

# Position Description

<b>Position Title:</b>	Head of Strategic Asset Management
<b>Grade:</b>	MGR2
<b>Department:</b>	Asset Services
<b>Date:</b>	September 2024

## Position Purpose

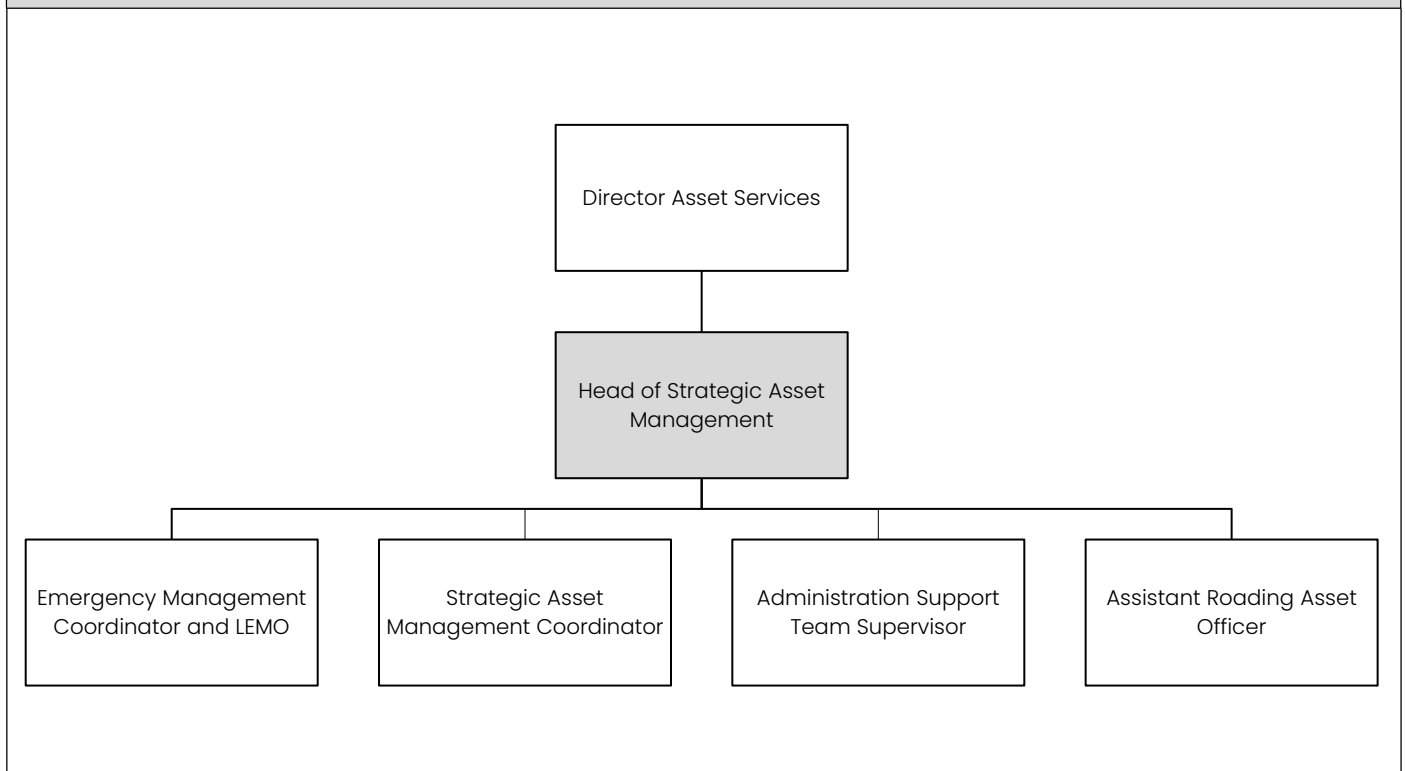
The Head of Strategic Asset Management leads a team of professional staff to ensure the development of contemporary asset management policies, strategies and plans to ensure effective management of all Council assets.

This includes the development of asset renewal, asset maintenance plans, budgets, processes to measure and monitor performance of Councils assets portfolio. The role is also required to manage the development of budgets, accurate asset data, inspection processes and condition reporting plans to support the accuracy and efficiency of the renewal and maintenance plans.

The role will be required to link these plans to Council's Integrated and Reporting framework including the Long-Term Financial Management Plan and Resource Strategy and to service level agreements between the assets team and other Council departments.

The role is also accountable for Council's Emergency Management Team.

## Department Structure



## Key Result Areas

### 1. Asset Management

#### Major Actions

- Promote the value and embed best practice strategic asset management planning and practice within the organisation.
- Develops a Total Asset Management Strategy, including asset policies, budgets, strategies and plans for all asset classes
- Develop a strategic approach for asset management systems, ensuring alignment with best practice, strategy and policy and compliance with Integrated Planning and Reporting guidelines
- Develop asset renewal strategies and budgets and fully engage with asset custodians, users and stakeholders to ensure they meet the needs of the community.
- Ensure all Asset Plans are reviewed and updated annually including the 10year renewal program and improvement plan actions
- Develop asset improvement program and provide quarterly reports to the Asset Management Steering Group on progress.
- Ensure asset inventory data is collected and updated for all assets including inspection procedures to maintain accurate condition, attribute, and spatial data. Develop asset maintenance plans and budget in conjunction with relevant stakeholders that meet the needs of the organisation.
- Develop and maintain regular performance reports to ensure renewal and maintenance plans are efficient, contemporary, and meet the needs of the community.
- Ensure integration of the Asset Management plans into Councils Integrated Planning and Reporting Framework including the Long-Term Financial Management Plan and Resource Strategy.
- Develop, maintain, monitor, and report on Service Levels agreement between Council departments.
- Develop plans and processes to accept effective handover of new assets from developers and internal projects teams to ensure accurate asset information is received and included in forward budgets.
- Ensure staff fully understand the roles and responsibilities in relation to asset management

### 2. Tree Management

#### Major Actions

- Develop plans and systems to ensure collection of all tree spatial data
- Develop ongoing inspection programs to ensure condition and safety of trees and that risks are managed
- Liaise with City Presentation to ensure tree management requests are managed effectively
- Administer and review Council's Street and Park tree management policy are accurate and contemporary.

- Establish systems to monitor and report on performance

### **3. Emergency Service Management**

#### **Major Actions**

- Support and oversee Council's emergency services function
- Oversee the preparation and review of comprehensive emergency management plans for the City and its communities
- Communicate the roles and responsibilities of the function to ensure a whole of organisation understanding of the Local Emergency Management

### **4. Management and Leadership**

#### **Major Actions**

- Ensure the implementation of Council's resolutions, policies, and decisions
- Provide organisational leadership and support
- Coordinate operations and performance
- Develop and maintain an appropriate structure that satisfies Council requirements
- Develop and maintain Service Plans for all assigned functions
- Maintain and continually develop professional awareness and skills

### **5. People Management**

#### **Major Actions**

- Undertake human resource planning.
- Provide career development opportunities and succession planning.
- Manage the performance of individuals and teams.

### **6. Financial Management**

#### **Major Actions**

- Determine and report on financial implications of policy and procedure development
- Prepare and manage departmental budget
- Analyse budget data, and identify and report on trends Manage Council's assets held

## **7. Corporate Governance**

### **Major Actions**

- Adhere to Council's Code of Conduct, Values, and Behaviours and relevant policies and procedures
- Ensure work is carried out in line with relevant legislative and statutory requirements and/or industry codes, practices, and standards
- Contribute to promoting a culture within the organisation that ensures adherence to Corporate Governance guidelines and principles
- Keep abreast of development and trends in all 3 levels of government and business  
Provide assistance to the General Manager and a Sole Reviewer/Conduct Review Panel in case of an alleged breach of Council's Code of Conduct

## **8. Corporate Planning and Reporting**

### **Major Actions**

- Contribute to the development, implementation, and achievement of the Community Plan, Delivery Program, Operational Plan, and other plans or documents as required by the General Manager, the Council, and Local Government Act and Regulations
- Report on the progress of assigned service activities, projects, actions, and budgets within required timeframes

## **9. Communication and Customer Service**

### **Major Actions**

- Provide effective service to Council customers, the community, and internal staff
- Present a positive image of Council
- Liaise and negotiate with the community, government/non-government agencies, and other professional and council staff on a range of matters
- Effectively communicate in a range of forums on Council's objectives, activities, and priorities

## **10. Work Health and Safety (WHS) and Injury Management (IM)**

### **Major Actions**

- Communicate WHS and IM policies
- Attend training as required and ensure completion of training by supervised staff
- Manage the procedural development and implementation of risk assessments and ensure they are reviewed in line with designated timeframes
- Manage implementation and use of risk control measures
- Participate in consultative processes for the management of WHS, and ensure consultation processes are available to, and used by, supervised staff
- Contribute to the maintenance and continuous improvement of the WHS management

system to ensure compliance with WorkSafe NSW and relevant legislation

- Report progress of the implementation and monitoring for compliance of the WHS management system to ELT
- Coordinate and assist, as required, in the injury management process to ensure the earliest possible return to work for injured employees

### **Qualifications, Experience, and Specialist Skills & Knowledge**

#### **Required**

- Degree in Civil Engineering, Building, Environmental or other discipline related to this position
- Demonstrated excellent written and verbal communication skills, negotiation and conflict resolution skills and demonstrated experience in dealing with the community
- Demonstrated leadership skills with the ability to lead, manage and motivate multi-disciplinary teams with a commitment to high standards of performance
- Demonstrated extensive experience in strategic asset management including the development of Asset Policies, Budgets, Strategies and Plans
- Demonstrated competence in the construction and maintenance of civil, building, and open space assets (including compliance standards)
- Demonstrated ability to develop, implement and analyse an asset management system/ database
- Demonstrated experience in the preparation, management, and analysis of budgets
- Demonstrated ability to implement change and improvement
- Demonstrated ability to compile, implement, monitor, and review service level agreements with other departments
- An understanding of the use of Crime Prevention through Environmental Design principles for the provision of safe, well maintained public spaces
- Demonstrated knowledge and understanding of the principles and practices of EEO and WHS and an ability to apply them to work practices
- A current Class C Driver Licence

#### **Desirable**

- Demonstrated knowledge of relevant provisions of the Local Government Act and other relevant legislation
- Demonstrated working knowledge of the Microsoft suite of products
- Previous experience in a local government environment

## PENRITH CITY COUNCIL CAPABILITY FRAMEWORK

Our Capability Framework provides a set of 25 capabilities, expressed as behaviours, which set out clear expectations about performance and articulates what 'good' looks like in our organisation. The capabilities are underpinned by our core values and are grouped into 5 clusters: 'Leading Best Self,' 'Leading Human Connection,' 'Leading Optimal Results,' 'Leading People Authentically' and 'Leading Strategic Direction.' The capabilities act like building blocks and increase in complexity from the bottom to the top, as well as from left to right, across the framework. The capabilities are shaded according to the expectation for the role, being 'Core', 'Growth', 'Assumed' or 'Not in Scope' capabilities. The cumulative nature of the capabilities under each cluster, means an employee should be able to demonstrate the behaviours required of each capability, up to and including the capability deemed 'Core' for their role. *Please note this Capability Mapping is subject to change and will be reevaluated from time to time. As such, you will be notified appropriately of any changes in the future and issued with the relevant updated Capability Mapping.*

