

Position Description

Position Title - Ingoa Tūranga

Strategy, Planning and Performance Manager (403823)

Group - Puni

People and Operations

Division - Tānga

Asset Management Division

Reports to - Menetia

Divisional Manager Asset Management

About the Public Service - Mō te Ratonga Tūmatanui

Mahi tōpū ai ngā Kaimahi Tūmatanui e whai tikanga ai te noho a ngā tāngata o Aotearoa. Hei tā te Public Service Act 2020 ko te pūtake o ngā Kaimahi Kāwanatanga, ko te tautoko i te kāwanatanga whai ture me te kāwanatanga manapori; ko te āwhina i te Kāwanatanga o te wā nei me ō anamata ki te whakawhanake, ki te whakatinana hoki i ā rātou kaupapa here; ko te tuku i ngā ratonga tūmatanui e nui ana te kounga, e nahanaha ana anō hoki; ko te tautoko i te Kāwanatanga e tūroa ai te whai oranga o te marea; ko te huawaere i te whai wāhitanga o te kirirarau ki te ao tūmatanui me te whakatutuki i ngā mahi i runga i tā te ture i whakahau ai. E hiranga ana te wāhi ki a mātou ki te tautoko i te Karauna i ana hononga ki ngā iwi Māori i raro i te Tiriti o Waitangi. Ahakoa he nui ngā momo tūranga mahi, e tapatahi ana ngā kaimahi tūmatanui i roto i te whakaaro nui ki te hāpai i ngā hāpori, ka mutu, e arahina ana ā mātou mahi e ngā mātāpono matua me ngā uara o ngā Kaimahi Tūmatanui.

The public service works collectively to make a meaningful difference for New Zealanders. The Public Service Act 2020 states that the purpose of the public service is to support constitutional and democratic government, enable both the current Government and successive governments to develop and implement their policies, deliver high-quality and efficient public services, support the Government to pursue the long-term public interest, facilitate active citizenship and act in accordance with the law. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi/te Tiriti o Waitangi. Whilst there are many diverse roles, all public servants are unified by a spirit of service to the community and guided by the core principles and values of the public service in our work.

About the Ministry - Mō te Manatū

The Ministry of Foreign Affairs and Trade (the Ministry) acts in the world to build a safer, more prosperous and more sustainable future for New Zealanders. We do this by building connections with and influencing other countries to advance New Zealand's interests, project New Zealand values and secure the outcomes that matter to New Zealand. We pursue the Government's international priorities and provide advice to the Government on the implications for New Zealand of what is happening in the world.

Our work contributes to the wellbeing of New Zealanders in the following ways:

- **Kaitiakitanga:** Generations of New Zealanders benefit from sustainable solutions to global and regional challenges.
- **Prosperity:** New Zealanders have better job opportunities and incomes from trade, investment and other international connections.
- **Security:** New Zealanders are able to live, do business, travel and communicate more safely at home and offshore.
- **Influence:** New Zealanders have confidence their country can influence others on issues that matter for them now and in the future.

Diversity and Inclusion - Kanorau, Kauawhi

We aspire to be a workplace that values and utilises diverse and inclusive thinking, people and behaviours. This means that our staff reflect the diversity of New Zealand and the countries we work in, and that the contributions of staff with diverse backgrounds, experiences, skills and perspectives are valued and respected.

Our values are:

- **Impact:** We achieve for New Zealand, every day, everywhere
- **Kotahitanga:** We draw strength from our diversity
- **Courage:** We do the right thing
- **Manaakitanga:** We honour and respect others

The Ministry recognises the importance of staff having flexibility around work hours and working arrangements to maintain a work/life balance. In turn there may be some situations where the Ministry's business deliverables require staff to be available during certain hours of the day or for longer periods to meet a temporary surge in work requirements.

About the Position - Mō te Tūranga

The Asset Management Division (AMD) is responsible for leading the strategic asset planning and management of MFAT's property and asset portfolio. MFAT operates network of 350+ Chancery, Official Residence and residential staff premises overseas, providing secure, functional work and living environments for staff to support and conduct the Government's official business effectively. AMD is also responsible for MFAT's vehicle fleet.

The Strategy, Planning and Performance Manager provides enterprise leadership for asset and property strategy, planning performance, governance and assurance across the Ministry's global asset portfolio. The role is the Ministry's senior functional authority for enterprise asset management planning and performance disciplines, providing leadership that extends beyond any individual portfolio, programme or asset class.

