



**SOUTH AUSTRALIA POLICE**  
SAFER COMMUNITIES



**Government of  
South Australia**

## EXECUTIVE ROLE STATEMENT

**JOB TITLE:** Deputy Director, Infrastructure and Assets  
**CLASSIFICATION:** SAES 1

**AGENCY:** SAPOL  
**DIVISION:** BUSINESS SERVICE

**REPORTS TO:**  
Director, Infrastructure & Assets, Physical Assets Services Branch

**ROLES REPORTING TO THIS ROLE:**

- Manager, Strategic Operations, Fleet & Stores
- Manager, Contracts, Impound and Armoury Unit
- Manager, Facilities Management Unit
- Manager, Business Management Unit

### ORGANISATIONAL CONTEXT:

South Australia Police (SAPOL) provides a diverse range of services to the community. These services are aimed at producing a safe and peaceful environment by the minimisation of crime and disorder. It is a large, complex Department which, because of the nature of its operations, is constantly subject to public scrutiny and accountability. It provides services to a range of different locations of close to 190 facilities spread across the State on a 24 hours per day basis.

### ORGANISATIONAL ENVIRONMENT:

Physical Assets Services Branch (PASB) provides physical asset management on behalf of SAPOL to ensure commonality of policy with respect to the management of assets and appropriate expertise directed at the asset management process and organised under the following groups:

- **Facilities Management Unit** - Provides comprehensive facility operations management, including facility services planning, preventative and breakdown maintenance and consultancy services, Soft Services contracts, replacement and refurbishment works, Contractor (Trades) management, Emergency management and business continuity support activities, Asbestos Management, management of SAPOL's Government Employee Housing program in collaboration with Department for Infrastructure and Transport, facility related communications, policy and procedures for the state-wide portfolio
- **Capital Strategy & Projects Unit** – Responsibility for strategic asset planning, portfolio strategy, policy development and capital project delivery directed at maximising SAPOL's asset and infrastructure capabilities, for sustainable and fit for purpose accommodation supporting front line policing. Key project planning, approval, implementation and delivery co-ordination (including governance and project reporting), scheduling and management of the Minor / Major works program.
- **Major Projects Unit** – Responsibility for complex, large scale infrastructure project planning, management, implementation and delivery co-ordination (including governance, project reporting, business case / Infrastructure SA Assurance processes), scheduling and management of major SAPOL capital delivery projects.
- **Strategic Operations, Fleet & Stores** – Strategic management and innovative solutions for the introduction and assessment of new vehicle models, ensuring high performing operations and administration of fleet vehicles – including Commissioning/Decommissioning of vehicles, administration of

collision repairs, fuel cards, contract management, Service/Repair, responsible for the Exhibit Property Management (Property Stores) Section, property management guidelines across SAPOL, and ensuring continuous operations of Exhibit logistics and warehouse operations.

- **Contracts, Impound and Armoury Unit** – responsible for management of SAPOL’s asset related contracts including uniform, tow, Public Private Partnership facilities and other contracts, management of the metropolitan and regional vehicle impound yards supporting legislative requirements for Criminal Law (Clamping, Impound and Forfeiture of Vehicles) Act 2007 and SAPOL’s central Armoury function.
- **Business Management Unit:** responsible for PASB budget and financial management and reporting, HR support, branch IT, audit, administration and records management, and provides a central point of processing for all SAPOL electricity, gas and water invoices.

**ROLE PURPOSE:**

The Deputy Director, Physical Assets is accountable to the Director, Infrastructure & Assets to assist in planning, leading, managing, delivering and reviewing branch activities, initiatives, operations, and complex projects, ensuring high quality operational outcomes, compliance with work health safety legislation and Safework SA requirements, and effective risk identification and management.

The role will provide leadership for several units within the branch, and work across various other initiatives as assigned from early planning stages to successful completion and delivery. This involves managing workloads of complexity and promoting a culture of excellence in program delivery, working collaboratively to share expertise with others, supervise and mentor staff.

The role provides leadership and guidance to Unit managers, and sound, practical advice and recommendations to the Director and Executive across a range of complex initiatives and business programs. The role ensures best practice development and implementation of policies and procedures, and provides robust advice relating to the management of physical assets across SAPOL through a program of continuous improvement consistent with SAPOL’s Future Directions Strategy, and Government’s Strategic Asset Management Framework.

