Role Description
Senior Manager Asset Management

Role Description Fields	Details
Cluster	Planning and Environment
Department/Agency	Department of Planning and Environment
Division/Branch/Unit	Homes, Property and Development/ Property and Development NSW
Classification/Grade/Band	Clerk Grade 11/12
Senior executive work level standards	Not Applicable
ANZSCO Code	139999
PCAT Code	1449192
Date of Approval	September 2022
Agency Website	www.planning.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.

The Homes, Property Development Group within Department of Planning and Environment (DPE) oversees the management of state government assets, including the management of Crown land, the NSW Government's social housing portfolio and oversight of strategic use and disposal of government owned land. The Group also includes the Aboriginal Housing Office, the Valuer General and the Land and Housing Corporation.

The Group leverages public and private sector expertise to improve place-based outcomes, providing greater access and choice of housing through initiatives such as an end-to-end housing strategy, and improving outcomes for Aboriginal communities to maximise community benefit from government owned land and property.

Primary purpose of the role

Manage all aspects of strategy and operations for the owned asset portfolio that are within various phases of their asset lifecycle or being leased by Government agencies and external tenants to deliver portfolio outcomes in achieving policy objectives for specific projects and precincts, asset utilisation, rentals, arrears, vacancies, critical dates, standard lease take up, endorsed sustainability initiatives and green lease implementation.

Key accountabilities

- Manage all aspects of asset strategy and operations for the owned asset portfolio that is leased by government or within a development phase to deliver portfolio outcomes within agreed KPI targets for utilisation, rental costs, arrears, vacancies, standard lease take up, endorsed sustainability initiatives, green lease implementation, precinct/project objectives and critical dates.
- Manage key internal and external stakeholders to deliver fit for purpose real estate solutions within the owned asset portfolio whilst considering cost, opportunity and risk
- Manage the delivery by the Service Provider and approval of recommendations related to accurate budgets, property valuations and capital planning for assets including delivery of property inspections, life cycle condition reports for asset plans, Conservation Management Plans for heritage listed properties, compliance of WHS and Hazardous Materials Management and incident management procedures, procurement and subcontractor management, operational maintenance programs, minor works and capital expenditure as required
- Develop and update strategies and documentation under the TPP 19-07 Policy framework including an Asset Management Policy, Strategic Asset Management Plan, Asset Management Plans, an Asset Register, condition audits for capturing of life cycle cost assessments and seek to align asset management practice with the International Standard for Asset Management (ISO 55001).
- Collaborate with PDNSW Environmental Services Group and the Service Provider to implement agreed environmental and sustainability initiatives and projects to support NSW Government policies including but not limited to Property NSW NetZero Strategy and Plan, NSW Government Resources Efficiency Policy (GREP), NSW Electric Vehicle Strategy.
- Manage lease negotiations, significant market rent reviews, complex lease contracts and sales proposals with internal and external legal counsel and manage transactions to lease execution or completion including ensuring satisfactory client invoicing and payment
- Deliver improved customer outcomes through a strong client relationship management focus based on effective customer engagement, and review and provide input and feedback on current processes and procedures and participating in working groups to implement improvements
- In a collaborative solution orientated and supportive manner, communicate openly with Service Providers to actively instruct, review and provide feedback, approve or take action to escalate issues (using relevant systems) to the agreed services including, but not limited to, timely and accurate payment of all vendors/billing of agencies to minimise arrears, complete property budgets, reforecasting and variance analysis, outgoings reconciliations, lease administration, execution of all works, condition audits, property asset plans and provision of appropriate and accurate reporting

Key challenges

- Managing complex and sensitive issues and numerous stakeholders, with the provision of considered, strategic commercial advice to internal colleagues and agency customers, providing a balance of risk mitigation and commercially prudent accommodation strategies whilst following government directives around procurement, probity, policy and procedure
- Delivering best in class leasing and asset management services whilst working in a fast paced environment
- Performing collaboratively in a high performing team, interacting with internal and external stakeholders, with the expectation of delivering quality outputs and outstanding customer service

