

**Job Description**

<b>Job title:</b> Head of Estates, Asset Management and Facilities	<b>Service Area:</b> <b>Commerical Investment &amp; Capital</b>	
<b>Division:</b> <b>Resources</b>	<b>Post Number</b> From Oracle	<b>Evaluation Number</b>
<b>Grade:</b> XXX	<b>Date issued:</b> January 2021 (consultation draft)	

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**Croydon Council's priorities**

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

**Croydon Council's new ways of working**

We will practise sound financial management, being honest about what we've spent and what we can afford.

We will focus on what we, uniquely, can do as the local authority as the democratically elected leaders of our borough. This means we will focus on our core services, and a small number of evidence-based outcomes that deliver our priorities. But we will also continue to use our democratic mandate to convene our partners around a common purpose and to make a clear case for a better deal for Croydon.

We will aim to become a much more transparent, open and honest council.

We will involve residents in our decision making. But we will also need to be clear with residents about what we can do, and what we can't. When we have to say no, we will do so with compassion and take the time to explain our decisions

**Job Purpose:**

As a member of the extended management team, the **Head of Estates, Asset Management and Facilities** will work collaboratively across their department and with other Heads of Service and Directors to ensure the effective and efficient development and delivery of Council services that support departmental and Council objectives.

As required, the postholder will be accountable for the strategic leadership of a large diverse team in the provision of Facilities and Support service provision to the Council for estates planning, asset management and facility management activities.

To provide leadership to ensure the delivery of cost-effective, safe and efficient range of facilities and support services to the council.

To provide effective leadership and management of health, safety & environmental matters for the Council

The **Head Estates, Asset Management and Facilities** will undertake the role of being the strategic lead in the service area including associated policies and procedures.

**Reports to:** Director of Investment and Capital

**Responsible for:** To be the professional lead for all aspects of estates, asset management and facilities allocations which includes:

- The Council's principal commercial property advice and is responsible for ensuring that all property issues within the Council are undertaken in a professional manner and comply with all statutory and professional guidelines whether undertaken internally by the corporate asset management and estates team or by external advisors appointed by the team.
- The corporate asset strategy and estate management for the Council, ensuring that assets are efficiently and effectively utilised and fit for purpose through the implementation of the corporate property and estate strategy and asset management implementation plan. · To provide corporate advice on valuation and the optimum development and potential of the Council's land holdings.
- To deliver the Council's estate management function for its property portfolio including all landlord and tenant items, property disposal and

acquisition, maintenance of the corporate property register and database.

### ***Corporate Accountabilities (all Heads of Service)***

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a siloed, single division or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To contribute and lead as required as a project owner on the delivery and implementation of specific corporate projects as required.

To actively role model the council’s priorities and ways of working and the council’s leadership framework and values.

To lead, manage and develop staff teams and ensure compliance with the Council's performance management system and all HR policies and procedures

Be accountable for associated budget and have affordable plans in place to deliver the annual budget and Medium-Term Financial Plan.

Provide assurance that the services are compliant and performance monitoring is part of the corporate rhythm, and exceptions have robust action plans.

To operate within the governance, financial and legal frameworks of the Council at all times.

Ensure equalities is embedded into all aspects of professional and managerial roles, including service delivery and at all times carry out your duties with regard to the Council policy.

Ensure by robust management that the services and staff you are responsible for adhere to the Council’s Health and Safety Policy and operate within the safety management frameworks.

To ensure the effective management of data and security of information received and used within the division, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

Participate in cross organisational risk management and emergency planning activities as required

**Service Accountabilities:**

The Postholder will have responsibility to: -

- Examine all proposed and actual projects that involve major change, disposal or acquisition of property in line with the overall property and estate strategy of the Council.
- Carry out regular reviews of each Department's use of its property and estates and to ensure that such reviews form the basis for efficient use of property related assets in accordance with the property and estates strategy of the Council.
- Ensure that all Departments have a long-term property strategy aligned to the corporate strategy.
- Ensure that the Council's Asset Management Plan and Property Strategy is annually reviewed and updated.
- Monitor and negotiate all service contracts and leases in this area of work.

**Estates, Assets Management:**

- To manage the strategic estates team and all other direct reports
- To manage the Council's property and estate portfolio
- To manage the retained commercial portfolio including dealing with lease renewals and rent reviews.
- To manage the Councils capital receipts programme
- To procure and monitor contracts with the Councils external property advisors and assisting the Councils legal division in awarding similar legal contracts where they affect property issues.
- To lead on strategic asset planning and corporate asset management
- To advise on any property issues arising from their managed portfolio and on any other issues which may arise.
- To advise on asset performance against local property key performance any other property issues that may arise.
- To deliver the Council's corporate property function including all landlord and tenant services, maintaining the terrier and property database systems and delivering the capital receipts programme.
- To ensure existing properties are maintained and that new properties are fit for purpose in accordance with the Property strategy.
- To ensure that all statutory valuations including "Right to Buys" Environmental Health Valuation and Asset valuations (both general fund and housing stock assets) are undertaken in accordance with legislation and in agreed timescales.
- To ensure that the Councils Property database is maintained and that the system continues to provide information in accordance with the Industry standards.