### CITY ASSETS MANAGER CAPABILITY MAPPING

LEADING BEST SELF	LEADING HUMAN CONNECTION	LEADING OPTIMAL RESULTS	LEADING PEOPLE AUTHENTICALLY	LEADING STRATEGIC DIRECTION
<b>INNOVATING</b> Creative thinker that finds and implements new ways of doing things	<b>INFLUENCING</b> Can think on their feet and persuade a group of individuals towards their ideas and thinking	<b>LEADING PROJECTS AND CHANGE</b> Leads projects and change initiatives, demonstrating the 'art' and 'science' of project and change management	<b>LEADING ORGANISATIONAL CULTURE</b> Emanates inspirational and authentic leadership, walking the talk, creating a culture of trust and leading through ambiguity	<b>CREATING ORGANISATIONAL VISION AND STRATEGY</b> Creates a compelling vision and strategy to meet the needs of the community both now and into the future
<b>EMBRACING CHANGE</b> Open to change, takes on a positive outlook and adapts well to new ways of doing things	<b>FACILITATING DISCUSSION</b> Confident in presenting ideas to a group, facilitating discussion and managing group dynamics	<b>WORKING COLLABORATIVELY</b> Actively networks, builds relationships and works with others cross-functionally and/or with a broad range of stakeholders, to drive stronger results	<b>FOSTERING TEAM EFFECTIVENESS</b> Builds a supportive and collaborative team environment, fosters team spirit and trust	<b>DEMONSTRATING BUSINESS ACUMEN AND PLANNING</b> Understands business principles and financial implications and uses this to optimise business performance and inform strategic planning
<b>MAINTAINING COMPOSURE</b> Stays calm under pressure and practices self-care to manage stress	<b>DELIVERING THE 'CUSTOMER PROMISE'</b> Dedicated to serving the customer needs, both internal and external, and other stakeholders	<b>CONTINUOUSLY IMPROVING</b> Committed to improving the quality, efficiency and effectiveness of work processes and projects	<b>LEADING WITH COURAGE</b> Confident in having difficult conversations and is able to provide constructive feedback whilst maintaining the relationship	<b>DECISION MAKING</b> Makes decisions which are strategic and likely to have long-term impacts
<b>DEVELOPING SELF</b> Committed to self-improvement, welcomes feedback, seeks learning opportunities and is self-aware	<b>WORKING TOGETHER</b> Team player who helps and cooperates with others	<b>PROBLEM SOLVING</b> Uses sound judgement and logic to solve day-to-day problems	<b>LEADING A TEAM</b> Leads a team to perform by delegating effectively, setting clear expectations and providing feedback on performance and behaviour	<b>MANAGING RESOURCES</b> Effectively manages budgets, time, costs and other resources
<b>TAKING ACCOUNTABILITY</b> Reliably contributes, follows policies and procedures, upholds organisational values and keeps promises	<b>COMMUNICATING</b> Effective communicator (verbal and written) including the use of appropriate body language	<b>PLANNING AND ORGANISING</b> Prioritises tasks and works in an organised way to get things done effectively	<b>MENTORING OTHERS</b> Mentors others to help them learn and develop	<b>ANALYSING AND INTERPRETING</b> Uses analytical thinking to critically evaluate information and data in order to provide meaningful insights

KEY:

ASSUMED CAPABILITY

CORE CAPABILITY

GROWTH CAPABILITY

NOT IN SCOPE

## CAPABILITY FRAMEWORK – BEHAVIOURAL DESCRIPTORS

Each capability has a set of 'Behavioural Descriptors' which describes the types of behaviours (the 'how') linked to each capability. The table below outlines the day to day 'behavioural expectations' of the 'Core' and 'Growth' capabilities of a proficient employee in the role. It also details the 'Enhancing Behaviours' to articulate what 'going the extra mile' or 'above and beyond' looks like. The list of 'Behavioural Descriptors' are not intended to be exhaustive, rather they are provided as examples of the types of behaviours expected, to help bring the capability to life.

