

Role Description

Manager, Asset Strategy and Planning



Cluster	Creative Industries, Tourism, Hospitality and Sport
Department/Agency	Office of Sport
Division/Branch/Unit	Centres, Venues and Regions, Asset Management
Role number	TBC
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	132211
PCAT Code	3113392
Date of Approval	05 September 2024
Agency Website	www.sport.nsw.gov.au

Agency overview

The Office of Sport is the lead NSW Government agency for sport and active recreation. With a vision of sport and active recreation creating healthier people, connecting communities and making a stronger NSW, we provide the people of NSW with the leadership, policies, programs, funding and infrastructure necessary to maximise the social, health and economic benefits realised through this valued sector.

Our work is spread across NSW, with ten Sport and Recreation Centres, five Olympic Sport Venues and offices throughout the state.

Primary purpose of the role

The Manager, Asset Strategy and Planning is responsible for the delivery of high-quality asset management systems and policies and preparing portfolio investment programs to ensure the Office's assets are fit and suitable for purpose.

Key accountabilities

- Lead the development and implementation of the Office's Strategic Asset Management Plan, Asset Management Plans, Asset Management Strategy, Asset Management Policy and Asset Management Framework, in accordance with the NSW Government's Asset Management Policy.
- Lead asset investment decision-making processes including the development of business cases and funding submissions.
- Establish and drive continuous efforts to improve agency asset management capabilities in strategy and planning, processes and practices, and data and information.
- Lead implementation of agency asset management governance and risk management frameworks to identify, prioritise and mitigate asset performance and risk.
- Lead the planning of asset portfolio investment programs to ensure that they address portfolio performance and are appropriate, meet standards, are aligned with the direction and activities of the Office and are achievable.
- Lead the preparation of annual budget bids and Capital Investment Plans in accordance with Treasury requirements.
- Manage resources, including internal staff and specialist consultants and contractors, to deliver strategy and planning outputs.

- Ensure compliance with the NSW Government's Asset Management Policy including leading asset management assurance and associated Infrastructure NSW and NSW Treasury requirements.
- Lead NSW Government Gateway assurance processes, as required.
- Actively promote asset management vision and direction across the agency.
- Project manage and contribute to other significant projects, as determined by the Director, Customer Operations.

Key challenges

- Influencing decision making with regard to asset strategy and budget allocations for portfolio investment while being sensitive to, and aware of, the needs of key internal and external stakeholders.
- Advising and supporting the Executive and the Minister for Sport on asset management and development strategies and opportunities to ensure that decisions result in the best use of resources to achieve the best outcomes.
- Developing and growing a team in a dynamic operating context and building productive relationships across diverse stakeholder groups to understand their respective interests and expectations and develop forward thinking asset management advice.
- Communicating often complex specialist technical information to internal stakeholders and decision makers that may have limited technical or subject matter knowledge. Requires:
 - high level stakeholder engagement throughout the program lifecycle
 - a strong customer service approach and written and oral communication skills to influence informed decision making.

Key relationships

Internal

Who	Why
Director, Customer Operations and Executive	<ul style="list-style-type: none"> • Provide specialist advice, analysis and solutions. • Collaborate to develop persuasive briefings, policies, guidelines, program plans, stakeholder presentations and other ad hoc advice. • Escalate issues, keep informed, advise and receive instructions.
Senior Managers	<ul style="list-style-type: none"> • Liaison regarding asset strategy, planning and priorities.
Direct reports	<ul style="list-style-type: none"> • Coach, mentor, guide and support to build professional expertise and capabilities, achieve agreed priorities and deliver customer focused outcomes. • Set performance expectations and manage performance and development. • Manage and oversee delivery of work assignments and priorities.
Staff across the Office	<ul style="list-style-type: none"> • Oversight and liaison regarding asset strategy and program development and project delivery.

External

Who	Why
Treasury / Infrastructure NSW / other Government agencies	<ul style="list-style-type: none">• Maintain effective working relationships.• Prepare and provide accurate advice and guidance.• Engage and consult on the development, delivery and evaluation of projects.• Identify stakeholder interests, manage expectations and resolve issues to achieve mutually beneficial courses of action.

Role dimensions

Decision making

The Manager, Asset Strategy and Planning has a substantial level of autonomy regarding decision making required to drive the Office's asset strategy, program planning and overall asset performance.

Decisions on matters outside the Manager, Asset Strategy and Planning accountabilities and on issues that are contentious or sensitive and may impact on the reputation of the Agency are escalated to the Director Customer Operations.

Reporting line

Director Customer Operations.

