

derwent

Executive Brief

Service NSW

Chief Digital Officer

September 2026



**Service
NSW**

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Service NSW

Chief Digital Officer

- Transform how customers interact with government through high impact services used by millions every day
- Blend in-house engineering with market leading platforms and technologies to deliver world class digital programs at scale
- Be part of a team focused on customer outcomes, inclusion, care and purpose

Service NSW is making it easier for people and businesses across NSW to access government services. Since launching in July 2013, the organisation has successfully transformed and streamlined public service delivery with digital solutions and an award-winning culture of passion and teamwork. The Digital team has made access to government services better and always available.

The Opportunity

This is a rare opportunity to lead one of the most significant digital transformation agendas in the public sector, delivering services that millions of people across New South Wales rely on every day. The Chief Digital Officer (CDO) defines and executes digital, data and cyber security strategy to deliver the government's priorities and objectives through a customer-first digital approach. As a key member of the Executive Leadership Team, the CDO will lead complex digital transformation across the organisation. The role will build trusted and collaborative partnerships across internal and external stakeholders and develop a sustainable enterprise-wide digital operating model that delivers value through iterative improvement informed by industry best practice. We are seeking an influential and proven executive who can balance strategic transformation with delivery acumen and operational excellence.

What You Will Bring

- Extensive proven experience, ideally in business management and/or IT, with strong business acumen. Technical depth across digital, data and cyber security portfolios is essential.
- You will have led and delivered successful large-scale customer facing digital transformation and modernisation programs and have a track record in making decisions of scale and impact.
- It is important that you have proven capability leading large cross-functional teams and complex enterprise-wide programs, preferably in a commercial consumer services environment. We are looking for someone who has a history of innovation with product, business models and service channels.
- Influential executive level leadership experience is required, and you must be comfortable operating in organisations of scale and complexity with a strong focus on relationship building to achieve outcomes.
- Public sector experience is not required but experience managing complex stakeholder relationships for the benefit of a consumer audience is essential. You must be comfortable balancing transformation, risk and service continuity while leading large-scale change.

To Apply

Please forward your application including a current CV of no more than four pages to Derwent Search via our website at derwentsearch.com.au/jobs. Applications close on 29 September 2026.

For a confidential discussion about the role, you are welcome to contact Joanne Davies at jdavies@derwentsearch.com.au referencing job 34912.

The Organisation

Service NSW is a NSW Government Executive Agency that joined Department of Customer Service on 1 July 2019 and is the one-stop shop for residents and business owners across NSW, providing streamlined access to a wide range of government services.

Service NSW operates an omnichannel network which includes Service Centres, Contact Centres, Mobile Service Centres, Driver Testing Centres, Business Concierges, Council Agencies, the Service NSW website, the Service NSW mobile app, the Service NSW Business Bureau mobile app mobile and Business Profile, making it easier for people, businesses and communities to access the support and services they need.

The organisation is central to delivering the NSW Government's performance and wellbeing outcomes. It helps ensure government services are accessible, effective and integrated and enables people and businesses to engage with digital services confidently, contributing to a government that is coordinated, transparent and trusted.

Service NSW achieve this by offering a customer-centric, single point of contact for NSW Government services. Whether it's simplifying digital experiences, expanding face-to face services across metropolitan, regional and remote areas, or supporting frontline teams, the organisation is committed to make every interaction with government easier and more intuitive.

Beyond facilitating transactions on behalf of partner agencies, Service NSW delivers a wide range of functions that connect people, businesses and communities to vital support. This includes distributing vouchers, grants and rebates to stimulate the economy and support recovery from events such as natural disasters. Looking forward, the focus remains on expanding and refining current offerings to build Service NSW into a complete, trusted one-stop shop for government service delivery, making life easier for the people and businesses of NSW

Service NSW purpose, vision and values

- Purpose: One stop access and connection to accessible, high quality, safe, trusted and efficient customer service on behalf of the NSW Government and its partners.
- Vision: Making NSW a safer, fairer, easier and more productive place to live and work for people, businesses and communities.
- Values: Service NSW embraces the government sector core values and their underpinning principles of integrity, trust, service and accountability.

Service NSW Towards 2030 Strategy

In June 2023, Service NSW launched a new five-year strategic plan named Towards 2030. The Service NSW Towards 2030 Strategy on a Page outlines the strategic priorities for Service NSW over the next 5 years and can be seen below.