CAPABILITY	BEHAVIOURAL EXPECTATIONS	ENHANCING BEHAVIOURS
<p><b>INNOVATING</b> Creative thinker that finds and implements new ways of doing things</p> <p>LEADING <b>BEST SELF</b></p>	<ul style="list-style-type: none"> <li>• Creative, original thinker</li> <li>• Generates new ideas</li> <li>• Recognises the value of individual differences to support broader thinking</li> <li>• Adds value in brainstorming settings</li> <li>• Is focused on solutions</li> <li>• Draws on multiple sources for ideas and inspiration</li> </ul>	<ul style="list-style-type: none"> <li>• Shows initiative, implements new ideas</li> <li>• Shows courage</li> <li>• Challenges the status quo</li> <li>• Fosters diversity and inclusion to encourage innovative thinking</li> <li>• Looks at problems from different angles – is not limited by the thoughts or approaches of others</li> <li>• Finds ways to do more with less</li> <li>• Believes they can make a difference</li> <li>• Thinks expansively, combining or drawing out ideas</li> </ul>
<p><b>INFLUENCING</b> Can think on their feet and persuade a group of individuals towards their ideas and thinking</p> <p>LEADING <b>HUMAN CONNECTION</b></p>	<ul style="list-style-type: none"> <li>• Presents a persuasive and sound argument, backed up by data, research, best practice and expert opinions</li> <li>• Creates a clear, influential message</li> <li>• Establishes credibility quickly</li> <li>• Strong reputation and personal brand</li> <li>• Anticipates and addresses key concerns</li> <li>• Can think on their feet and provide strong counter arguments</li> <li>• Adjusts their style to fit the audience</li> <li>• Can influence and gain commitment at all levels</li> <li>• Knows the right thing to do and say, to the right people</li> <li>• Speaks up in a respectful way, irrespective of the seniority of their audience</li> </ul>	<ul style="list-style-type: none"> <li>• Makes a strong impact and has an inspirational personal brand</li> <li>• Excels in pressure situations</li> <li>• Anticipates resistance and adapts/plans accordingly</li> <li>• Is able to effectively respond when thrown a curve ball</li> <li>• Strong negotiator</li> <li>• Achieves a 'win/win' outcome</li> <li>• Politically savvy</li> <li>• Effectively manages up</li> </ul>

## **WORKING COLLABORATIVELY**

Actively networks, builds relationships and works with others cross-functionally and/or with a broad range of stakeholders, to drive stronger results

LEADING

**OPTIMAL RESULTS**

- Identifies key relationships for optimal results
- Values collaboration
- Consults broadly and with great thought
- Strong diplomacy
- Builds relationships quickly
- Relates well to, and builds networks with, a wide spectrum of people, inside and outside of the organisation
- Makes a positive impression on stakeholders
- Resolves conflicts quickly
- Leverages appropriate technology to collaborate and share information
- Uses informal networks to get things done (whilst adhering to process)
- Listens and responds empathetically to understand different points of view

- Actively breaks down silos
- Builds strategic alliances
- Demonstrates inclusiveness by seeking input from diverse perspectives to foster creative thinking
- Challenges in a positive way
- Leverages networks for quality outcomes
- Fosters psychological safety, by ensuring those involved feel included, safe to contribute and safe to challenge
- Creates an atmosphere of high trust through honest and transparent communication



## LEADING PROJECTS AND CHANGE

Leads projects and change initiatives, demonstrating the 'art' and 'science' of project and change management

LEADING  
OPTIMAL RESULTS

- Clearly sets and articulates the project scope, boundaries, goals, milestones and measures
- Provides a compelling business case
- Celebrates small wins to build momentum
- Sets a clear accountability framework
- Confident to manage multiple tasks at the same time
- Shows courage to deliver unpopular changes or address difficult issues
- Assesses and mitigates project risks and barriers to change
- Anticipates and adjusts for roadblocks
- Judges accurately the duration and difficulty of the tasks/projects and allocates sufficient resources to enable success
- Budgets appropriately and builds in contingencies
- Involves and consults with key stakeholders
- Prioritises the people side of change
- Assesses change impacts and communicates effectively with those impacted
- Communicates continuously and effectively
- Embeds change into workflows
- Balances time, budget, and quality standards
- Proactively uses Project Management Office (PMO) processes to optimise the success of the project or change
- Pushes back to stay within scope, as appropriate
- Uses their influence to create a coalition of change advocates
- Not afraid to admit mistakes and take accountability for their actions
- Comfortable with ambiguity and not having all the answers
- Addresses resistance and naysayers
- Adaptable and can flex and pivot to navigate roadblocks
- Balances 'task' and 'people' elements
- Can enlist help from across the organisation
- Facilitates two-way communication and designs feedback loops
- Uses the insights and feedback of others to improve project/change outcomes
- Embeds changes so they are sustainable in the long term
- Sustaining positivity and energy through the ups and downs

