

# Position Description (Employee)

## Property Asset Manager

Division	City Projects and Property
Business Unit	Development and Strategy
Date position description approved	2 September 2020

### Council overview

At the City of Sydney our people are our most important asset and central to achieving our exciting and ambitious Sustainable Sydney 2030 – developing a green, global and connected city. The City of Sydney works to build socially sustainable communities that support a more inclusive Sydney – a city that is also more connected, liveable and engaged.

From our high-quality facilities to local services and initiatives, we are dedicated to delivering the best city environment for business, work, living and recreation.

### Council values

Our people are custodians of public trust and confidence. In recognising this, we are committed to building a high performing culture built on the values of collaboration, courage, integrity, innovation, quality and respect. These six core values guide everything we do at the City.

### Primary purpose of the position

The City's property assets are comprised of property that provides essential support to every service delivered by the City of Sydney to the community (Community Property Portfolio) and property that generates revenue to lessen the burden for ratepayers (Commercial Property Portfolio). Property assets are held and managed by the City Projects and Property (CPP) Division comprised of Property Services, Development and Strategy, Capital Projects Delivery units supported by a Professional Services unit and a dedicated Sustainability unit. The CPP Division has substantial service provider partners such as Colliers, Ventia and MBM.

Council performs in a stewardship role, cognisant of the inherent responsibility to demonstrate good governance and transparency in its property asset decision making. A comprehensive Property Asset Management Framework including Strategy enables the City of Sydney to align actions relating to its extensive portfolio of property assets with the goals of the Council and broader policy objectives, while providing a sound basis for achieving a sustainable property portfolio capable of generating enhanced and sustainable community outcomes.

The City Projects and Property Division's role is to proactively manage the City of Sydney's property portfolio and to define and deliver the Capital Works Program. A key role of the Development and Strategy Unit is to develop Property Strategies and Plans which steer the asset management function to meet the objectives of the Commercial Property Portfolio to

maximise revenue and to optimise the usage of assets in the Community Property Portfolio to deliver City services.

The Property Asset Manager is an integral role within the Division's Development and Strategy business unit. The role will oversee the whole of life asset planning function including development of asset plans for the City's property portfolio, including establishing or working within Strategic Asset Management Frameworks, Asset Management Policy, the Corporate Plan, corporate business objectives and other relevant inputs that drive a cohesive vision for the City of Sydney's property portfolio.

### **Position Objectives**

- Develop and implement a comprehensive asset management suite in line with ISO 55000 Asset Management Standards.
- Establish an asset management framework and practices that align with the City of Sydney's strategic goals.
- Establish an asset management approach to developing forecasts and budgets, which prioritise and balance business needs in accordance with Revenue Property Portfolio Strategy and the Long Term Plan for the Community and Service Portfolios and individual Asset Management Plans.

### **Key accountabilities**

- Review the City of Sydney's asset management practices against the ISO 55000 Asset Management Standard.
- Establish a City of Sydney's Strategic Asset Management Framework, through the review of;
  - Sydney 2030 and proposed Sydney 2050 objectives
  - Commercial Property Portfolio Strategy
  - Community and Service Portfolio Long Term Plan
  - Asset Condition Assessments (including identification of any Gaps)
  - Current and historic Facilities Maintenance programs (Minor and Major Capital works programs / planned and reactive maintenance schedules).
- Develop Asset Management Plans for the City's property assets in line with the overarching Property Portfolio Strategy and Long Term Plan.
- Effectively integrate the asset planning process with other relevant City of Sydney processes and plans.
- Collaborate and develop clearly defined measurable asset management objective's that translate the City of Sydney's high-level strategic objectives (i.e. Sydney 2030) into detailed and measurable asset management outcomes.
- Develop asset management practices that align with Sydney 2030, the proposed Sydney 2050 policy and other strategic policies.
- Establish continuous improvement processes or corrective action management processes that relate to asset management.

