



## **GUERNSEY PORTS**

### **PORTS ASSET MANAGER**

#### **S03**

### **JOB DESCRIPTION**

#### **INTRODUCTION**

Guernsey Ports (Ports) is responsible for the Airports of Alderney and Guernsey, and the Harbours of St Peter Port and St Sampson. It plays a critical role in ensuring our island gateways remain Open, Safe and Secure.

As a States Trading Supervisory Board business unit, Ports is the custodian of a diverse set of critical assets across its airside, landside, onshore and offshore estates. These assets require continuous focus throughout their lifecycle – from acquisition through to disposal – to maintain service levels, meet service level expectations and to financially plan for the long-term in line with corporate objectives.

In May 2022, the Ports Board approved the first stage of its investment to establish a strategic approach, mindset and culture of Asset Management within Ports. This will be achieved through the design and implementation of a ports-centric asset management strategy together with the associated policies, plans and digital platform that will collectively support all aspects of airport and harbour-related activities. The scope of the strategy incorporates both tangible assets (infrastructure, property, equipment, IT etc) and intangible assets (concession agreements, real estate leases, operational/service contracts etc).

The Ports Asset Management (PAM) function sits within the Commercial & Infrastructure unit of the Ports business and will enable the sustainable delivery of the Ports mandate. It will have overall ownership of the Ports asset base, and it will identify, quantify and support the delivery of future asset investments; effectively managing assets over their lifecycles. It will collect and analyse asset condition and performance information to inform investment decisions, develop service initiatives, and deliver asset refurbishment and replacement programmes based on cost, risk and benefits.

#### **JOB SUMMARY**

The Ports Asset Manager will lead the PAM function and will drive the implementation of the PAM strategy, policies, plans and system in alignment with ISO 55000 requirements. This includes the alignment of asset management practices with the Ports Business Plan to ensure

best value is derived from the asset base. This is a strategic role as the post holder is ultimately the owner of all Ports physical assets, responsible for developing the capital plans, and ensuring the systems are operated and maintained in a cost-effective manner. The most recent valuation of physical assets that will come under the PAM remit is as follows:

Tangible Fixed Assets at Guernsey Airport	£82m
Tangible Fixed Assets at Harbours	£133m
Investment Property	£0.5m
Assets under Construction	£5.1m
<b>Total Assets</b>	<b>£220.6m</b>

The post holder will be responsible for de-risking the business in terms of physical asset performance and reliability. In doing so, the post holder will need to account for key factors including operational and financial pressures against a backdrop of: historic under-investment; increasing aviation, maritime and environmental regulation; government expectations and constraints; business growth and diversification requirements; and emerging best practices in business and environmental sustainability.

The successful candidate will need to advance the mission of the function and inspire people to engage with it. To do so, the post holder will require sufficient expertise, experience and leadership to develop their team and its influence by actively promoting the PAM function both internally and externally. They will act as primary champion of the asset management approach, which will be a new discipline for some in their team and across the wider business.

The post holder will be assigned revenue and capital budgets to fund the implementation of the asset management strategy and be expected to lead and drive the significant business change that is anticipated.

## **RELATIONSHIPS**

The post holder will report to the Commercial Manager – Ports and will provide regular updates and recommendations to the Ports Portfolio Panel, the Ports Senior Leadership Team and the Ports Board.

Building and maintaining effective working relationships is critical in this service delivery role. The post holder will be responsible for the PAM team and will work closely with all Guernsey Ports departments at all levels. They will also liaise with the States Trading Supervisory Board, other States Departments, external and internal stakeholders, and key customers as required.

## **MAIN DUTIES AND RESPONSIBILITIES**

- Develop and maintain the Strategic Asset Management Plan (SAMP) and individual Asset Management Plans (AMPs) by asset class, which align with business needs.
- Develop a 20-year Capital Investment Programme which incorporates the short, medium, and long-term business requirements as well as incorporating routine asset refresh and replacement cycles.

- Oversee and manage the Overall Equipment Effectiveness and Asset Life Cycle Costs to ensure assets are being utilised and managed correctly. Manage the establishment of asset performance reports to give greater insight to individual teams, stakeholders and business partners and enhance budget holders' budgeting and forecasting activity.
- Work closely with the Portfolio Management Office to ensure the realisation of benefits from asset installation, upgrade and replacement investments.
- Participate in the development of design and installation specifications, along with operation and commissioning plans.
- Manage the Asset Risk Management Plan that anticipates reliability-related, and non-reliability-related risks that could adversely impact Ports operations.
- Audit maintenance activities to ensure they are carried out at the right standard and that defects and spares consumed are correctly reported.
- Consistently review and update maintenance plans to ensure that the correct mix of maintenance strategies are applied, ensuring that the assets are running in the most cost-efficient manner.
- Oversee the development of engineering solutions to repetitive failures and all other problems that adversely affect plant operations. These problems include capacity, quality, cost, or regulatory compliance issues.
- Lead the business change transition of Ports business areas to new ways of working. Engage with teams across the business to identify risks and potential points of resistance.
- Efficiently manage and control the budget for the PAM team whilst understanding the risks and cost-drivers in the context of organisation wide strategic priority.
- Provide effective leadership and direction to the PAM team, responding to the adapting nature of a newly established and growing department.
- Direct the implementation and continual development of a computerised asset management system, collaborating with various stakeholders for a smooth transition as we integrate with teams and other applications as required.
- Identify cost savings potential and help ensure Ports revenue is optimised.

