity building by public authorities and community service providers – primarily the focus of the People, Performance and Sector Improvement Portfolio.

The People, Performance and Sector Improvement Portfolio is also responsible for the office's strategic, corporate and supporting functions.

Primary purpose of the role

This role will lead implementation of the NSW Ombudsman's Strategic Plan and co-ordinate associated initiatives and governance across the organisation. The role will also lead on the development of strategic papers and cross-office collaborations, such as office submissions to parliamentary inquiries or strategic internal advice.

Key accountabilities

- Implementation planning and execution of internal strategy, including implementation governance structure and processes, key performance indicators and reporting frameworks to track progress against strategic goals, providing regular status updates to the Board of Management.
- Provide leadership and program management support to the development and implementation of cross-office Strategic Projects to support delivery of the Strategic Plan.
- Collaborate with other units in the Branch (e.g. Governance Risk & Assurance / Data Analytics) to identify performance issues and strategic insights, analyse them and make recommendations for corrective action.
- Manage and maintain the process and template around Branch Plans, establishing clear connections between Strategic Plan implementation processes and Branch Plan creation, maintenance and reporting. Co-ordinate with Finance around linking with budget cycles.
- Lead the end-to-end development of high-quality strategic papers and cross-office collaborations, such as evidence-based submissions to Parliamentary Inquiries and other forums, representing the collective expertise of the office.
- Conduct environment scanning for opportunities and risks, briefing the Board of Management.
- Provide authoritative internal advice commissioned issues.
- Lead the Secretariat and / or contribute to Executive governance forums as required, including embedding strategic operating practices

Key challenges

- Creating collaborative implementation governance and reporting processes, gaining commitment from internal stakeholders to achieve effective participation.
- Developing a proportionate approach to maintaining oversight of Branch Plans and their connection to the Strategic Plan Implementation Plan.
- Balancing proactive horizon scanning, Strategic Plan implementation and the production of strategic papers.

Key relationships

Who	Why
Internal	
The Ombudsman Executive	• Gaining commitment and ongoing implementation co-operation for the Strategic Plan. • Key stakeholders and customers in the production of strategic papers.
Director, Strategy Governance Risk and Data	• Providing quality work for review and guidance. • Providing proactive recommendations for interventions from the Director to ensure success.
Direct Reports/Team managed	• Providing clear delegations and areas of responsibility • Guide, support, coach, mentor and manage performance • Review work and proposals to ensure integrity and accountability of decision making • Work collaboratively with, inspire, motivate, create a positive work environment and positive employee experience
External	
Representatives of other government agencies, and Parliament.	• Consult, provide information and support, promote, influence, negotiate and build mutually beneficial relationships • Participate and represent the organisation in committees, meetings, working parties, etc where appropriate

External networks	• Establish and maintain effective working relationships and communication to improve performance and strategies • Participate in forums, groups to represent the agency and share information • Participate in discussions regarding innovation and best practice.

Role dimensions

Decision making

The role holder is guided by legislation, office procedures, delegations and directives from the Ombudsman and the Executive. The Manager acts with day-to-day independence in planning, allocating and managing the activities of the Strategy Unit within the parameters set by the NSW Ombudsman, the Executive, Director Strategy Governance Risk and Data, the strategic plan, business plans and other policy documents.

The role holder exercises a high level of judgment in advising the NSW Ombudsman, the Executive, Director Strategy Governance Risk and Data on relevant matters, including matters that may impact on the Ombudsman's jurisdiction.

Reporting line

This role reports to Director Strategy Governance Risk and Data.

Direct reports

This role usually manages 2 people.

Budget/Expenditure

The role occupant will be a designated cost centre manager. In this regard, the role occupant will make financial decisions on behalf of the office paying due regard to financial and other considerations. The role occupant will review expenditure reports, identify discrepancies and maintain the office commitments. Specialist advice and support should be sought where required.

Essential Requirements

Employment at the NSW Ombudsman is subject to the satisfactory completion of security and related vetting including, in part, a criminal records check; signed understanding and acceptance of a range of policies; two statutory declarations relating to conflicts of interest, arrests, charges, convictions and a health declaration.

The occupant of the role is required to have appropriate tertiary qualifications or demonstrated equivalent professional experience.

It is expected the occupant of the role can demonstrate:

- High level of knowledge, skills and experience in strategy leadership, implementation and governance, as well as policy development.
- Highly effective communication and presentation skills and the ability to work with diverse stakeholders and lead the preparation of reports or documentation.
- Intellectually curious with a strong capacity for identifying innovative and strategic improvement opportunities.

It is an advantage to have:

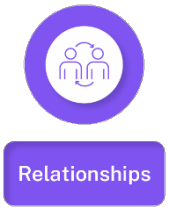
- Experience using data insights to support and improve service delivery.
- Experience in a supervisory or team leadership role.