**Facilities Management:**

- To have full budgetary control of all 4 areas within FM including capital projects, this includes leading the team to strive to be a Professional FM Service and having an overarching sight of the functions of each area.
- To lead the facilities management business planning activities and contribute to corporate planning at a strategic level particular responsibility for the physical environment and physical resources.
- To provide, procure and develop effective and efficient facilities management and support services, based upon the highest professional and business standards.
- To effectively manage the contracts, and partnerships, for those services that have been outsourced to external providers.
- To provide advice and guidance to the Council on all aspects of health, safety and environmental matters and to ensure legislative compliance with all health and safety requirements.
- To be accountable for the Asset Management Strategy and Accommodation Strategy to ensure future planning requirements for the council are met and supported.
- To lead the sustainable development policies and initiatives to ensure that Government reduction targets are met from utilities conservation and maximum energy efficiency for the future.

The list of duties in the role profile should not be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

Your duties will be as set out in the above role profile but please note that the Council reserves the right to update your role profile, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

**Key Stakeholder Relationships:**Internal:

Councillors, Corporate Leadership Team, and Council Directors, Heads of service across the Commercial Investment and Capital Department and beyond

External:

Government Departments, National Consultation Groups, Strategic Partners, Other Local Authorities, Trade Unions, MPs, Partner Organisations, Professional Bodies, businesses, voluntary sector. Members of the public Councils Commercial lessees and Private and public (e.g. Housing Associations) property developers, local interest groups and District Auditor and District Valuer.

**Political Restrictions:**

*This post is politically restricted and under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside the work.*

**Statutory Responsibilities:**

This role has assigned statutory responsibilities.

**Other Considerations:**

You may, from time to time, be required to work outside of regular office hours including weekends and evenings to attend meetings and community events.

The postholder is required to observe and fulfill the seven principles of public life (also known as the Nolan Principles).

**1.1 Selflessness**

Holders of public office should act solely in terms of the public interest.

**1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

**1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

**1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

**1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

**1.6 Honesty**

Holders of public office should be truthful.

### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

## **Person Specification**

### **Specific Minimum Qualifications and Expertise**

#### **Qualifications:**

- To possess a property professional qualification in a property/build environment related discipline eg (MRICS - Member of the Royal Institution of Chartered Surveyors) or equivalent and be able to demonstrate a detailed working knowledge.
- To demonstrate that they have experience in all areas of property work.
- To have a thorough and up to date knowledge of all aspects of the property industry including all appropriate property legislation including those matters that particularly apply to property within the Local Authority sector.

#### **Experience:**

- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- Experience of establishing and implementing business planning processes and performance management systems to ensure appropriate and cost-effective service delivery.
- Demonstrable excellence in team management and service delivery in relation to the provision of customer orientated services that achieve successful outcomes.
- Experience of working in partnership with a wide range of internal and external stakeholders / bodies including statutory bodies and organisations
- To demonstrate an understanding of the key components of PPP/PFI projects and the Competitive Dialogue process.
- To demonstrate an understanding of key components large public sector building projects through pre-planning, planning and construction phases.

- To demonstrate an understanding of the key components of a major regeneration initiative.
- To demonstrate an understanding of the internal workings of a local authority Cabinet/Committee system and the relevant policy structures.
- To demonstrate an understanding of the critical elements of post-contract governance structure relating to a major PPP/PFI projects.
- To demonstrate an understanding of the partnership arrangements of a Local Backed Asset Vehicle and the commercial arrangements which underpin that partnership.
- Experience of leading and managing a large facilities management function.

### Knowledge and Skills:

- High level of communication skills to persuade and engage audiences and form positive relationships at all levels (internally and externally).
- Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships
- Evidence of being a strong corporate player who will lead, motivate and inspire their teams and build a high performing culture.
- Ability to work effectively across a range of service disciplines and with a range of people.
- Expertise in data analytics and targeting work in relation to identified needs.
- To manage the revenue and capital budgets in conjunction with the Councils Finance Officers.
- To make decisions at a strategic level that may affect the policies and operation of the Council.
- To lead and manage contract changes with regard to PPP/PFI applying negotiation skills and to lead a complex procurement process involving a major development opportunity and/or PPP/PFI and in doing so manage a multi-disciplinary team.
- To apply the PRINCE2 project method on complex programmes and projects and think strategically to analysis complex issues and to develop action plans for achieving those strategic objectives.
- Commitment to the Council's core value and objectives

### Corporate Values

Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a Local Authority. You are required to demonstrate a commitment to our corporate values and this will be assessed using the criteria below:



**One Team:** To cross boundaries to work together towards shared goals with colleagues, partners and communities

- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

**Proud to Serve:** We strive to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely

- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives through engagement and you strive to get the best possible value for money for customers.

**Honest and Open:** We work hard to build trust by treating everyone with honesty and integrity

- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

**Taking Responsibility:** We encourage and support each other to take responsibility and show what we can do, learning together and recognising each other's contributions

- You are clear where formal accountability lies and where we can all take responsibility for results. You praise your colleagues for their efforts and ideas and thank them for their contributions.

**Valuing Diversity:** We make the most of the many perspectives that make Croydon distinctive

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background, skills and perspective your teams, the Council and the community demonstrate.

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TAKING  
RESPONSIBILITY