## LEADING WITH COURAGE

Confident in having difficult conversations and is able to provide constructive feedback whilst maintaining the relationship

LEADING

PEOPLE AUTHENTICALLY

- Has candid discussions with the team
- Deals with problems firmly and in a timely manner
- Regularly reviews performance and holds timely discussions
- Deals effectively with troublemakers
- Is able to accurately judge when performance needs to be managed formally
- Keeps a focus on the issues or behaviours
- Setbacks are analysed for the purpose of learning (not laying blame)
- Uses appropriate language (verbal and non-verbal)
- Actively listens by paying attention, clarifying, paraphrasing/summarising, and responding appropriately
- Can have tough discussions and settle disputes equitably
- Is able to have difficult conversations while maintaining the relationship
- Deals with problems efficiently and effectively
- Steps up to issues or conflicts and sees them as opportunities
- Forward plans the conversation, including the desired outcome, so the meeting is meaningful, and solution driven
- Has their finger on the pulse for potential issues or conflicts, and is proactive in addressing them
- Encourages a process of self-reflection in order to help achieve self-awareness for team members
- Leads by example by welcoming holistic feedback from their People Leader, peers, direct reports, and other relevant parties

## FOSTERING TEAM EFFECTIVENESS

Builds a supportive and collaborative team environment, fosters team spirit and trust

LEADING

PEOPLE AUTHENTICALLY

- Is consistent, fair and shares rationale
- Builds trust, is honest and maintains commitments
- Brings the team together to drive a unified team purpose, building cohesion and enabling connection
- Helps remove obstacles for the team
- Involves team members in longer term/larger scale/high impact decisions, to gain buy-in where appropriate
- Values diversity, leveraging on teams individual/personal and professional differences to bring the best out of people
- Encourages debate and open dialogue, whilst keeping the team on track
- Aware of team dynamics and is able to resolve conflicts quickly
- Recruits team members that are a good culture 'fit' to compliment team dynamics
- Good judge of talent and can leverage that to undertake succession planning
- Coaches and mentors team members to realise their potential

- Fosters psychological safety, by ensuring the team feel included, safe to learn, safe to contribute and safe to challenge
- Builds a supportive and collaborative team environment by prioritising psychological safety
- Fosters team spirit by connecting the team in a way that incites a culture of growth/higher standard
- Able to pre-empt and remove challenging roadblocks that might derail momentum
- Builds a team of people with cognitive diversity who think differently, in useful ways, to foster creative problem solving and innovation
- Has their finger on the pulse on what's happening in the team and is able to predict and minimise potential issues/conflicts
- Recruits team members that are a culture 'add' to enhance team dynamics
- Understands and leverages succession planning to future proof the business
- Understands and articulates what talent is needed with a future-forward lens
- Enhances team culture and dynamics by empowering team members to realise their full potential through active coaching and mentoring