## **KEY CRITERIA**

### **ESSENTIAL**

1. Certified member of the Institute of Asset Management or working towards certification by the IAM or equivalent.

2. A working knowledge of TPM (Total Productive Maintenance), Lean, and Six Sigma, ITIL and PMI processes.
3. A can-do, hands-on approach with the ability to work well under pressure and prioritise workloads to meet project and operational needs.
4. Flexible, adaptable, and collaborative approach to multidisciplinary engineering; willing to engage across all engineering disciplines.
5. Experience effectively leading a team.
6. Commercial awareness and the ability to work cross-functionally, building strong relationships with other areas of the business.
7. Good working knowledge of EAM solutions and a track record of utilising them to drive future improvements.
8. Operating knowledge of the following industry standard tool sets:
  - a) LORA (Level of Repair Analysis)
  - b) FMEA (Failure modes and effects analysis)
  - c) CA (Criticality analysis)
  - d) RCM (Reliability Centred Maintenance analysis)
  - e) FTA (Fault tree analysis)
  - f) RCA (Root Cause Analysis)
9. Experience implementing business change projects within an organisation.
10. Excellent planning and organisational skills.
11. Understanding of facilities management and the types of assets found therein.
12. High level of competency with Microsoft Office software particularly including Teams, Word, Excel, and PowerBI.
13. Holder of a valid driving licence.

#### **DESIRABLE**

14. Working knowledge of airport and harbour operations or similar utilities-based environments.
15. Working knowledge of States of Guernsey Procurement Policies and Procedures.

#### **KEY COMPETENCIES**

#### **LEADERSHIP**

- Lead the transformation of asset support services across the Ports estate, using best practice knowledge to identify which changes will deliver the greatest return on the Ports Board's investment.
- Create effective plans, systems and governance to manage the business change that will be implemented by the Ports management team.
- Anticipate the long-term impact of the PAM function and take managed risks to grow the team in size and influence, ensuring these are planned and their impact assessed.
- Create joined up strategies and plans that work together with other functions across the business as appropriate to have the most positive impact and add value for Ports customers.
- Ensure involvement and consultation where necessary & take decisive action when required.
- Articulate options and large-scale reputational risks and impacts, including economic, environmental, political and social and recommend plans to manage and mitigate.
- Take quick, confident decisions at a strategic level to move things forward effectively.
- Outline direction of travel, recommendations and decisions for the PAM function, taking account of financial and operational challenges.

## **TEAMWORK**

- Lead from the front, communicating and motivating their team towards stretching goals.
- Actively promote the PAM function and reputation externally and internally, publicising successes widely.
- Listen to, understand, respect and accept the value of different views, ideas and ways of working.
- Express ideas effectively, both orally and in writing, and with sensitivity and respect for others.
- Build a high performing team aligned with the Ports long-term strategy whilst encouraging self-development of team members.
- Proactively seek information, resources and support from others outside own immediate team in order to help achieve results.
- Inspire staff and delivery partners to engage fully with long term vision and purpose of the PAM function, supporting them to make sense of change.
- Communicate with conviction and clarity in the face of tough negotiations or challenges.
- Influence external partners, stakeholders and customers successfully to secure mutually beneficial outcomes.
- Proactively create, maintain and promote a strong network of connections with colleagues across the business and externally.
- Actively promote knowledge and resource sharing with peers and across functions.
- Encourage and establish principles of working effectively across boundaries to support the business.
- Encourage teams to engage with a variety of delivery partners and stakeholders and listen to their feedback.
- Champion development, talent and career management for all staff and make learning a reality by encouraging and providing a range of development experiences.
- Create an inclusive environment, one from which all staff, including under-represented groups, can benefit.
- Encourage work-place based learning, ensure colleagues take responsibility for their own learning and share it to build organisational capability.

- Devote dedicated time to supporting and empowering people through coaching and mentoring and sharing expertise / knowledge.

## **ACCOUNTABILITY**

- Set priorities, goals, objectives and timescales for the PAM function as a whole and for individual team members.
- Establish mechanisms to use customer insight about asset performance to drive improved customer service outcomes.
- Understand how the PAM function can support goals of other functions within the business and support collaborative working to achieve wider commercial outcomes.
- Take ownership of delivery against outcomes and give credit for others' delivery.
- Promote resilience and responsiveness within the PAM function in order to remain focused on achieving outcomes despite setbacks.
- Identify and implement effective ways of working deployed in other sectors.
- Make and encourage strategic choices on spend, challenge high risk costly projects and forgo non-priority expenditure.
- Interpret a wide range of financial and management information and use financial data effectively in decisions.
- Understand and manage the risks and cost drivers of the PAM function in the context of the Ports Strategic Priorities that it supports.
- Clarify and articulate the diverse requirements of customers and delivery partners to support effective delivery.
- Translate complex aims into clear and manageable plans and determine resource requirements to support implementation.
- Work collaboratively with customers or service delivery partners to manage, monitor and deliver against service level agreements.
- Maintain a strong focus on priorities, holding others to account for priorities and swiftly respond to changing requirements.
- Drive a performance culture within own area and support and encourage a focus on performance and priorities.
- Act as a role model for delivery by demonstrating enthusiasm and energy to achieve results.
- Promote resilience and responsiveness by being open and honest about challenges, and the actions required to address unexpected developments.