**KEY OUTCOMES:**

The Deputy Director assists the Director in planning, managing and delivering a range of complex initiatives and change management activities in close collaboration across all PASB units and unit managers, and has direct management responsibility for several units within the branch. The role has direct responsibility for the Strategic Operations Section, Fleet & Stores, Facilities Management Unit, Business Management Unit, and Contracts, Impound & Armoury Unit. In addition to this, the position supports the Director in managing selected branch initiatives and priorities, and extensive state-wide outsourced activities:

- Assist the Director to ensure the efficient and effective management of the Physical Assets Services Branch, including:
  - Undertake regular analysis, critical review, stakeholder engagement, complex negotiations, and oversight to ensure appropriate planning, budget management, risk management, operational activities, project deliverables and programs are successfully achieved in accordance with best practice, legislation and value for money considerations.
  - Manage SAPOL’s physical assets at a strategic level including development and implementation of strategic policies, planning, standards and guidelines, and effective risk management activities, including systematic identification, assessment and treatment of risks.
  - Contribute to driving continuous improvement in Branch asset data management and delivery of SAPOL’s physical assets portfolio and in

asset management and services program delivery, ensuring current and robust policies and procedures are in place and in use.

- Provide sound and timely advice to the Director including drafting of Ministerial and Chief Executive briefings.
- Ensure the branch maintains robust work health safety systems, policies and procedures with a zero harm workplace focus, and in alignment with SafeworkSA and legislative requirements.
- Provide regular reporting with accurate analysis and interpretation of performance against operational requirements, budget, legislative and General Order compliance, and key business performance indicators, identifying variances in results and providing actionable insights on immediate and long term corrective strategies to support management and optimum utilisation of physical assets.
- Provide leadership and robust advice for a range of initiatives and projects as assigned, in planning, monitoring and delivery of high performing physical asset programs and projects to agreed quality parameters, on time and on budget and in compliance with legislation and safety practices.
- Lead multiple PASB teams in a dynamic and high performance environment, supporting a culture of excellence in general programs, projects and initiatives as assigned to support the management of physical assets, including:
  - ensuring continuity of business operations servicing SAPOL staff and facilities, including facility management programs, fleet management programs, armoury functions, vehicle impounding, exhibit property, uniforms, state-wide preventative maintenance, breakdown maintenance, employee housing, cleaning and other contracts/services as required;
  - Leadership in maintaining robust financial and procurement processes in compliance with government’s policies and procedures (including SAPOL General Orders), and maintenance of controls to ensure diligence and accountability in financial management activities;
  - The development of an effective budget strategy including accurate forecasting and identification of revenue/savings strategies as required
  - The implementation of an accountability framework, development of annual operational plans in conjunction with Managers, and management of compliance with legislative requirements and SAPOL General Orders.
  - Provide effective leadership to change initiatives as required, including change management planning, benefits analysis and realization.
  - Reconciling priority needs against available resources and opportunities, identifying resourcing pressures and developing strategies to address.
- Build and maintain positive, effective relationships within the Branch and other key stakeholders within SAPOL and across external agencies, suppliers and contractors.
- Innovate and drive improvements in systems to support sound asset management practices within SAPOL and participate in whole of government asset management functions.
- Develop and maintain productive partnerships with a complex range of stakeholders to ensure successful negotiation and outcomes on strategic projects and initiatives.

**KEY RELATIONSHIPS/INTERACTIONS:**

- The position requires a close working relationship with management and executive across SAPOL’s Services, managers of business units within SAPOL, contractors and staff from other Agencies

**SPECIAL CONDITIONS:**

- Out of Hours work is required
- Inter and Intra-state travel may be required
- Employment is dependent upon satisfactory security clearance including NV1. Information on

	<p>a person's criminal history and other associated probity checks will be undertaken prior to appointment</p> <ul style="list-style-type: none"><li>• Code of Ethics - Abide by the standards in the Code of Ethics for the South Australian Public Sector (the Code), relevant legislation and SAPOL policies and procedures.</li></ul>
--	---

<p><b>KEY BUDGETARY RESPONSIBILITIES (2022/23):</b></p> <table border="0"> <tr> <td>Estimated recurrent expenditure</td> <td>\$20.9 million</td> </tr> <tr> <td>Estimated total operating revenue</td> <td>\$5.6 million (excl. grants)</td> </tr> <tr> <td>Estimated investing capital funds</td> <td>\$13.59 million</td> </tr> <tr> <td>Estimated operating capital funds</td> <td>\$12.9 million</td> </tr> </table>	Estimated recurrent expenditure	\$20.9 million	Estimated total operating revenue	\$5.6 million (excl. grants)	Estimated investing capital funds	\$13.59 million	Estimated operating capital funds	\$12.9 million	<p><b>Financial Delegations 2023/24</b></p> <p><b>Expenditure Authority</b></p> <table border="0"> <tr> <td>Uniform contract payments</td> <td>\$350,000 including GST</td> </tr> <tr> <td>Approved Motor Vehicle acquisition</td> <td>\$330,000 including GST</td> </tr> <tr> <td>Contract Cleaning</td> <td>\$350,000 including GST</td> </tr> <tr> <td>Fuel Accounts</td> <td>\$550,000 including GST</td> </tr> </table>	Uniform contract payments	\$350,000 including GST	Approved Motor Vehicle acquisition	\$330,000 including GST	Contract Cleaning	\$350,000 including GST	Fuel Accounts	\$550,000 including GST
Estimated recurrent expenditure	\$20.9 million																
Estimated total operating revenue	\$5.6 million (excl. grants)																
Estimated investing capital funds	\$13.59 million																
Estimated operating capital funds	\$12.9 million																
Uniform contract payments	\$350,000 including GST																
Approved Motor Vehicle acquisition	\$330,000 including GST																
Contract Cleaning	\$350,000 including GST																
Fuel Accounts	\$550,000 including GST																
<p><b>TECHNICAL KNOWLEDGE AND EXPERIENCE:</b></p> <ul style="list-style-type: none"> <li>• Demonstrated high level of knowledge and competence in strategic asset management including delivering the development of asset management plans, strategies, policies, standards and procedures in a complex and changing environment.</li> <li>• Demonstrated high level knowledge and competence in project management, contract management, fleet management, facility management and service delivery in a dynamic environment.</li> <li>• Demonstrated ability to lead and manage multiple major projects and complex activities concurrently at a senior level and effectively manage the needs of multiple stakeholders.</li> <li>• Demonstrated ability to lead change within a diverse and complex organisational structure, gaining early commitment and achieving stated goals within agreed timeframes.</li> <li>• Highly developed strategic, financial and analytical skills and the ability to assess the merits of complex and sensitive issues;</li> <li>• Demonstrated initiative, flexibility and the ability to conceive and negotiate a range of innovative solutions to complex issues;</li> <li>• Experience in providing leadership to a multi-disciplinary team in a climate of continuing change, increasing the effectiveness and accountability of the team and outcomes.</li> <li>• High end leadership and interpersonal skills that foster teamwork, co-operation and a high level of performance;</li> </ul>	<p><b>CORPORATE RESPONSIBILITIES:</b></p> <ul style="list-style-type: none"> <li>• Maintain a commitment to the Public Sector Act 2009, Ethical Conduct and the legislative requirements of the Public Sector Act 2009, the WHS Act 2012 and Safework SA requirements.</li> <li>• Support and advocate for Equal Employment Opportunity (EEO) and diversity in the workplace in accordance with EEO legislation. In particular, maintain a commitment to promote an inclusive workplace in support of Aboriginal and Torres Strait Islander people and other under-represented groups.</li> <li>• Actively participate in the SAPOL's Performance Management Program and achieve performance targets that are negotiated and mutually agreed with by the Commissioner of Police. Actively support SAPOL's participation in the corporate commitments, including Disability and Reconciliation Agendas</li> </ul>																

**DESIRABLE TECHNICAL KNOWLEDGE / EXPERTISE**

- Post graduate qualification in strategic asset management, business management, project management or related discipline.

**SAES SELECTION CRITERIA : CORE COMPETENCIES**

Executives are required to demonstrate the behaviours under each of the five core competencies as outlined in the South Australian Executive Service (SAES) Competency Framework available at [https://www.publicsector.sa.gov.au/\\_data/assets/pdf\\_file/0020/211673/SAES-Competency-Framework.pdf](https://www.publicsector.sa.gov.au/_data/assets/pdf_file/0020/211673/SAES-Competency-Framework.pdf)

The five core competencies that sit within the SAES Executive Framework are:

- Shapes Strategic Thinking and Change
- Achieves Results
- Drives Business Excellence
- Forges Relationships and Engages Others
- Exemplifies Personal Drive and Professionalism

**ROLE STATEMENT APPROVAL:**

**Date Classified: June 2023**

**Date Endorsed: June 2023**

**Date To Be Reviewed: June 2024**