Key relationships

Internal

Who	Why
Client/Customer	• To develop excellent stakeholder relationships with other agencies and clusters to enhance working relationships and facilitate accurate and timely information gathering, allowing PNSW to deliver excellent customer service • To manage a client-focused approach to service delivery • To provide expert advice to achieve optimal leasing results for an agency, in line with organisational strategy
Executive and Department	• Work closely with the other divisions of PDNSW to ensure a collaborative approach when delivering asset and leasing management services • Understand and follow government policies and directives as they relate to property operations • To collect and share information to execute leasing mandates efficiently and effectively in line with strategy
Work Team	• To encourage team members to work collaboratively to achieve best practice business outcomes. • To review work and proposals of team members including the review and approval of briefing notes and associated documentation • To provide assistance to team members with their planning, management and delivery of asset strategy for their portfolio of assets

External

Who	Why
Industry professionals/Consultants	• To seek/maintain specialist knowledge/advice and collaborate on best practice asset management and leasing trends, both lessor and lessee • To participate in forums, groups to represent an agency and share information • To work with legal counsel to ensure legal compliance
Vendors/Service Providers	• To manage external service providers in accordance with the organisational strategy • Providers and service level agreements in delivering Property, Lease and Tenancy Management services and to ensure mitigation of financial, operational and reputational risk • To access information, manage process and influence the outcome of leasing transactions to get the best outcome for the government as landlord or tenant, in accordance with the organisational strategy and service level

Role dimensions

Decision making

The role makes recommendations, including budgets, lease transactions and capital expenditure projects, for sign off by Executive management of PDNSW in accordance with approved delegations.

Reporting line

Director Asset Strategy & Management

Direct reports

0-3 direct reports. The role requires mentoring of team members and management of numerous external service providers.

Budget/Expenditure

In accordance with departmental delegations

Key knowledge and experience

- Demonstrable experience in corporate real estate or commercial landlord property/leasing and asset management
- Demonstrable experience in negotiating commercial property leases
- Demonstrable experience delivering complex projects and strategies across capital works, minor works and planned and preventative maintenance with heritage, environment and sustainability requirements and knowledge of relevant legislation and industry standards.
- Strong customer relationship management skills
- Strong financial analysis skills

Essential requirements

- Tertiary qualifications in a property or related discipline and/or equivalent knowledge, skills and experience.

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.
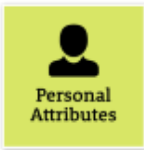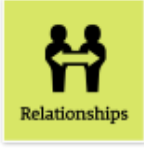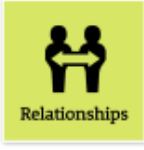
The capabilities are separated into focus capabilities and complementary capabilities

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.

Focus capabilities

Capability group/sets	Capability name	Behavioural indicators	Level
Personal Attributes	**Display Resilience and Courage** Be open and honest, prepared to express your views, and willing to accept and commit to change	• Be flexible, show initiative and respond quickly when situations change • Give frank and honest feedback and advice • Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately • Raise and work through challenging issues and seek alternatives • Remain composed and calm under pressure and in challenging situations	Adept
Relationships	**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
Relationships	**Influence and Negotiate** Gain consensus and commitment from others, and resolve issues and conflicts	• Influence others with a fair and considered approach and present persuasive counter-arguments • Work towards mutually beneficial 'win-win' outcomes • Show sensitivity and understanding in resolving acute and complex conflicts and differences • Identify key stakeholders and gain their support in advance • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise • Anticipate and minimise conflict within the organisation and with external stakeholders	Advanced

NSW GOVERNMENT

Capability group/sets	Capability name	Behavioural indicators	Level
Results	**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
Results	**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
Business Enablers	**Finance** Understand and apply financial processes to achieve value for money and minimise financial risk	• Understand core financial terminology, policies and processes, and display knowledge of relevant recurrent and capital financial measures • Understand the impacts of funding allocations on business planning and budgets • Identify discrepancies or variances in financial and budget reports, and take corrective action • Know when to seek specialist advice and support and establish the relevant relationships • Make decisions and prepare business cases, paying due regard to financial considerations	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
People Management	**Manage and Develop People** Engage and motivate staff, and develop capability and potential in others	• Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes • Adjust performance development processes to meet the diverse abilities and needs of individuals and teams • Develop work plans that consider capability, strengths and opportunities for development • Be aware of the influences of bias when managing team members • Seek feedback on own management capabilities and develop strategies to address any gaps • Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way • Monitor and report on team performance in line with established performance development frameworks	Adept

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
Personal Attributes	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
Personal Attributes	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
Relationships	Work Collaboratively	Collaborate with others and value their contribution	Advanced

Capability group/sets	Capability name	Description	Level
Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
Results	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
Business Enablers	Project Management	Understand and apply effective planning, coordination and control methods	Adept
People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
People Management	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate