

Role Description

Manager Real Estate Portfolio



Agency	Sydney Trains
Division/Branch/Unit	Customer Service/Future Direction, Growth and Performance/Property & Revenue Development
Location	Burwood
Role Grade or Band	TSSM
Senior Executive Work Level Standards	Professional/Technical/Specialist
Kind of Employment	Permanent Full-Time
Role Number	51014464
ANZSCO Code	139999
PCAT Code	3122292
Job Code	81000348
Health Assessment Category – Safety	Category 4
Vision	N/A – Cat 4 Only
Hearing	N/A – Cat 4 Only
Date of Approval	August 2018
Agency Website	www.sydneytrains.info

Agency overview

Sydney Trains provides train services throughout the Sydney metropolitan area and was established in July 2013. Its vision is to keep Sydney moving by putting the customer at the centre of everything it does and delivering safe, reliable and clean rail services to the people of Sydney. The organisation is focused on providing sustainable, efficient and cost effective services.

Primary purpose of the role

The primary purpose of the role is to maximise the value from the real estate portfolio and drive an increase in the revenue of property assets for Sydney Trains and NSW Trains. This role will be also responsible for providing high-level advice on the acquisition and management of new and existing real property assets to ensure that competitive value is being achieved in line with business objectives.

Key accountabilities

- Model good leadership to inspire direction and delivery, develop people, and drive change
- Live the NSW Public Sector and organisational values to achieve outstanding outcomes for the organisation and customers
- Manage and oversee a team to provide a high-quality, effective and efficient strategic and operational business practice managing corporate real estate assets, ensuring that the portfolio objectives and interests of Sydney Trains are met and protected
- Conduct reviews to identify end-of-lifecycle rail property, overseeing research that assesses financial returns from redevelopment and disposal opportunities, ensuring that market competitive value and return is achieved to drive a progressive increase in property revenue for Sydney Trains
- Oversee external supplier arrangements to ensure optimal performance is achieved in line with agreements, providing assurance that the supplier is operating in Sydney Trains best commercial interests

- Develop and manage business planning, strategy, and procedures relating to real estate management, and provide high-quality expert advice to senior-level Sydney Trains corporate officers to enable informed decision making
- Act as key interface with a range of internal and external stakeholders to oversee the management of property lease agreements and to facilitate effective negotiation and dispute resolution activities in relation to Real Estate asset agreements and requests
- Ensure that all business activity in accordance and compliance with Sydney Trains, Transport for NSW, and NSW Government policies, business objectives, and regulations, actively minimising potential processing delays or opportunity costs from internal business practices
- Execute safety responsibilities, authorities and accountabilities consistent with Sydney Trains safety management system requirements which are defined in SMS document number SMS-02-RG-3058.

Key challenges

- Maximising and increasing revenue from real estate assets in accordance and compliance with Government policies, rules and regulations
- Ensuring the interests of Sydney Trains are upheld given the competing interests of stakeholders involved
- Supporting transformational change given the range of internal and external stakeholders, the potential resistance to change and the need for both structural and cultural change.

Key relationships

Who	Why
Internal	
Deputy Executive Director Future Direction Growth and Performance	<ul style="list-style-type: none"> • To provide priority setting and business strategy and vision
Associate Director Property and Revenue Development	<ul style="list-style-type: none"> • For performance reporting, advice, priority setting, and in relation to development of strategy and vision • To provide subject matter advice across commercial management for real estate acquisition, development and disposal
Commercial Contract team, Legal Services	<ul style="list-style-type: none"> • For issues relating to property transactions, transfers, and agreements
Finance Business Partners	<ul style="list-style-type: none"> • For consultation and collaboration on development of business plans, initiative involvement and alignment and feedback on models for improvement
Senior Executives across Sydney Trains	<ul style="list-style-type: none"> • For information sharing, collaboration, and works contributing to the production of revenue derived from property assets
Direct Reports	<ul style="list-style-type: none"> • Performance review, coaching, mentoring, reporting, service delivery, and issues management
External	
TfNSW	<ul style="list-style-type: none"> • For exchange of information and financial management • For consultation on property assets and the promotion of initiatives
Commercial Stakeholders	<ul style="list-style-type: none"> • To oversee new property lease agreements and scope of works
Other Railway Organisations, Government Departments and Agencies	<ul style="list-style-type: none"> • For information exchange and issues impacting leasing, property development and property disposal

Role dimensions

Decision making

The role is fully accountable for the formulation of advice and coordination across all operational objectives.