Direct reports

The Manager, Asset Strategy and Planning will be assigned direct reports, overseeing their work program and will manage consultants and contractors, as needed.

Budget/Expenditure

Financial Delegation up to \$75,000

Key knowledge and experience

- Demonstrated experience in asset management, strategy, asset planning and investment and whole-of-government compliance requirements.
- Demonstrated senior leadership and project management experience.
- High attention to detail and excellent organisational and time management skills.
- Knowledge of relevant statutory compliance and management requirements.
- Experience in operating and managing an asset management system is considered favourable, but not essential.

Essential requirements

- National Criminal Records Check.

Capabilities for the role



The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

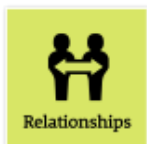
The capabilities are separated into focus capabilities and complementary capabilities.

Focus capabilities

Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

Capability group/sets	Capability name	Behavioural indicators	Level
	Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	Act as a professional role model for colleagues, set high personal goals and take pride in their achievement Actively seek, reflect and act on feedback on own performance Translate negative feedback into an opportunity to improve Take the initiative and act in a decisive way Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation	Advanced
	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	Tailor communication to diverse audiences Clearly explain complex concepts and arguments to individuals and groups Create opportunities for others to be heard, listen attentively and encourage them to express their views Share information across teams and units to enable informed decision making Write fluently in plain English and in a range of styles and formats Use contemporary communication channels to share information, engage and interact with diverse audiences	Adept

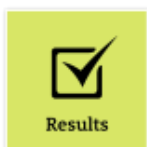


Commit to Customer Service

Provide customer-focused services in line with public sector and organisational objectives

Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience
Ensure systems are in place to capture customer service insights to improve services
Initiate and develop partnerships with customers to define and evaluate service performance outcomes
Promote and manage alliances within the organisation and across the public, private and community sectors
Liaise with senior stakeholders on key issues and provide expert and influential advice
Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches
Ensure that the organisation's systems, processes, policies and programs respond to customer needs

Advanced

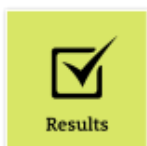


Deliver Results

Achieve results through the efficient use of resources and a commitment to quality outcomes

Seek and apply the expertise of key individuals to achieve organisational outcomes
Drive a culture of achievement and acknowledge input from others
Determine how outcomes will be measured and guide others on evaluation methods
Investigate and create opportunities to enhance the achievement of organisational objectives
Make sure others understand that on-time and on-budget results are required and how overall success is defined
Control business unit output to ensure government outcomes are achieved within budgets
Progress organisational priorities and ensure that resources are acquired and used effectively

Advanced



Plan and Prioritise

Plan to achieve priority outcomes and respond flexibly to changing circumstances

Understand the links between the business unit, organisation and the whole-of-government agenda
Ensure business plan goals are clear and appropriate and include contingency provisions
Monitor the progress of initiatives and make necessary adjustments
Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately
Consider the implications of a wide range of complex issues and shift business priorities when necessary
Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning

Advanced



Procurement and Contract Management

Understand and apply procurement processes to ensure effective purchasing and contract performance

Ensure that employees and contractors apply government and organisational procurement and contract management policies
Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions
Promote effective risk management in procurement
Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes
Represent the organisation in resolving complex or sensitive disputes with providers, suppliers and contractors

Advanced

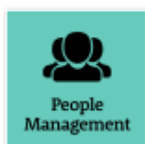


Project Management

Understand and apply effective planning, coordination and control methods

Prepare and review project scope and business cases for projects with multiple interdependencies
Access key subject-matter experts' knowledge to inform project plans and directions
Design and implement effective stakeholder engagement and communications strategies for all project stages
Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning
Develop effective strategies to remedy variances from project plans and minimise impact
Manage transitions between project stages and ensure that changes are consistent with organisational goals
Participate in governance processes such as project steering groups

Advanced

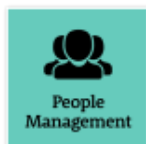


Manage and Develop People

Engage and motivate staff, and develop capability and potential in others

Refine roles and responsibilities over time to achieve better business outcomes
Recognise talent, develop team capability and undertake succession planning
Coach and mentor staff and encourage professional development and continuous learning
Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation
Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives

Advanced



Inspire Direction and Purpose

Communicate goals, priorities and vision, and recognise achievements









Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value
Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these
Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes
Create opportunities for recognising and celebrating high performance at the individual and team level
Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges




Advanced

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
	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
	Work Collaboratively	Collaborate with others and value their contribution	Adept
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept

	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept