



JOB DESCRIPTION (JD) AND EMPLOYEE SPECIFICATION (ES) Manager Template

JOB TITLE:	Head of Corporate Landlord Services		
GRADE: JOB CODE:	G16	SERVICE AREA:	Corporate Landlord Services
REPORTS TO:	Director of Finance, Corporate Performance & Corporate Landlord	LOCATION:	Civic Centre
SPECIAL CONDITIONS:	Attendance at evening and out of hours meetings, as required		

At Walsall Council, we believe that people are at the heart of everything we do. In our work, the way we listen and respond to our customers and colleagues will determine the way we grow and bring Council's vision to life. To succeed, we must push the boundaries of customer service and added value - outstanding is the new standard and the new routine. Using evidence-based insight into solving problems, managers will create an environment that provides opportunities for all individuals and communities to fulfil their potential. As leaders of people, managers will:

- *Work collaboratively to develop strong working relationships and provide a bridge between the council and the communities it serves;*
- *Embrace change and strive for improvement continuously;*
- *Provide value for money to ensure services are delivered in a timely fashion, combining sustainability with quality;*
- *Challenge the status quo, enable and empower, act with integrity.*
- *Together, they will deliver services that the people of Walsall will be proud of.*

1. Corporate duties and accountabilities:

- The post holder will comply with and promote the Council's Health, Wellbeing and Safety at Work policies and ensure these are implemented effectively within his/her areas of responsibility.
- A priority for the Council is the protection of vulnerable people, ensuring they are able to live as independently as possible. The post-holder will promote and engage with Council's responsibility to safeguard the welfare of children, young people and adults, and protect their right to be safe from harm.
- Through personal commitment and clear action, the post-holder will promote the Council's employment policies, with particular reference to diversity, equality of access and treatment in employment, service delivery and community involvement. To support/develop a working culture within these services that reflects the corporate vision.
- Ensure that the services provided aligned to the Council strategy, vision, aims, objectives, priorities and continuous improvement programme and play their part in achieving these. This

includes compliance with Standing Orders, Financial Regulations, Code of Conduct and the Councils Policies and Procedures.

- This job description sets out a summary of the duties and accountabilities of the role. It is not intended to be exhaustive.

2. Main purpose of the job role:

- Strategic property business partner, working closely and proactively with Council Directorates and Partner organisations to understand, define and challenge property requirements in the development of the Estate Strategy, Corporate Asset Management Plan and Total Facilities Management model.
- Ensure consistency of approach by centralising property decision making and budgets and reviewing pathways to ensure that all decisions involving the use of assets are made for the good of the council as a whole and its stakeholders.
- To lead the service to provide a single focus for the lifecycle management of the Council's strategic and operational assets and those of its customers.
- To lead and manage the Corporate Landlord Services to deliver an effective, responsive and integrated customer focused Property Management, Commissioning and Facilities Management service, which is legally compliant.
- To lead the development, implementation, management and ongoing continuous improvement of the Corporate Landlord Services in line with the Council's preferred intelligent service delivery model.
- To be responsible for the development and delivery of the Corporate Estates Strategy, Corporate Strategic Asset Management Plan, Property/Land Investment Strategy and Council Land and Property Disposal Policy.
- To ensure that the value of our property investment portfolio is grown and optimised, providing valuable capital and revenue income to the Council and its directorates to fully exploit in line with the Councils Transformation agenda and Corporate Plan priorities.
- To ensure the property investment portfolio is well managed to provide an adequate and appropriate return on capital employed and minimise voids.
- To ensure that the Councils Corporate Landlord model delivers the Councils objectives through strong relationships working with public and third sector partners, exploiting opportunities to deliver "joined up" services from shared buildings.
- To ensure Council services occupy property that is in the right location, fit for purpose, economic to occupy and compliant with strategy and regulatory policy and procedures.
- To improve, release, adapt or replace properties as required in order to move to a fit for purpose estate.
- Ensure that there is a strong rationale for the ownership and retention of property and that any disposals achieve best value and have regard to the obligations set out in Section 123 LGA.
- To ensure effective working relationships with directorates and collaboration with partners to understand needs and exploit opportunities to maximise the efficient use of the public estate.
- To implement a professional and effective Corporate Landlord model for the council's estate, managing it in the best interests of the council and freeing up services to focus on delivery.
- To ensure effective stakeholder engagement that ensures that the council fully adopts the Corporate Landlord model of working and strengthens the governance around its implementation.
- Challenge services and partners to demonstrate the need for the property that they occupy and to work with them to achieve a value for money public sector estate.