Reporting to the Divisional Manager, Asset Management Division (AMD), the role plays a critical stewardship and enterprise advisory function. The position leads the design, integration and continuous improvement of the frameworks through which asset-related decisions are prioritised, governed and monitored across AMD. It ensures asset decisions are deliberate, evidence-based, and aligned with organisational priorities, risk appetite and long-term outcomes to inform investment decision-making at senior organisational levels.

The role is responsible for establishing and stewarding the frameworks, standards and information that underpin effective asset management across the Ministry. This includes leading integrated asset planning, portfolio performance measurement, assurance, reporting, front-end investment, and planning. These enterprise settings define how portfolios are managed, how performance is assessed, and how investment proposals are developed and evaluated, enabling consistent, transparent and defensible decision-making across the asset lifecycle.

The role is accountable for ensuring integration across strategy development, portfolio planning, investment planning, asset performance management, and capital decision-making. It provides enterprise functional leadership and stewardship for the consistent application of asset management practices across AMD and is responsible for leading the continuous improvement of the Ministry's asset management system and advising on its maturity, scalability and sustainability.

The Strategy, Planning and Performance Manager provides enterprise-wide visibility of asset performance, risk and investment demand, strengthening the Ministry's ability to manage asset-related risk proactively rather than reactively. The role is responsible for ensuring senior leaders and governance bodies have a single, integrated view of asset performance, investment demand, portfolio risk and service outcomes, enabling informed organisational prioritisation and trade-off decisions. The role ensures clear, consistent compliance and delivery expectations, and that advice provided to senior leaders is coherent and system-aligned.

As a senior leader within AMD, the Strategy, Planning and Performance Manager supports a more mature, sustainable asset management system that enables the effective translation of strategy into portfolio planning and capital delivery, supporting staff safety, operational continuity and value for money over time.

Key Accountabilities - Kawenga Matua

Enterprise Strategy, Planning and Direction

- Lead development, coordination and monitoring of enterprise asset strategy, and the systems through which strategic priorities are translated into portfolio planning, investment decisions and delivery outcomes.
- Establish and steward an integrated strategic and planning framework that brings together asset strategy, portfolio planning, investment planning and performance management.
- Advise the Divisional Manager and senior leaders on strategic asset and property matters, including trade-offs, emerging risks and investment implications.

Enterprise Asset Management Leadership

- Act as AMD's lead functional advisor and subject matter authority for enterprise asset management planning and performance disciplines
- Ensure consistent application of asset management principles, methodologies and frameworks across all portfolio, programme and delivery functions.
- Lead the evolution and maturity of asset management practices, driving long-term asset planning, investment prioritisation and performance optimization in line with recognized best practice al-of-government expectations.

Integrated Planning, Performance and Assurance

- Ensure alignment and coherence between long-term strategy, multi-year asset planning, capital planning and portfolio-level decision-making.

- Establish performance and assurance frameworks that enable clear prioritisation, accountability and visibility of asset, portfolio and programme outcomes.
- Provide assurance that strategies, plans and investment proposals are supported by robust analysis, sound assumptions and clear performance measures.
- Oversee consistent, reliable reporting on asset performance, risks and compliance to senior leadership, central agencies and governance forums.
- Drive continuous improvement in decision-making capability.

Standards, Governance and System Stewardship

- Provide enterprise stewardship of asset management policies, standards, governance frameworks and compliance requirements across the asset lifecycle.
- Ensure governance, policy and assurance expectations are embedded into planning, development, delivery and performance processes.
- Identify and drive opportunities to strengthen system design, reduce reliance on informal escalation, and improve the maturity and sustainability of asset management practices
- Steward and maintain the enterprise governance framework for asset management planning, performance monitoring and investment prioritisation.
- Lead the identification, analysis and recommendation of responses to systemic issues impacting portfolio performance, planning effectiveness or investment outcomes
- Ensure governance bodies receive coherent, integrated and evidence-based advice that reflects whole-of-system considerations.

Leadership and Relationships

- Provide functional leadership and professional direction to leaders across strategy, planning, analysis and asset management disciplines, development, design and compliance.
- Build capability and set clear expectations for quality, consistency and professional discipline across functions.
- Foster strong collaboration with Portfolio Managers and the Capital Programmes Manager to support integrated, system-wide decision-making.
- Build trusted relationships with internal and external stakeholders and represent the Division's strategic asset position in cross-organisational and cross-agency forums as required
- Establish and maintain communities of practice across planning, analysis, assurance and asset management functions.
- Influence decisions and outcomes across AMD through both formal leadership and enterprise stewardship responsibilities.