<p><b>LEADING ORGANISATIONAL CULTURE</b> Emanates inspirational and authentic leadership, walking the talk, creating a culture of trust and leading through ambiguity</p> <p><b>LEADING PEOPLE AUTHENTICALLY</b></p>	<ul style="list-style-type: none"> <li>• Provides clear direction and links to purpose and vision</li> <li>• Motivates and inspires with their passion and charisma</li> <li>• Emanates Council's vision and strategy</li> <li>• Consistently role models Council's core values</li> <li>• Promotes alignment and cohesion across the organisation</li> <li>• Values people and relationships</li> <li>• Values succession planning (with a cross-functional lens) and fosters the development of top talent</li> <li>• Promotes the practice of attracting talent for culture 'add', rather than culture 'fit'</li> </ul>	<ul style="list-style-type: none"> <li>• Creates and communicates a compelling vision that bonds people to the cause and incites enthusiasm</li> <li>• Creates a climate in which people want to do their best</li> <li>• Models true leadership by being authentic and 'walking the talk'</li> <li>• Creates and sustains a culture of high trust, empowering those around them</li> <li>• Champions change by providing unwavering leadership through uncertain times</li> <li>• Contributes to leading a culture of psychological safety more broadly across the organisation</li> </ul>
<p><b>DECISION MAKING</b> Makes decisions which are strategic and likely to have long-term impacts</p> <p><b>LEADING STRATEGIC DIRECTION</b></p>	<ul style="list-style-type: none"> <li>• Makes timely decisions in alignment with strategy</li> <li>• Recognises potential issues or opportunities that require action</li> <li>• Generates relevant and workable options</li> <li>• Formulates clear decision criteria and evaluates options logically and insightfully</li> <li>• Evaluates financial considerations, risks, priorities, and regulatory constraints</li> <li>• Is composed and makes objective and rational decisions based on merit</li> <li>• Involves others in longer term/larger scale/higher impact decisions, to gain buy-in, where appropriate</li> <li>• Aware of delegations and acts within authority levels</li> </ul>	<ul style="list-style-type: none"> <li>• Strong intuition and willingness to trust their own judgement</li> <li>• Can decide and act without having the total picture</li> <li>• Has courage to make tough decisions when required and shares their 'why'</li> <li>• Generates innovative options</li> <li>• Uses a mixture of analysis, wisdom, experience, and judgment, when making decisions</li> <li>• Recognises and manages any bias in decision making</li> </ul>

**DEMONSTRATING BUSINESS ACUMEN AND PLANNING**

Understands business principles and financial implications and uses this to optimise business performance and inform strategic planning

LEADING  
**STRATEGIC DIRECTION**

- Leads best practice in business planning, budgeting, forecasting, and reporting
- Translates vision and strategy into directorate/departmental plans and definable actions
- Prioritises the development of directorate/departmental strategic planning to inform key programs of work and prioritisation of resources
- Considers value for money when making financial decisions
- Makes prudent decisions regarding assets
- Has a commercial mindset that can be used to deliver better returns and outcomes for the community
- Accurately evaluates business cases
- Demonstrates knowledge and awareness of multiple aspects of the business and its interrelationships
- Leverages sound metrics to effectively conduct strategic evaluation in measuring the success/results of strategies
- Balances the focus on finance, customers, people, and processes, when planning
- Identifies opportunities, monitors and mitigates risks, when managing finances, assets and contracts
- Makes smart business decisions
- Optimises the running of their directorate/department
- Applies a strategic and long-term mindset when planning for the future
- Cares about the long-term financial sustainability of the business
- Leverages financial insights such as profit and loss reports, balance sheets, asset accounting, depreciation, etc. to drive robust decision making
- Applies a strong understanding of the key drivers of performance in our business to lead sustainable and viable change
- Leverages predictive analytics to help inform strategic direction and planning

**CREATING ORGANISATIONAL VISION AND STRATEGY**

Creates a compelling vision and strategy to meet the needs of the community both now and into the future

LEADING STRATEGIC DIRECTION

- Creates and articulates a compelling vision
- Motivates and inspires with their passion and charisma
- Develops strategy to meet the needs of the community, customer, and organisation
- Adopts a macro view of Penrith Council and Local Government
- Demonstrates an understanding of the link between strategies in different contexts
- Applies a strategic mindset
- Likes to run multiple 'what if' scenarios
- Can anticipate the consequences of actions
- Can effectively manage multiple strategic priorities simultaneously
- Not afraid to take measured or calculated risks to actualise challenging goals
- Evokes an emotional response which inspires others to action
- Identifies opportunities and breakthrough strategies
- Navigates complexity and change and is across internal and external influences
- Visible focus on managing strategic risk and its impact on organisational and community strategy
- Effectively aligns resources, people, systems, and processes to optimise strategic outcomes
- Sees trends and forecasts possibilities
- Leverages industry learnings
- Adopts a macro view beyond Local Government
- Confidently takes measured or calculated risks for the future progression and greater good of the organisation