Independent decision making requirements of the role include:

- Planning and management of corporate real estate and property assets
- Provision of advice to high-level internal and external stakeholders

Collaborative decision making requirements of the role include:

- Identification of rail property for redevelopment, disposal or re-use
- Managing commercial lease agreements

Reporting line

Associate Director Property and Revenue

Direct reports

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Budget/Expenditure

\$600K, Revenue approx. \$30M pa

Essential requirements

- Tertiary qualifications in Real Estate, Property, Commerce or Engineering or other related discipline, or relevant equivalent professional experience
- Experience in real estate and property asset management and knowledge of commercial property.





Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

The full list of capabilities and the level required for this role are set out below. The focus capabilities appear in bold. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Adept
	Act with Integrity	Advanced
	Manage Self	Advanced
	Value Diversity	Adept
 Relationships	Communicate Effectively	Adept
	Commit to Customer Service	Adept
	Work Collaboratively	Advanced
	Influence and Negotiate	Advanced
 Results	Deliver Results	Advanced
	Plan and Prioritise	Adept
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Advanced
	Project Management	Adept
 People Management	Manage and Develop People.	Advanced
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Adept

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Act with Integrity	Advanced	<ul style="list-style-type: none"> Model the highest standards of ethical behaviour and reinforce them in others Represent the organisation in an honest, ethical and professional way and set an example for others to follow Ensure that others have a working understanding of the legislation and policy framework within which they operate 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 on reported breaches of rules, policies and guidelines
Relationships Work Collaboratively	Advanced	<ul style="list-style-type: none"> Build a culture of respect and understanding across the organisation Recognise outcomes which resulted from effective

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> collaboration between teams Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
Relationships Influence and Negotiate	Advanced	<ul style="list-style-type: none"> 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 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
Results Deliver Results	Advanced	<ul style="list-style-type: none"> Drive a culture of achievement and acknowledge input of others 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 output of business unit to ensure government outcomes are achieved within budget Progress organisational priorities and ensure effective acquisition and use of resources Seek and apply the expertise of key individuals to achieve organisational outcomes
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> 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 Take account of the wider business context when considering options to resolve issues Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements Implement systems and processes that underpin high quality research and analysis
Results Demonstrate Accountability	Advanced	<ul style="list-style-type: none"> Design and develop systems to establish and measure accountabilities Ensure accountabilities are exercised in line with government and business goals Exercise due diligence to ensure work health and safety risks are addressed Oversee quality assurance practices Model the highest standards of financial probity, demonstrating respect for public monies and other resources Monitor and maintain business unit knowledge of and

Group and Capability	Level	Behavioural Indicators
Business Enablers Procurement and Contract Management	Advanced	<ul style="list-style-type: none"> compliance with legislative and regulatory frameworks Incorporate sound risk management principles and strategies into business planning
		<ul style="list-style-type: none"> Ensure that government and organisational policy in relation to procurement and contract management is implemented Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions Take responsibility for procurement and contract management activities and decisions by applying the guidelines and procedures Promote the principles of risk management as applied to procurement projects, to identify and mitigate risk Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes Represent the organisation in the resolution of complex/sensitive disputes with providers, suppliers and contractors
People Management Optimise Business Outcomes	Adept	<ul style="list-style-type: none"> Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives Allocate resources to ensure achievement of business outcomes and contribute to wider workforce planning Ensure that team members base their decisions on a sound understanding of business principles applied in a public sector context Monitor performance against standards and take timely corrective actions Keep others informed about progress and performance outcomes