Vision	Making NSW a safer, fairer, easier and more productive place to live and work for people, businesses and communities. Purpose: One stop access and connection to accessible, high quality, safe, trusted and efficient customer service on behalf of the NSW Government and our partners.				
Outcomes	 1. Digital Enablement Integrated, secure & simplified digitally-driven omni-channel engagement.	 2. Fair & Efficient Processes Proactive customer service experience that is easy, inclusive, fair, efficient & safe for customers & partners.	 3. Cross Sector Partnerships Partners choose Service NSW for trusted delivery of tailored, cost-efficient services & programs.	 4. Operational Excellence Efficient & effective delivery of services with effective governance practices.	 5. People at Our Core Connected, capable & inclusive workforce, committed to delivering exceptional services to our communities.
Key Organisational Shifts	Enhance digital leadership through scalable, integrated, safer and easier solutions with inclusive design. Deliver trusted data governance through best-in-class technologies, AI and cybersecurity.	Systematise cross-agency collaboration to expand Customer Care . Improvement in efficiency and ease of customer experience with a single view of customer .	Full cost recovered fee for service agreements and proactive business development. Proactive engagement with partners to deliver strategic services that drive whole of government efficiency	Disciplined financial, resource & risk management. Integrated services matching resources to demand. Continuous improvement in driving efficiency for customers, partners and SNSW. Optimised service delivery across SNSW, LSC and BDM with aligned metrics.	Transparent priorities that drive alignment and shared purpose. Proactive culture that has health, safety and wellbeing embedded into everyday work practices Uplift in leadership capability , enhanced role clarity and internal mobility.
Measuring Success	Inclusive services and experiences Customer Satisfaction First time resolution and effort Customer trust score		Partner retention Partner recommendation Cost recovery Partner trust scores		Engagement survey results Performance agreement completion rates Workforce metrics

The Role

Job Title:	Chief Digital Officer
Department:	Service NSW
Location:	Sydney
Reporting line:	Greg Wells, Managing Director
Direct reports:	This role has up to 8 direct reports (team of 400+)

Position Overview

The Chief Digital Officer will define and executes the Agency's digital, data, and cyber security strategy to deliver organisational and NSW Government priorities and objectives through a world class customer-centred digital approach that drives a culture of risk management, awareness, capability, and supports greater resilience to cyber security threats. Build trusted and collaborative partnerships across internal and external stakeholders and develop a sustainable enterprise-wide digital operating model that delivers value through iterative improvement informed by industry best practice.

This role operates with a high degree of autonomy and holds full enterprise-wide accountability for strategic direction, decision making and governance across digital, data and cyber security. The Chief Digital Officer exercises authoritative judgement in setting and integrating digital transformation, platform architecture, information management and cyber security strategies that underpin Service NSW operations and NSW Government priorities.

The role makes decisions of significant scale and impact, including determining digital and cyber risk appetite, protecting critical systems and information assets, managing cyber risk and incidents, and approving major investments, platforms and technologies that influence organisational resilience, customer trust and service continuity. Operating within complex technical, regulatory and stakeholder environments, all decisions balance innovation with security, privacy and long-term sustainability and are made with full accountability for strategic, operational and customer outcomes across Service NSW, shared services and interagency digital integration

Key responsibilities:

Digital Transformation and Platform Strategy

- Lead and drive continued digital transformation across the organisation, ensuring executive leadership and strategic oversight of the effective implementation of lean, agile and product delivery frameworks
- Lead and drive the implementation of an enterprise-wide platform architecture that enables the integration of all digital channels, including cyber security, the expansion of digital services, and the delivery of value-adding customer insights across the Agency
- Develop evidence-based business and investment cases and proactively search for opportunities to inform the digital future state of the Agency

Stakeholder Partnerships and Operating Model

- Drive collaboration and enduring partnerships across public and private sectors to inform the design and execution of a digital and data vision that delivers leading and innovative digital capability
- Lead and drive the design and execution of a sustainable and agile operating model that supports the development and growth of a contemporary digital workforce, through effective budgetary practices that can scale to support emerging initiatives

Leadership and Security

- Provide executive leadership and direction to the senior leadership team and their cross-functional product teams to develop and improve products and deliver superior customer service and business outcomes
- Partner with internal and external cyber, privacy and fraud functions to develop and maintain a safe and secure digital ecosystem resilient to evolving external threats

- Provide executive leadership and oversight to enable on-time delivery of all digital and cyber security strategic programs of work
- Proven leadership of successful digital transformation projects Extensive experience leading large cross-functional teams and complex enterprise-wide programs, preferably in a commercial consumer services environment
- Extensive experience innovating products and business models, business transformation and developing new service channels