- Manage the development of a comprehensive suite of Asset Plans for the City of Sydney property portfolio, covering all aspects and phases of the asset management life-cycle, including operations, maintenance, compliance, WHS, sustainability planning, capital works; and associated budgeting with a focus on a [1 – 10 year time horizon] to provide for the most efficient and best use of resources against business priorities.
- Provide specialist advice to ensure an integrated approach to developing forecasts and budgets is coordinated and developed from relevant specialist functions and business units across the City of Sydney and City Projects and Property, which prioritise and balance business needs in accordance with Asset Management Policy.
- Liaison with and coordination of Property Services to:
  - Develop forward works maintenance programs (Minor and Major Capital works programs)
  - Manage the governance processes to have the Asset Management Plans including Maintenance / Minor and Major Capital works programs approved
  - Brief City Projects & Property Delivery business unit, in respect of the delivery of the program
  - Monitor and report on the implementation of the programs
- Ensure a knowledge base is provided for ongoing asset management decision making by providing detailed, monitored, controlled and reported income and expenditure for all aspects of asset management.
- Comply with and keep abreast of any relevant legislation applicable to the performance of the duties of this position.
- Ensure compliance with legislative and City of Sydney's policy requirements and standards including Equal Employment Opportunity, Workplace Health and Safety and Diversity principles.
- Commit to and operate in accordance with the City of Sydney's procurement guidelines.
- Promote a culture where Work Health and Safety responsibilities receive the upmost importance and comply with all relevant acts and regulations.

## Key challenges

- Achieving substantial improvement in asset management including alignment to performance targets and maintaining a high levels of stakeholder engagement to drive change.
- Delivering on the corporate objectives for Asset Management, including:
  - ensuring the asset planning and related decision-making processes are integrated through the business units and service providers and are transparent; and

- o ensuring that any projected gaps between effective strategic asset management and reactive/ad hoc asset management is shown to be closing.
- Transforming team members' thinking paradigm to one that is focused on commerciality, efficiency, portfolio performance and value, while aligning with the City of Sydney's strategic objectives.

## Key relationships

Who	Why
<b>Internal</b>	
Manager	<ul style="list-style-type: none"> <li>• Receive advice and report on progress towards business objectives and discuss future directions</li> <li>• Provide expert advice and contribute to decision making</li> <li>• Identify emerging issues/risks and their implications and propose solutions</li> </ul>
Project Teams	<ul style="list-style-type: none"> <li>• Guide, support, coach and mentor team members</li> <li>• Lead discussions and decisions regarding key projects and deliverables</li> </ul>
Stakeholders	<ul style="list-style-type: none"> <li>• Provide expert advice on a range of project related issues and strategies</li> <li>• Optimise engagement to achieve defined outcomes</li> <li>• Manage expectations and resolve issues</li> </ul>
<b>External</b>	
Stakeholders	Engage in, consult and negotiate the development, delivery and evaluation of projects
	Manage expectations and resolve issues
Vendors/Service Providers and Consultants	Communicate needs, facilitate routine business transactions and resolve issues
	Negotiate and approve contracts and service agreements
	Manage contracts and monitor the provision of service to ensure compliance with contract and service agreements

## Key dimensions

### Reports to

Senior Manager Development and Strategy

## Essential Knowledge, Skills & Experience

### Essential

- Degree qualifications in Property, Economics, or other related tertiary qualifications or minimum 10 years relevant experience.
- Current NSW driver's licence.
- Demonstrated experience in whole of life asset management relating to a large diverse property portfolio (including Revenue Community and Service Assets), within the context of an Asset Management Framework.
- Sound understanding of Total Asset Management principles and the capacity to apply these and to prepare comprehensive asset management strategies.
- Demonstrated ability to manage the production of high quality Asset Plans and business cases which meet statutory/legislative and business requirements.
- Experience in project management.
- Well-developed communication skills, specifically:
- Interpersonal skills: collaboration and stakeholder management skills and proven ability to consult, partner, negotiate, and influence.
- Written communication skills including the ability to prepare high quality plans, strategies and reports in a timely manner.