- Explore opportunities to install renewable energy and energy efficiency measures across our operational and commercial portfolios by working with partners.
- To lead on corporate assets through the Council's capital and asset governance process, specifically at the Asset Strategy Group and Asset Review Group.

Scope and breath of role

- To provide strategic leadership to a number of service areas including Property Management, Estates Management, Programme Planning, Commissioning, Contract and Performance Monitoring, Cleaning, Caretaking, School Crossing Patrol Wardens, Catering Services and Event Services, Post Room Services, Capital Programme Management and Energy Services to Customers.
- To lead the service to provide Traded Services to the Council's Customers

Key Metrics

- Total Number staff c874

2020/21	IFM	Asset Management	Corporate Landlord Total
Revenue Budget	8,969,900	711,691	9,681,591
Capital Budget	4,536,405	6,127,772	10,664,177
Staff Budget	7,534,592	293,312	7,827,904
Income Generation Budget	-9,594,337	-799,226	-10,393,563
Total	11,446,560	6,333,549	17,780,109

Additional Capital budget for Waste Transfer construction capital build - c£17M

Regulatory and Statutory responsibility

- To be the Council's lead professional Valuation and property management representative (exercising constitutional delegated powers) in ensuring the Council complies with its obligations to obtain best consideration in line with Section 123 of the Local Government Act 1972
- To ensure that there is a strong rationale for the ownership and retention of property and that any disposals achieve best value and have regard to the obligations set out in Section 123 LGA.
- Lead on Health and Safety and all statutory compliance issues across the Councils assets, providing technical advice on specific property related issues such as asbestos, gas, electricity, water hygiene with the appropriate recommendations, action plans and risk assessment to prevent and or rectify issues before or as they arise.
- Manage a safe and legally compliant Estate portfolio.
- To ensure that property dealings meet best practice, as described by both the RIC and CIPFA resulting in providing the best best outcomes for the Council and its stakeholders.
- Operate in accordance with the Councils scheme of delegation and internal control framework.
- To take a lead in de-carbonising the public estate and ensuring the health, safety and wellbeing of staff, customer and the public.

Strategic Policy and Procedures formulation and implementation

- To formulate policies, strategies, service planning, provision and continuous improvement of an integrated Asset Portfolio Management function that sets the future direction for the property portfolio to achieve sustainable benefits.
- To develop the Council's Strategic Asset Plan and manage implementation across the whole asset base.
- To be responsible for delivering relevant aspects of the Council's Strategic Asset Management Plan (SAMP) and ensure the Estate is used to deliver on Corporate objectives
- To ensure all essential functions and services relating to estates and facilities management within the Council operate effectively and efficiently. These responsibilities link directly to the implementation of the Councils Estates and Accommodation Strategy requiring long term planning and deployment of substantial resources to ensure that the strategic objectives for the development of the estate are met.
- To be responsible for the development of the Office Accommodation Strategy, achieving efficiency in the use of space through Agile / remote working whilst maximising co-location of services working with partners.
- To take the lead responsibility for transforming the Councils property services, ensuring the short, medium and long term strategy to meet high commercial and quality standards for our customers and communities.
- To drive a corporate, strategic approach to property asset management across the Council Estates, Assets and Development.
- To develop and translate the Council's vision of Total Facilities Management into high quality and cost-effective strategic and operational service delivery.
- To develop property policy in line with corporate objectives, legislation and best practice to support effective decision making.
- To contribute to corporate programme boards which develop strategy and policy.