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at The Capability Framework | NSW Public Service Commission.

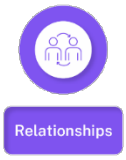
Capability summary

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

NSW Public Sector Capability Framework		
Capability Group	**Capability Name**	**Level**
	Display resilience and courage	Adept
	Act with integrity	**Adept**
	Manage self	**Advanced**
	Value diversity and inclusion	Adept
	**Communicate effectively**	**Advanced**
	Commit to customer service	Adept
	Work collaboratively	Adept
	Influence and negotiate	**Adept**
	**Deliver results**	**Advanced**
	Plan and prioritise	**Advanced**
	Think and solve problems	Adept
	Demonstrate accountability	Adept
	Finance	Intermediate
	Technology	Adept
	Procurement and contract management	Intermediate
	Project management	**Advanced**
	**Manage and develop people**	**Adept**
	Inspire direction and purpose	Adept
	Optimise business outcomes	Adept
	Manage reform and change	**Advanced**

Focus capabilities

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

Capability group/sets	Capability name	Behavioural indicators	Level
	**Act with integrity** Be ethical and professional, and uphold and promote the public sector values	• Represent your organisation in an honest, ethical and professional way and encourage others to do so • Act professionally and support a culture of integrity • Identify and explain ethical issues and set an example for others to follow • Promote a workplace culture that values high ethical standards and behaviour • Act to prevent and report misconduct and inappropriate behaviour • Put strategies in place to manage and monitor conflicts of interest • Ensure that others are aware of and understand the legislation and policy framework within which they operate	Adept
	**Manage self** Be persistent, self-reflect and commit to learning	• Be a professional role model for colleagues, set high personal goals and take pride in achieving them • Actively seek, reflect on and act on feedback about your performance • Reflect on and use negative feedback as an opportunity for growth and improvement • Take the initiative and act in a decisive way • Pursue and apply new knowledge and practices relevant to your organisation to improve outcomes	Advanced
	**Communicate effectively** Communicate clearly, pay attention to others, and respond with understanding and respect	• Present with credibility, engage diverse audiences and test whether they understand you • Translate technical and complex information clearly and concisely for different audiences • Create opportunities for others to contribute to discussion and debate • Set an example by promoting information sharing across your organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to share information and communicate with diverse audiences • Leverage insights from people with lived experience to shape communication and engagement strategies • Write clearly, concisely and persuasively in a range of styles and formats	Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
	**Deliver results** Achieve results by using resources efficiently and committing to quality outcomes	• Seek and apply the expertise of key individuals to achieve business outcomes • Lead a culture of achievement and acknowledge others' input • Determine how outcomes will be measured and guide others on evaluation methods • Investigate and create opportunities to enhance the achievement of business objectives • Make sure others understand the need for on-time and on-budget results and how success is defined • Control business unit output to ensure government outcomes are achieved within budget and on time • Progress organisational priorities and ensure resources are acquired and used effectively	Advanced
	**Plan and prioritise** Plan to achieve priority outcomes and respond flexibly to changing circumstances	• Understand the links between the business unit, your organisation and the whole-of-government agenda • Ensure business plan goals are clear and appropriate and include contingency provisions • Monitor how initiatives are progressing and adjust them as needed • Anticipate, assess and respond appropriately to the impact of changes, including government policy and economic conditions, on business plans and initiatives • Consider the implications of a wide range of complex issues and shift business priorities when necessary • Support and lead your organisation through change, and evaluate processes and outcomes to inform future planning	Advanced
	**Project management** Understand and use effective ways to plan, coordinate and control projects	• Prepare and review project scope and business cases for projects with multiple interdependencies • Use key subject matter experts' knowledge to inform project plans and directions • Design and implement effective stakeholder communication strategies for all project stages • Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning • Develop strategies to correct projects if they vary from their plans • Manage transitions between project stages and ensure any changes to projects are consistent with organisational goals • Participate in governance processes, such as project steering group	Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
	**Manage and develop people** Engage with and motivate staff, and develop their capability and potential	• Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes • Adjust performance development processes to meet the diverse abilities and needs of individuals and teams • Develop work plans that consider capability, strengths and opportunities for development • Be aware of the effects of bias when managing team members • Seek feedback about your management capabilities and develop strategies to improve on them • Address and resolve team and individual performance issues, including unsatisfactory performance, promptly and effectively • Monitor and report on team performance in line with established performance development frameworks • Develop positive relationships to ensure cultural safety and trust between team members	Adept
	**Manage reform and change** Support and champion change, and help others to engage with change	• Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty • Help others to address emerging challenges and risks and build support for change initiatives • Translate change initiatives into practical strategies and explain these to staff, including their role in implementing them • Implement structured change management processes to identify and develop responses to workplace cultural barriers • Create an environment where people are encouraged to share different views	Advanced