Personal attributes

- Open and honest, prepared to express views and willing to accept and commit to change, raising critical issues and making difficult decisions with clarity and accountability (Display Resilience and Courage)
- Committed to embedding a high-quality, customer-focused culture in line with public sector and organisational objectives (Commit to Customer Service)
- Skilled at gaining consensus and commitment from others, resolving issues and conflicts, and representing the organisation in critical and cross-jurisdictional negotiations (Influence and Negotiate)

Essential/desired criteria

- Extensive proven experience, ideally in business management and/or IT, with strong business acumen
- Proven leadership of successful large-scale customer facing digital transformation projects
- Extensive experience in leading large cross-functional teams and complex enterprise-wide programs, preferably in a commercial consumer services environment
- Extensive experience innovating products and business models, business transformation and developing new service channels

Key challenges

- Leading the establishment and maintenance of an organisational culture which embraces change and innovation, continuous development and improvement to enhance techniques, methods, systems, policies or to relate precedent in new situations within an environment of divergent views
- Leading digital transformation that balances a customer centric view of current, new and future products and solutions, whilst maintaining commitment to efficient business operations
- Engaging and influencing key stakeholders/decision makers within the Organisation and across Government in an environment characterised by conflicting positions, technical, legal and policy complexity, and divergent views
- Leading digital transformation that balances a customer centric view of current, new and future products and solutions, whilst maintaining commitment to efficient business operations

Additional Information

<https://www.service.nsw.gov.au/>

Managing Director



Greg Wells, Managing Director, Service NSW

Greg Wells is a leader who is passionate about services and technology that enable genuine customer impact and foster collaboration. He has more than 20 years of experience in delivering major programs and strategic development that drive government reform and better customer outcomes and continue to transform NSW into a global leader.

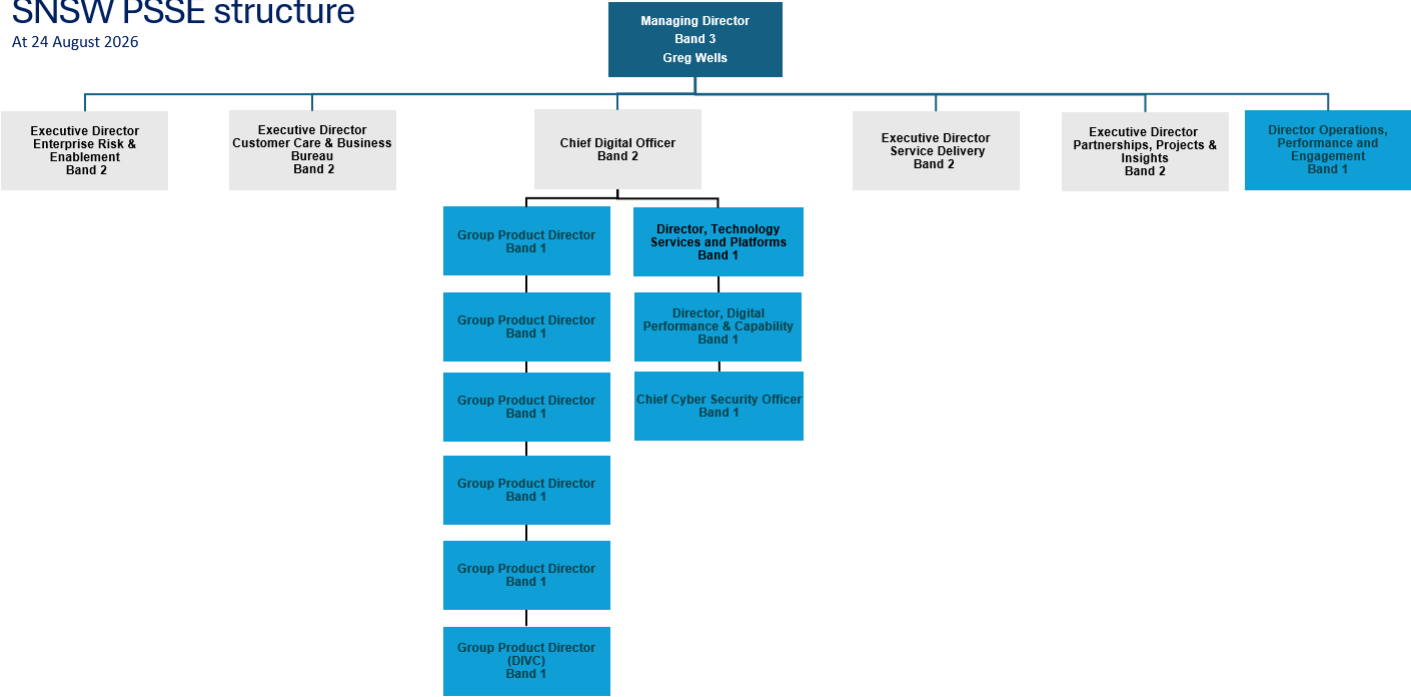
Key relationships

Who - Internal	Why
Minister's Office	• Provide strategic advice and assurance that broader government policy relating to corporate matters is appropriately implemented • Collaborate and foster open relationships to expedite responses and information transfer • Build and maintain positive, collaborative, and trusted relationships • Consult and provide accurate information, professional advice and timely responses to queries and issues
Manager	• Manager Escalate issues, keep informed, receive guidance and instructions and contribute to decision making • Consult, support, receive direction, provide updates and authoritative information and advice • Identify sensitive issues, risk & opportunities and recommend potential solutions • Provide regular updates on key projects/programs and priorities
Executive	• Provide expert strategic product advice to influence decisions regarding the business initiatives, including innovation, change and business improvement. • Alert to operational or service issues which may escalate, or which may have State-wide impact • Communicate information related to performance against budget and potential variations which may have impact on budgeting or budget performance at the cluster level • Achieve endorsement of strategic and corporate plans and goals
Direct report/s	• Provide leadership and expert and authoritative advice to implement best practice and resolve issues • Inspire and motivate, provide leadership and support • Set overall performance expectations and oversight the implementation of effective performance management frameworks and processes
Customer and Stakeholders	• Maintain effective, collaborative relationships and partnerships with DCS Corporate Service and Digital NSW stakeholders • Build trusted and collaborative partnerships and develop a sustainable enterprise-wide digital operating model that delivers value through iterative improvement informed by industry best practice. • Build a sustainable operating model with DCS, particularly in relation to shared services and end user devices implementing robust end-to-end monitoring of services to implement a sustainable partnership. • Establish effective networks with other Senior Executives and with similar roles across cluster, to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues
Who - External	Why
Vendors/Service Providers	• Lead the establishment and maintenance of value-based relationships to drive business requirements
Other Government Agencies	• Maintain effective, collaborative relationships and partnerships with other NSW Government stakeholders outside of Service NSW and Cluster • Establish effective networks with other Senior Executives and with similar roles across other jurisdictions, to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues • Lead the establishment and maintenance of value-based relationships to meet business requirements
Other jurisdictions	• Exchange market intelligence, performance benchmarking information, innovations, and other matters of mutual interest to evaluate and enhance the effectiveness and quality of products and services

Organisational Chart

SNSW PSSE structure

At 24 August 2026



Focus capabilities

Capability group/sets	Capability name	Behavioural indicators	Level
 Personal attributes	Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	• Create an organisational culture that encourages and supports openness, persistence and genuine debate about issues • Clearly explain and support agreed positions while staying open to valid suggestions for changes • Raise critical issues, make difficult decisions with clarity and accountability • Respond to significant, complex and new challenges with a high level of resilience and persistence • Use a range of strategies to respond constructively and act as a stabilising influence even in the most challenging situations • Recognise the need for change and create an environment that welcomes continuous improvement and adaptability	Highly Advanced
 Relationships	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	• Create an organisational culture that embraces high-quality customer service by listening to and valuing insights from customers and communities • Communicate and negotiate with stakeholders on strategic issues related to government policy, customer service standards and accessibility, and provide expert, influential advice • Ensure your organisation's strategic planning processes prioritise customer experience • Ensure management systems and processes support service delivery outcomes for diverse customers • Set overall performance standards for service delivery across your organisation and monitor compliance	Highly Advanced
 Relationships	Work Collaboratively Collaborate with others and value their contribution	• Create an organisational culture and supporting systems that help communicate and share information and learning across the sector • Publicly celebrate when collaboration leads to successful outcomes • Seek out and facilitate opportunities to collaborate with stakeholders across your organisation, government and other jurisdictions to develop solutions • Identify and address challenges to collaborating with internal and external stakeholders • Champion cultural capability and inclusivity as cornerstones of collaborative working	Highly Advanced



Relationships

Influence and Negotiate

Gain consensus and commitment from others, and resolve issues and conflicts

- Use evidence, expert advice and feedback to shape your negotiation strategy and reach effective solutions
- Influence outcomes with sound arguments, strong evidence, quality data and expert opinion
- Determine and communicate your organisation's position and bargaining strategy
- Represent your organisation in critical and challenging negotiations, including those that are cross-jurisdictional
- Achieve effective solutions when dealing with unclear or conflicting positions
- Anticipate and minimise conflict across organisations and with senior internal and external stakeholders
- Identify contentious issues, facilitate discussion and debate, and steer parties towards an effective resolution