Estates and Asset Management

- To optimise all opportunities to save money and generate direct and indirect financial benefit from the Council's property estate.
- To ensure the Council has a balanced and sustainable property portfolio that supports its vision, priorities and the needs of its service providers, partners and local communities.
- To maximise opportunities for collaborating with other public and voluntary sector partners in relation to the Council's property estate.
- To dispose of surplus assets that do not support Council service delivery, cannot facilitate alternative uses that generate financial benefits and does not support collaborative working with Council partners or the community.
- To shape the Council's operational estate to optimise service provision and meet the needs of customers.
- To ensure that operational properties are appropriately located, provide flexible accommodation at appropriate cost, are in good condition and are accessible to all.
- To undertake the development of the Estate Strategy and the Corporate Asset Management Plan and, ensuring that properties are used to maximum advantage in delivering the Council's services and broader objectives.
- To ensure that assets effectively support delivery of the Council's priorities and that asset performance is measured and optimised.
- To ensure that the estate is an appropriate size from which to deliver services, and is financially sustainable.
- To ensure buildings are in the right place and are affordable to meet the needs of the council and support service delivery in the most efficient way possible.

- To ensure mechanisms are in place to facilitate property monitoring and management of asset performance.
- To ensure that buildings are fit for purpose, well maintained and the cost of occupation and the environmental footprint is minimised.
- Improve, release, adapt or replace properties to meet council needs and to regularly review as these needs evolve.

Commissioning

- Lead professional officer on construction management including; construction procurement, contracting and regulatory requirements - Construction Design and Management (CDM) Regulations; supporting corporate and operational requirements including construction framework agreements and the delivery of construction related programmes in line with regulations.
- To take the lead in ensuring that the operations team has in place cost-effective arrangements for the preparation and commissioning of major capital projects, using the most appropriate procurement process that delivers the project on target and within budget, complying at all times with Council procedures and local government regulations. Engaging private sector expertise as appropriate.
- To lead on the timely development, and delivery to completion, of the Council's corporate and service property capital projects via a range of delivery routes, including conventional procurement, design and build, direct development and joint ventures.
- To develop a rolling programme of Capital Works, repairs, maintenance, replacement and reconstruction to meet the changing demands of the Council members, its partners, clients, customers and users.
- To lead on the timely development, and delivery to completion, of the Council's corporate and service property capital projects via a range of delivery routes, including conventional procurement, design and build, direct development and joint ventures.
- To be responsible for Capital Development in regards to the Council's delivery of Capital projects across the authority.
- To develop operational control in respect to all capital spending and the delivery of projects to the Capital Programme Board. To act as a gatekeeper to the capital programme and take responsibility for monitoring progress on capital spend.
- To be ultimately responsible for the delivery of high performance Programme Planning, Commissioning and Contract Monitoring.

Hard Facilities Management

- To ensure that the Council provides an effective and efficient Facilities Management (FM) Service within a Corporate Landlord model including centralised helpdesk, council wide statutory FM compliance and testing for all buildings and facilities (all public estate), effective contract procurement and lead the centralised Facilities Management team and Estates Management team.
- 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 lead and contribute to the formulation and delivery of the Maintenance Strategy for the council's vacant property portfolio and securing vacant assets in accordance with Health & Safety compliance relating to the latest statutory, regulatory and corporate standards.

Soft Facilities Management

- To provide strategic leadership and challenge for traded services (Soft FM) ensuring consistently branded, joined up services for customers that deliver high quality, meet customer needs and are financially viable.
- To provide, procure and develop effective and efficient facilities management services, based upon the highest professional and business standards;

Traded Services

- To develop a strategic approach to commercially traded services;
- To develop a sustainable business stream from services provided within the Council's remit and legislature;
- Maintain and develop a business stream and generate a contribution to cover the Council's cost
- Develop quality services which would provide a stepping stone to any future direction that emerged within a changing local authority environment.
- To examine the existing arrangements, recommend any improvements to the Council's approach and provide direction on the future shape and direction of traded services;
- Identify other business opportunities for selling services to other organisations including options for delivering services to customers outside of the borough.
- To explore commercial opportunities through supply chain partnerships, outsourcing opportunities and 3rd sector opportunities.

Partnership working

- To lead senior stakeholder engagement with the Council's partners in pursuit of a One Public Estate approach to the combined public estate.
- Lead place-based locality reviews to ensure co-location opportunities are maximised across the Council and with partners, and to identify opportunities for asset rationalisation.
- To work with partners to maximise the efficient occupation of the Public-Sector Estate.
- To unlock the value of assets, seek efficiencies through joint arrangements with public sector partners and maximise private sector investment.
- To integrate thinking about property with financial, regeneration and other considerations.
- Work with Public and Third Sector partners to achieve opportunities to deliver "joined up" services from shared buildings.
- To ensure that communities are supported with suitable and sufficient property from which to deliver local services, in accordance with the Community Asset Transfer policy.

