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| **Cluster** | Planning, Industry and Environment |
| **Agency** | Department of Planning Industry and Environment |
| **Division/Branch/Unit** | Place, Design & Public Spaces / Sydney Olympic Park Authority |
| **Location** | Sydney |
| **Classification/Grade/Band** | Senior Executive Band 1 |
| **Senior Executive Work Level Standards** | Work Contribution Stream: Operational/Service Delivery |
| **PCAT Code** | 111211 |
| **ANZSCO Code** | 3139111 |
| **Date of Approval** | December 2019 (updated July 2021) |
| **Agency Website** | www.dpie.nsw.gov.au |

# Agency overview

Our vision is to create thriving environments, communities and economies for the people of New South Wales. We focus on some of the biggest issues facing our state. We deliver sustainable water resource and environment management, secure our energy supply, oversee our planning system, maximise community benefit from government land and property, and create the conditions for a prosperous state. We strive to be a high-performing, world-class public service organisation that celebrates and reflects the full diversity of the community we serve and seeks to embed Aboriginal cultural awareness and knowledge throughout the department.

Sydney Olympic Park Authority are custodians of the Park (a recognised 6 Star Green Star Community), with a strong commitment to creating a vibrant, sustainable community within an unequalled destination for sport, entertainment, recreation and business and one of Australia’s largest and most diverse urban parklands.

Sydney Olympic Park Authority is part of the Place, Design & Public Spaces Division in the Department of Planning, Industry and Environment cluster of the NSW government. The Authority has four business units:

1. Commercial
2. Asset Management and Environmental Services
3. Venue Management, and
4. Place Management

# Primary purpose of the role

The Director Asset Management is the Authority’s strategic advisor on total asset management for the $3.0 billion portfolio of land, buildings, equipment and infrastructure assets located across Sydney Olympic Park’s sports venues, parklands, and event precincts.

# Key accountabilities

* Lead, manage, direct and maintain the strategic and tactical asset management planning, and reliability framework for SOPA's $3.0 billion portfolio of land, buildings, equipment and infrastructure assets.
* Establish effective systems and processes to enhance the connection between SOPA's long-term service obligations and the particular elements of the asset portfolio that facilitate the delivery of those services including accurate and timely contract administration and integration of maintenance with appropriate asset lifecycle strategies.
* Define, implement and report on utilisation programs for assets with a specific emphasis upon achieving enhanced usage levels and commercial returns.
* Prepare and maintain an effective rolling 10-year program of asset creation projects and prepare the associated business cases, procurement actions, and progress reports.
* Provide team leadership and supervise the performance of direct reports by setting work objectives, assessing performance and providing feedback, development and coaching to develop staff capabilities and meet work objectives.
* Lead and oversee SOPA’s WH&S and Risk Management systems, ensuring integration with the broader DPIE systems and SOPA’s specific obligations.
* Manage all assigned budgets to achieve income and expenditure targets, meet corporate reporting standards, and ensure full compliance with associated procurement requirements according to SOPA’s accredited procurement regime.
* Plan and work collaboratively with SOPA’s capital delivery and facilities management areas in relation to SOPA's capital projects and asset replacement and maintenance programs to maintain operational capability for Sydney Olympic Park.
* Manage, review and update SOPA Infrastructure Plan and Funding Contributions Plan to support the delivery of Master Plan 2030.

# Key challenges

* Working with a large, complex, diverse and changing physical, political, economic and social environment presents challenges for achieving an appropriate balance between SOPA’s commercial, sustainability, and community objectives.
* Balancing the complexity of the ever changing roles of Sydney Olympic Park as international, national, State and local circumstances change and residential precinct role gains momentum, along with the complexity and criticality of asset management.
* Keeping abreast of developments in Total Asset Management standards, practice and technologies and balancing these with the needs of Sydney Olympic Park stakeholders, commercial viability and statutory obligations in a context of an ageing asset base and increasing pressure on SOPA to become less reliant on Treasury funding.

# Key relationships

| Who | Why | | |
| --- | --- | --- | --- |
| **Internal** |  | | |
| Team | * Escalate issues and seek advice, support and direction as required * Report on progress against Business Plan, Corporate Plan and personal work plan * Provide high level policy and strategic advice on matters related to asset and infrastructure management and utilisation at Sydney Olympic Park * Collaborate to ensure that Asset Management plans and activities align with other Division priorities to deliver SOPA business objectives * Utilise expertise of functions to ensure that policy and procedure are followed and to source qualified advice on HR, ICT, Information/Document management and Legal/Risk matters. | | |
| Executive Director and Chief Executive Officer | * Provide high level policy and strategic advice on matters related to asset and infrastructure management and utilisation at Sydney Olympic Park * Contribute ideas to the Executive and report on performance of the work area and seek advice and direction as needed | | |
| Chief Operating Officer, Directors, Senior Managers | * Collaborate to ensure that Asset Management plans and activities align with Commercial , Venue Management & Place Management priorities to deliver SOPA business objectives; * Collaborate to ensure that Asset Management plans and activities align with priorities and plans relating to venues and facilities to deliver SOPA business objectives. | | |
| **External** | |  | |
| Key Government Agencies such as NSW Treasury, Infrastructure NSW | * Maintain open and transparent communication about asset and infrastructure management and utilisation at Sydney Olympic Park; * Provide high level policy and strategic advice on matters related to the asset and infrastructure planning and utilisation across Sydney Olympic Park. | |
| Event venue operators | * Maximise the effectiveness of SOPA assets and infrastructure to ensure relatively seamless experiences for event patrons attending Sydney Olympic Park; * Ensure the adequacy of each venue’s respective asset management plan and the corresponding funding provisions being made to support them. | |

# Role dimensions

## Decision making

This role has autonomy and makes decisions that are under their direct control. It refers to the Executive decisions that require significant change to program outcomes or timeframes or are likely to escalate. This role is fully accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables and outcomes. This role submits reports, business cases and other forms of written advice with minimal input from the Executive Director.