Highly
Advanced



Results

Deliver Results

Achieve results by using resources efficiently and committing to quality outcomes

- Use your professional knowledge and the expertise of others to drive organisational and government objectives
- Create a culture of achievement, fostering on-time and on-budget quality outcomes for the organisation
- Identify and remove potential barriers to achieving outcomes
- Establish systems to ensure all staff can identify direct connections between their work and your organisation's outcomes
- Identify, recognise and celebrate success
- Set and communicate high-level priorities for your organisation to achieve government outcomes

Highly
Advanced



Business
enablers

Technology

Understand and use available technologies to maximise efficiencies and effectiveness

- Maintain current knowledge of the application of emerging and accessible technology and best practices, providing advice and seeking expert advice
- Put governance frameworks in place to ensure technology delivers value, and initiatives that pose unacceptable risks or misalignment are adjusted or stopped
- Establish effective governance to ensure organisational compliance with cyber security and acceptable use of technology policies, including record keeping, cybersecurity, privacy, responsible artificial intelligence use, and single points of failure
- Critically assess business cases that support introducing technology to ensure clear business needs, public value and full assessment of total cost
- Lead system strategies that have clear business cases, make user needs central to design, and ensure strategies are efficient and future-proofed to maximise long-term public value

Highly
Advanced



Inspire Direction and Purpose

Communicate goals, priorities and vision, and recognise achievements

- Help others to understand the links between government policy, organisational goals and public value
- Present information in an engaging way to build a shared sense of direction, clarify priorities and goals, and inspire and prepare others to achieve them
- Work with others to translate strategic direction into operational goals and build a shared understanding of the link between your organisation's goals and core business outcomes
- Create opportunities for recognising and celebrating high performance at the individual and team level
- Inspire confidence and cultivate an attitude of openness and curiosity when tackling future challenges

Advanced

Occupation specific capability set

Capability group/sets	Capability name	Behavioural indicators	Level
 SFIA	Strategic Planning Creating and maintaining organisational-level strategies to align overall business plans, actions and resources with high-level business objectives	• Sets policies, standards and guidelines for how the organisation conducts strategy development and planning • Leads and manages the creation or review of a strategy that meets the requirements of the business • Develops, communicates, implements and reviews the processes which embed strategic management in the operational management of the organisation	Level 6 -- ITSP
 SFIA	Enterprise and Business Architecture Aligning an organisation's technology strategy with its business mission, strategy and processes and documenting this using architectural models	• Develops enterprise-wide architecture and processes to embed strategic change management within the organisation • Leads the creation and review of a systems capability strategy aligned with business requirements. Develops roadmaps for enterprise architecture and initiatives, ensuring stakeholder buy-in • Captures and prioritises market and environmental trends, business strategies and objectives, identifying alternative strategies. Develops business cases for approval, funding and prioritisation of high-level initiatives • Sets strategies, policies, standards and practices to ensure compliance between business strategies, technology strategies and enterprise transformation activities	Level 6 - STPL

Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

Capability group/sets	Capability name	Description	Level
 Personal attributes	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Advanced
 Personal attributes	Manage Self	Be persistent, self-reflect and commit to learning	Advanced
 Personal attributes	Value Diversity and Inclusion	Be inclusive and respect diverse backgrounds, experiences and perspectives	Advanced
 Relationships	Communicate Effectively	Communicate clearly, pay attention to others and respond with understanding and respect	Advanced
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
 Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
 Results	Demonstrate Accountability	Be proactive and responsible for your actions, and follow legislation, policy and guidelines	Advanced
 Business enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Advanced
 Business enablers	Procurement and Contract Management	Understand and use procurement processes to ensure effective purchasing and contract performance	Advanced
 Business enablers	Project Management	Understand and use effective ways to plan, coordinate and control projects	Adept
 People management	Manage and Develop People	Engage with and motivate staff, and develop their capability and potential	Advanced
 People management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Advanced

Occupation specific capability set

Capability group/sets	Capability name	Description	Level
 SFIA	Innovation Management	Identifying, prioritising, incubating and exploiting opportunities provided by information, communication and digital technologies	Level 7 – INOV
 SFIA	Emerging Technology Monitoring	Identifying and assessing new and emerging technologies, products, services, methods and techniques	Level 6 – EMRG
 SFIA	Measurement	Developing and operating a measurement capability to support agreed organisational information needs	Level 6 – MEAS

Contact Us

Thank you for your interest in this opportunity. For a confidential conversation or to learn more, please reach out using the contact details below.



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