3. Role specific duties and accountabilities:

Horizon Scanning

- Develop an innovative, forward thinking property service, delivering year on year improvements to portfolio performance and high quality advice to the Council.
- Strategically re-position the service from reactive maintenance to a proactive and forward planned regime for repairs and maintenance and ensure that associated centralised budgets provide best value for money and ensure whole life cost decisions.

- To lead and manage significant change within the Service in adapting to the changing Corporate Landlord requirements of Estates, Commissioning, Hard and Soft Facilities Management and services to customers.
- To contribute to developing the Council's Corporate Plan and other strategies.
- To ensure that a system of continuous review and improvement is embedded within the Service area so that 'traditional thinking' is challenged and innovation pursued.

Leading People

- Provide strategic leadership and accountability for the efficient and effective delivery of client centred services across all services,
- To be accountable to the Director, developing and supporting operational managers both within and outside the service and ensuring objectives and targets are delivered.
- Lead, motivate and develop staff to create and maintain a highly competent and participative workforce.
- To provide leadership to all staff in the service area, ensuring that the necessary skill and competency levels are in place, developed or acquired and that a strong service ethos is inculcated and maintained;
- To keep the departmental skill mix under review to ensure that the Council is able to operate as an informed client in all aspects of its estate and facility management activities and procure in-house or contracted resources as necessary;
- Ensure an effective approach to transformation that can get people on board, so that staff are enthused about their contributions and can see their impact and value.
- Deliver a style of leadership across the service area that supports VFM and excellence; is solutions focused; and evidence based decision-making, through coaching, empowerment and accountability.

Managing Resources

- Develop a planning and delivery framework that takes a medium and longer-term view, across the property life-cycle.
- To explore commercial opportunities through supply chain partnerships, outsourcing opportunities and 3rd sector opportunities.
- Effectively manage financial, human and physical resources in the relevant service areas in order to ensure value for money and that schemes of delegation are properly developed and maintained.
- To be responsible for staff revenue, maintenance and capital delivery budget.
- To be the budget holder for the Councils rental income and Estate team operating budget.
- To ensure compliance with the Council's Constitution and Standing Orders and that the Council receives value for money from its expenditure.
- To ensure that the Commercial Portfolio is proactively managed, driving forward new lettings, prompt and efficient operation of reviews and renewals, debt recovery, invoicing, rating appeals and debtor management.
- Ensure that spending decisions are made within a robust risk assessment framework.

Managing Performance

- To ensure that Property and Facilities Management support the delivery of the Council's priorities and that performance is measured and optimised.
- To provide strategic oversight of the procurement and on-going management of external contractors and suppliers, ensuring they add value, support the delivery of

our commercial and performance objectives and that they are effectively and robustly managed.

- Develop a strong distinctive high performance culture across the service area, champion and role model values and behaviours conducive to a high performing directorate.
- Ensure the voice and influence of customers is heard and acted upon, in the development of directorate plans and in response to customer complaints and the on-going scrutiny of the service areas performance and outcomes.
- To take lead responsibility for raising customer satisfaction levels across all the services delivered by the service area.
- To have strategic oversight of the performance and management of the supply chain either through single contract or multiple providers.
- To be ultimately accountable for the performance of service provider contracts relevant to the Service area.
- To set clear objectives and translate them to organisational strategy and priorities; resource tasks appropriately, manage flexibly to meet planned and unexpected requirements; identify and develop contingencies and strategies to meet barriers to improvement, efficiency and quality.
- Translate the asset management strategy, into key deliverable action plans across the property portfolio that are carefully monitored for progress.
- To ensure that the Councils leadership team is regularly briefed on performance, kept informed about progress and given timely advice on policy options and their implementation.
- Responsible for the directorate's financial performance, including accountability for delegated budgets and targets, ensuring senior staff are equipped to be accountable for their delegated budgets.