Organisational Responsibilities

- Understand the Ministry's strategic priorities and high-level outcomes framework and how this role contributes to the framework.
- Understand and apply the strategic context in which the Ministry operates, including priorities and perspectives of the Ministers, partner agencies, and external stakeholders.
- Understand Tikanga and Treaty of Waitangi principles and have sufficient appreciation of Te Reo Māori to be able to apply the Ministry Māori dimension, underpinned by Ministry values, in a way that is relevant to the context of our business.
- Be aware of and adhere to the Ministry's Health and Safety policies and procedures.
- Share in the responsibility for health and safety in the work environment by carrying out work-related activities in accordance with safe operating procedures and by accurately reporting all hazards, accidents and incidents.
- Treating information as taonga, and creating reliable and trustworthy records in approved systems so that they can be found and used by others
- Participate in Ministry-wide projects and emergency responses as required.

Skills, Knowledge and Experience - Tohu Mātauranga, Pūkenga, Mātauranga, Wheako

The Strategy, Planning & Performance Manager will have the following qualifications, skills and experience:

Qualifications

- A relevant tertiary qualification (for example in property, infrastructure, planning, engineering, finance, public policy or a related discipline), or equivalent experience.

Experience

- Significant experience providing enterprise level strategic leadership in complex organisational environments.
- Experience developing and stewarding integrated strategies, planning frameworks and performance systems across portfolios or large, distributed asset bases.
- Experience working at the intersection of strategy, investment planning, performance management and governance, ideally within the public sector or a regulated environment.

- Experience advising senior leaders and governance bodies on strategic trade-offs, risk and long-term investment decisions.
- Experience leading organisational change, strengthening operating models or lifting maturity in planning, assurance or performance disciplines.
- Demonstrated ability to establish organisational frameworks, governance models and assurance systems that influence enterprise-wide decision-making.
- Demonstrated ability to influence outcomes across multiple disciplines and stakeholders through credibility, stewardship and expertise, including where direct line accountability does not exist.
- Strong understanding of organisational performance systems, assurance methodologies and governance frameworks.

Skills and Knowledge

- Strong strategic and systems thinking skills, with the ability to integrate diverse inputs into coherent enterprise level direction and advice.
- Well-developed analytical capability, including the ability to interpret and apply financial, asset and performance information to inform prioritisation and assurance.
- Sound understanding of asset management, infrastructure or property lifecycle concepts, including whole-of-life cost, risk and performance considerations.
- Strong understanding of governance, assurance and compliance frameworks, including central agency expectations and public sector accountability requirements.
- Highly developed written and verbal communication skills, with the ability to clearly articulate complex issues to both technical and non-technical audiences.
- Proven ability to build credibility, influence and trust with senior leaders, peers and external stakeholders.
- Demonstrated people leadership capability, including setting clear expectations, developing senior professionals and fostering high standards of quality and consistency.
- Ability to work effectively across organisational boundaries and operate with judgement in complex, ambiguous environments.
- Sound understanding of tikanga and Te Tiriti o Waitangi principles, and the ability to apply these in a way that is relevant to the Ministry's operating context.

Relationships - Pātahitanga

The Strategy, Planning & Performance Manager is required to build and maintain the following relationships:

Within the Ministry:

- Asset Management Division leadership and staff
- Finance, Security, KIA and PDS teams
- Project Managers, governance groups and working groups
- Other MFAT staff, both onshore and offshore

Outside the Ministry:

- Treasury and other central agencies
- Other government departments and agencies
- Professional advisors, contractors and delivery partners

Delegations – Whakatautapatanga

- The role is responsible for 6 direct reports and associated teams, in addition to contractors as required.
- Delegations are set out in the Ministry's Instrument of Delegation.

Mandatory Role Requirements - Whakaritenga Tūranga Whakahauanga

- You must hold New Zealand citizenship
- You must be able to obtain and maintain an appropriate New Zealand Government Security clearance.

References

- **Ministry's Strategic Intentions**
Available here: <https://www.mfat.govt.nz/en/about-us/our-strategic-direction/>