### Experience that will be viewed favourably but is not mandatory

- Understanding of the principles and practices of commercial and community / corporate property, construction, planning, facilities management and institutional frameworks for asset management.
- Understanding of Life Cycle Cost analysis and the proven capacity to develop and apply a robust methodology.
- Demonstrated competence in risk analysis, evaluation and assessment to meet business objectives relating to infrastructure and property assets.
- Post graduate qualification in a related field.
- Experience working in a local government environment.

## Capabilities for the position

The City's capability framework outlines the capabilities everyone needs to work well in their role. They are expressed as behaviours that show expected knowledge, skills and our values. There are capabilities for **employees** and managers which provide clarity, common language and consistency.

Capability Group	Capability Name	Level
Personal attributes	Act with Integrity and Courage	Adept
	Demonstrate Accountability	Adept
	Manage Self	Adept
	<b>Display Resilience and Adaptability</b>	<b>Advanced</b>
Relationships	Work Collaboratively	Adept
	Communicate and Engage Respectfully	Adept
	Community and Customer Focus	Intermediate
	<b>Influence and Negotiate</b>	<b>Advanced</b>
Results	Deliver Quality Results	Adept
	Create and Innovate	Intermediate
	<b>Plan and Prioritise</b>	<b>Advanced</b>
	Think and Solve Problems	Intermediate
Resources	Finance	Foundational
	Technology and Information	Foundational
	<b>Assets and Tools</b>	<b>Advanced</b>
	Procurement and Contracts	Intermediate

*\*This profile is subject to an organisation-wide review of capability profiles. The final profile may vary slightly.*

## Focus capabilities

The capabilities in bold are the focus capabilities for this position. The focus capabilities are those judged to be most important at the time of recruiting to the position. That is, the ones that must be met at least at a satisfactory level for a candidate to be suitable for appointment.

Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Display Resilience and Adaptability	Advanced	<ul style="list-style-type: none"> <li>Is flexible and readily adjusts own style and approach to suit the situation</li> <li>Adjusts tactics or priorities in response to changes in the organisational environment</li> <li>Gives frank, honest advice, even in the face of strong, contrary views</li> <li>Accepts criticism of own ideas and responds in a thoughtful and considered way</li> <li>Welcomes challenges and persists in raising and working through difficult issues</li> <li>Shows composure and decisiveness in dealing with difficult and controversial issues</li> </ul>
<b>Relationships</b> Influence and Negotiate	Advanced	<ul style="list-style-type: none"> <li>Builds and maintains professional relationships inside and outside the organisation</li> <li>Makes a strong personal impression and influences others with a fair and considered approach</li> </ul>

		<ul style="list-style-type: none"> <li>• Establishes a negotiation position based on a firm grasp of key issues, likely points of difference and areas for compromise</li> <li>• Identifies key stakeholders and tests their level of support in advance of negotiations</li> <li>• Uses humour appropriately to enhance professional relationships and interactions</li> <li>• Pre-empt and minimises conflict by working towards mutually beneficial outcomes</li> </ul>
<b>Results</b> Plan and Prioritise	Advanced	<ul style="list-style-type: none"> <li>• Ensures business plans and priorities are in line with organisational objectives</li> <li>• Uses historical context to inform business plans and mitigate risks</li> <li>• Anticipates and assesses shifts in the environment and ensures contingency plans are in place</li> <li>• Ensures that program risks are managed and strategies are in place to respond to variance</li> <li>• Implements systems for monitoring and evaluating effective program and project management</li> </ul>
<b>Resources</b> Assets and Tools	Advanced	<ul style="list-style-type: none"> <li>• Considers council and community assets in the design/delivery of services</li> <li>• Facilitates and monitors appropriate deployment of assets and tools in line with community priorities</li> <li>• Implements and monitors compliance with asset management and maintenance plans and policies</li> </ul>