## Reporting line

This position reports to the Executive Director, Asset Management and Environmental Services

## Direct reports

Senior Manager, Infrastructure Engineering

Senior Manager, Parklands and Public Domain

Manager, Building Services and Compliance

Administrative Assistant

## Budget/Expenditure

Budgets and expenditure are in accordance with approved Annual Budget and financial delegations and procedures subject to project type and sponsoring business unit.

# Essential requirements

* Relevant degree qualifications in Engineering, Project Management, Business or equivalent.
* Extensive practical experience in asset management and a substantial understanding of asset reliability planning, funding, specification and procurement.

# Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-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.

| FOCUS CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
|  | **Act with Integrity**  Be ethical and professional, and uphold and promote the public sector values | | Model the highest standards of ethical and professional behaviour and reinforce their use  Represent the organisation in an honest, ethical and professional way and set an example for others to follow  Promote a culture of integrity and professionalism within the organisation and in dealings external to government  Monitor ethical practices, standards and systems and reinforce their use  Act promptly on reported breaches of legislation, policies and guidelines | Advanced |
|  | **Work Collaboratively**  Collaborate with others and value their contribution | | Recognise outcomes achieved through effective collaboration between teams  Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government  Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions  Network extensively across government and organisations to increase collaboration  Encourage others to use appropriate collaboration approaches and tools, including digital technologies | Advanced |
|  | **Think and Solve Problems**  Think, analyse and consider the broader context to develop practical solutions | | Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues  Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others  Take account of the wider business context when considering options to resolve issues  Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements  Implement systems and processes that are underpinned by high-quality research and analysis  Look for opportunities to design innovative solutions to meet user needs and service demands  Evaluate the performance and effectiveness of services, policies and programs against clear criteria | Advanced |
|  | **Technology**  Understand and use available technologies to maximise efficiencies and effectiveness | | Identify opportunities to use a broad range of technologies to collaborate  Monitor compliance with cyber security and the use of technology policies  Identify ways to maximise the value of available technology to achieve business strategies and outcomes  Monitor compliance with the organisation’s records, information and knowledge management requirements | Adept |
| **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 | | Ensure there are systems and effective governance processes in place for project management  Make decisions on accepting projects based on business cases  Use the historical, political and broader context to inform project directions and mitigate risk  Obtain key stakeholders’ commitment to major project strategies, including cross-organisational initiatives, and ensure ongoing communication  Ensure that project risks are managed effectively, and appropriate strategies are in place to respond to variances  Drive the changes required to realise the business benefits of the project  Ensure that project management decisions consider interdependencies between projects | Highly 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 |

# 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.

| COMPLEMENTARY CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **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 | Advanced |
| Manage Self | | Show drive and motivation, an ability to self-reflect and a commitment to learning | Advanced |
| Value Diversity and Inclusion | | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
|  | Communicate Effectively | | Communicate clearly, actively listen to others, and respond with understanding and respect | Advanced |
| Commit to Customer Service | | Provide customer-focused services in line with public sector and organisational objectives | Adept |
| Influence and Negotiate | | Gain consensus and commitment from others, and resolve issues and conflicts | Advanced |
|  | Deliver Results | | Achieve results through the efficient use of resources and a commitment to quality outcomes | Adept |
| Plan and Prioritise | | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Advanced |
| Demonstrate Accountability | | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Advanced |
|  | Finance | | Understand and apply financial processes to achieve value for money and minimise financial risk | Adept |
|  | Inspire Direction and Purpose | | Communicate goals, priorities and vision, and recognise achievements | 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 |

| Occupation / profession specific capabilities | | |
| --- | --- | --- |
| **Capability Set** |  |  |
|  | Strategic Procurement Leadership | Level 3 |
| **Procurement Risk Management** | **Level 3** |
| **Contract Management** | **Level 3** |
| Legislative and Policy Environment | Level 3 |

| **Occupation / profession specific capabilities** | | |
| --- | --- | --- |
| **Group and Capability** | **Level** | **Behavioural Indicators** |
| **Procurement**  Procurement Risk Management | Level 3 | * Develop risk mitigation strategies for complex procurement arrangements * Proactively keep abreast of risk management processes and effectively use systems and practices to input to project risk logs and opportunity assessment activities within own team * Develop risk mitigation strategies for complex and large procurement projects, ensure appropriate ownership of risk between the organisation and the supplier (i.e. allocation of risk where it is best managed) * Champion compliance as a key procurement risk mitigation strategy |
| **Procurement**  Contract Management | Level 3 | * Utilise tools and systems to analyse and interpret a wide variety of supplier and performance related information to drive better outcomes through the relationship * Ensure the contracted services are delivered in accordance with the intent of the contract, risks are identified and performance effectively managed * Administer complex contracts such as outsourced arrangements and Joint Ventures * Review and negotiate contract variations and monitor the contract database to ensure contract details are up to date * Work with internal business partners to define and provide a single face to the supply market, ensure agreements are fully understood and utilised and performance issues are addressed effectively * Effectively analyse data to assess strategic supplier performance and identify changes/improvements needed to deliver better outcomes |