Managing Self

- To keep up to date with and disseminate local and national developments, that are likely to impact on the Council's Asset Management plans and strategy, and learn from best practice to enhance the knowledge of immediate staff and other managers.
- To ensure that service delivery complies with current regulations, accepted professional standards, the council's policies and procedures and appropriate legislation (including legislation on data protection, equalities, health and safety and safeguarding children and vulnerable adults).
- To hold an up to date knowledge of legislation and best practice affecting estate management, project and programme commissioning, and Hard FM Facilities Management.
- To chair specific estates and facilities management related Project Groups as required.

4. Key Stakeholders and reporting lines

Reporting Line

- To have specific responsibility for advising the Director of Finance, Corporate Performance & Corporate Landlord on asset management, property management best practise and any proposed legislative changes. By their very nature matters will often be complex and /or sensitive.

- To deputise for the Director of Finance, Corporate Performance & Corporate Landlord on corporate property issues when necessary.

Internal Stakeholders : Executive Directors, Directors and Heads of Services.
All Elected Members and the MPs
Trade Unions

External Stakeholders : Contractors and suppliers
Representatives of external/outside bodies
Dealing with the Press
Members of the Public
Government Departments
Statutory Bodies
IT and other systems providers

- To build and sustain effective relationships with all internal and external stakeholders.
- Work in partnership with internal and external contacts to develop and maintain joint working and promote the Council position.
- To work collaboratively and strategically with Executive Directors, Directors and Heads of Services within the Council.
- To act as the council's lead principal property advisor providing advice on complex property and related matters to senior officers, portfolio holder and other elected members.
- Support Lead Members as assigned in discharging their responsibilities within the Council.
- Support the work of Scrutiny in improving service delivery in the Council.
- To provide advice on estates, project and programme commissioning, hard and soft facilities management to senior officers, portfolio holder and other elected members.
- To liaise closely with senior staff in the planning and consultation processes relating to strategic and major operational developments within Estates, Commissioning, and Hard FM Facilities Management and to communicate such plans and activities in a range of Council forums.
- To advise the Portfolio holder, Members and Cabinet on all aspects of the management of the Property portfolio and best practice in corporate asset management, explicitly reviewing the need to retain or improve assets for strategic purposes and improved service delivery.
- Be proactive in providing the Director and as needed the CMT and at Board/Committees with the information that they need to maintain effective oversight of property compliance and services.
- To ensure that the Council's leadership team is regularly briefed on performance, kept informed about progress and given timely advice on policy options and their implementation.
- To manage and respond to complex professional or politically sensitive issues within the area of responsibility.
- Develop and maintain an excellent relationship with target customer groupings, including schools and academies and other public bodies.



JOB TITLE Head of Corporate Assets & Facilities Management		GRADE 16
Using the Job Description consider what essential behaviours, abilities and knowledge are required by a person to perform each of the main activities and accountabilities of the job safely and effectively.	Indicate when Assessment is possible: at Application form =A interview=I both=A/I test = T	WEIGHT CODE shows relative importance Low=1 Medium=2 High=3
Behaviours: <i>refer to corporate behaviours document</i>		
Professionalism - Actively seek ways to prevent over-complication or confusion of service delivery through innovation, being open to change and the removal of barriers including challenging negative behaviours.	A/I	3
Leadership - Leads by example, optimising those resources allocated, Communicates clearly taking account and welcoming feedback. Takes a positive and resilient approach to change understanding the longer-term vision of the Council and/or service areas.	A/I	3
Accountability - Adopt a 'can do' attitude in the work that I deliver taking accountability for my own performance and development and responsibility for my actions and decisions. I will demonstrate inclusivity and promote the values of diversity and equality.	A/I	3
Transparency - Work with others to reach a common goal; sharing information, supporting colleagues and searching out expertise and solutions from relevant partners and/or communities we serve.	A/I	3
Ethical - Aware of own impact on others through valuing openness, treating everyone with respect and listening carefully to understand the views of others in order to build trust.	A/I	3
Abilities/Skills: (refer to JE guidance document)		
A strong communicator with an ability to present strategy at Board level and to play an active role within the Senior Management Group (SMG)	A/I	3
Ability to find creative solutions to problems in evolving situations.	A/I	3
Ability to identify solutions to problems and mitigate any risks using recognised problem solving techniques at a strategic level.	A/I	3
Ability to investigate complex situations where there is a requirement to examine various information, some of which may be conflicting in order to resolve the problem.	A/I	3
Ability to work with stakeholders to resolve conflict and remove impediments through problem-solving, negotiation, open communication and direct influencing.	A/I	3
Ability to use own initiative to anticipate, forward plan and predict changes that will impact on service delivery.	A/I	2
Ability to manage a complex property estates and facilities portfolio, staff and budgets.	A/I	3

Strong strategic leader, with a proven track record of leading multi-disciplinary Property, Commissioning and Facilities Management teams.	A/T	3
Ability to lead, manage and motivate the management team and service area as a whole, including setting clear performance targets and establishing a culture that is both focused on customer service and accountability for delivery.	A/I	3
Ability to interact and effectively communicate with staff and customers across a wide range of areas.	A	3
Excellent presentation, communication and negotiation skills	A/I	3
Ability to assimilate and analyse information quickly and accurately and to think strategically, formulate decisions and make recommendations	A	3
Knowledge/Experience: specify type, level and qualitative (not quantitative required); if any.		
Evidence of continuous professional development	A	
Thorough understanding of general management techniques in a large and complex organisation.	A/I	3
Strength and quality of leadership and the personal skills required to develop and lead an effective and well-motivated, multi-disciplinary and multi-task Property, Commissioning, Facilities Management, and Soft FM Traded Services teams.	A/I	3
Substantial experience of leading significant, organisational wide change projects from concept to sign off. Experience of workforce development and planning, technology and its application to a public sector environment, experience of financial planning and budget management and an up to date knowledge of modern change and transformation methodologies, standards and best practice.	A/T	3
A sound understanding of the legal and financial aspects of major property projects and transactions.	A/I	3
Demonstrable experience and knowledge of utilising various problem solving methodologies, approaches and techniques to identify root causes of problems, identify solutions, implement the solution, evaluate outcome and arrive at conclusions.	A/I	3
Experience of formulating strategy at a Senior Management level and sound understanding of external factors that influence and direct strategy formulation and development	A/T	3
Experience in all areas of people management, including leading, growing and professionalising teams; recruiting technical and managerial staff and supporting and facilitating best performance from staff within own service area or multidisciplinary teams.	A/I	3
Knowledge and experience of assessing the financial viability of service delivery models, benchmarking services, undertaking options appraisals, evaluating alternative options to ascertain if services continue to deliver value for money.	A/I	3
High level strategic planning and organisational skills, including forward planning and forecasting.	A/I	3
Significant knowledge and experience in the management of multidisciplinary Property, Commissioning, Facilities Management, and Soft FM Traded Services.	A/I	3

Significant understanding of funding streams and their requirements relating to Property, Commissioning, Facilities Management, & Soft FM Traded Services	A/I	3
Effective service budgeting and management control.	A/I	3
Significant knowledge of procurement and financial regulations in local government	A/I	3
Significant working and relevant post qualification experience in managing large scale multi/ complex Property, Commissioning and Facilities Management Services in a Head of Service capacity.	A/I	3
A demonstrable record of success in leading and managing the delivery of high quality services in Property, Commissioning, Facilities Management, and Soft FM Traded Services	A/I	3
Sound knowledge and understanding of the legislation and key policy issues underpinning Property, Commissioning, Facilities Management, and Soft FM Traded Services.	A/I	3
Significant experience in the delivery of Change Management and Transformation Programmes within Property, Commissioning, Facilities Management, and Soft FM Traded Services	A/I	3
Track record of and commitment to continuous personal and professional development.	A/I	3
Qualification: Specify any qualifications that are a minimum requirement, please include any equivalent qualifications that would be deemed acceptable or if this can be obtained through on the job experience.		
Postgraduate Master's Degree in Property Management related disciplines and / or MBA	A	
Educated to degree standard in a relevant discipline (surveying, building, engineering, facilities management, project management, architecture or similar) preferably with appropriate postgraduate and/or professional qualifications in one or more of these relevant areas.	A	
Professionally qualified with a relevant degree / postgraduate qualification, plus significant relevant leadership experience in Property and Facilities Management	A	
Membership of the appropriate Professional Body e.g. RICS, IWFM, CIOB, RIBA.	A	
Recognised management qualification	A	
Other Essential Requirements		
An awareness of, and commitment to, equality of opportunity	I	3
Awareness of, and commitment to, confidentiality and handling data	I	3
Prepared by: Vicky Buckley	Date: 27/11/2020	