

**County Council**

**23 January 2019**

**Establishment of a Head of Corporate  
Property and Land**

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**Report of Corporate Management Team**

**Ian Thompson, Corporate Director of Regeneration and Local Services**

**Councillor Kevin Shaw, Cabinet Portfolio Holder for Strategic Housing and Assets**

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**Purpose of the Report**

- 1 To seek approval from Council to create a Head of Corporate Property and Land position which in accordance with the Council's Pay Policy requires full Council approval due to the salary of the post.

**Executive summary**

- 2 The proposal to establish a corporate property and land management service under a new Head of Service will:
  - (a) Consolidate and centralise all of the associated functional elements to provide more efficient and effective management of the council's assets.
  - (b) Bring together all strategic and operational property management functions, property budgets and activities into a single functional area within the council's organisational structure.
  - (c) Adopt a full corporate landlord model, with accompanying formally adopted policy and/or protocol on how property decisions will be taken in a strategic manner.
  - (d) Implement a new governance structure for property asset management by establishing an Asset Management Board, comprising key representatives of service areas at an appropriate level, with full reporting protocols and updates through to Cabinet.
- 3 The creation of a Head of Corporate Property and Land does not increase the Head of Service cohort within Real Services. The existing Head of

Economic Development and Housing (Band 1 post) will be deleted when it becomes vacant at the end of January 2019, and its functional areas will be realigned across the wider management team.

- 4 The new post has been evaluated at Head of Service Band 2, thereby resulting in a saving of approximately £18,000 within the ReaL Management Team.

### **Recommendation(s)**

- 5 Council is recommended to:
  - (a) Approve the establishment of a Head of Corporate Property and Land within ReaL Services, at HoS Band 2.

## **Background**

- 6 ReaL Services was established in October 2016 following the amalgamation of the former Neighbourhood Services and Regeneration and Economic Development service groupings.
- 7 The current management team comprises seven Heads of Service, as follows:
  - Head of Direct Services (Band 1)
  - Head of Economic Development and Housing (Band 1)
  - Head of Culture and Sport (Band 2)
  - Head of Technical Services (Band 2)
  - Head of Planning and Assets (Band 2)
  - Head of Transport and Contract Services (Band 2)
  - Head of Environment, Health and Consumer Protection (Band 3)
- 8 A recent review of the council's approach to the management of its property and land assets concluded that it would be beneficial for the Council to adopt a corporate landlord model.
- 9 The corporate property and land management model will be designed to:
  - Enable the council to more efficiently utilise its assets to deliver better services to the community
  - Unlock the value of our assets, seek efficiencies through joint arrangements with other public sector partners and maximise private sector investment
  - Integrate thinking about property with financial, regeneration and other considerations to support the delivery of the council's Corporate Plan.
- 10 Adopting such a model will provide the council with a strong sense of strategic direction in respect of our assets portfolio, with a clear vision, objectives and sense of purpose.
- 11 It is therefore proposed that all estate management, buildings and facilities repairs, design and maintenance, and associated compliance activities will be brought together under the new corporate property and land management function within Durham.

## **Main implications**

- 12 Given the functional areas that will make up the proposed service are currently located within the ReAL Services, the recommendation is to retain the new centrally managed function within this service grouping under a new Head of Service.
- 13 The Head of Economic Development and Housing post will become vacant at the end of January 2019 when the current post holder leaves the organisation. This has presented an opportunity to re-examine all of the functional alignments across the ReAL Services Management Team, and it is recommended that the functions currently reporting through the Head of Economic Development and Housing be disaggregated and realigned across the other Heads of Service where natural synergies exist.
- 14 It is anticipated that capacity is available across those Heads of Service, sufficient to assume these functional areas as a result of the wider realignments associated with the creation of the corporate property and land management service.
- 15 Deleting the Head of Economic Development and Housing vacancy and utilising the budget to fund the new Head of Corporate Property and Land, will therefore represent a neutral position in terms of numbers of Heads of Service and a financial saving of approximately £18,000.

## **Head of Corporate Property and Land**

- 16 The role profile for this post is attached at Appendix 2.
- 17 The position has been subject to evaluation using the Local Government Association (LGA) Senior Scheme, which is consistent with the process for grading all Heads of Service and Strategic Manager posts within Durham. The evaluation for the Head of Corporate Property and Land equates to HoS Salary Band 2 (£100,825 pa).
- 18 Under the Council's Scheme of Delegation, Corporate Directors have authority to create new posts on the establishment up to Head of Service level. However, in accordance with the council's Pay Policy Statement 2018/19, the creation of any new post paying over £100,000 pa, requires approval from full council.
- 19 Subject to this approval, the post will progress to a full recruitment and selection process, led by the Corporate Director Regeneration and Local Services, and the appointment will be made in line with the council's Recruitment and Selection Policy.

## **Conclusion**

- 20 This report proposes the creation of a new Head of Corporate Property and Land in order to provide a co-ordinated approach to all property and land management issues, strategic leadership for the council's asset management strategy, with associated statutory compliance across the council's asset portfolio and in support of the council's wider strategic priorities.

## **Background papers**

- List any papers required by law / None

## **Other useful documents**

- Previous Cabinet reports / None

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## **Appendix 1: Implications**

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### **Legal Implications**

In February 2012, the Secretary of State issued statutory guidance under S.40 Localism Act 2011. Under the “Openness and Accountability in Local Pay” guidance, elected members should be offered the opportunity to vote on the proposal to create a new Head of Service post with a salary above £100,000. The Council’s Pay Policy Statement 2018/19 reflects these requirements.

### **Finance**

The deletion of a Head of Service Band 1, and the establishment of a Head of Service Band 2, will result in a saving of approximately £18,000.

### **Consultation**

Formal consultation is not required for effecting a realignment process. However, good practice is to ensure there is sufficient engagement with all affected employees in advance of and during the process. Informal consultation with the affected Heads of Service, employees and Trade Unions will be facilitated by HR.

### **Equality and Diversity / Public Sector Equality Duty**

None

### **Human Rights**

None

### **Crime and Disorder**

None

### **Staffing**

These proposals include the deletion of a vacant post and the establishment of a new post. There are no adverse impacts on the grades/salaries as a result of these proposals.

### **Accommodation**

None

### **Risk**

None

### **Procurement**

None

## Appendix 2: Role Profile

<b>JOB TITLE</b>	Head of Corporate Property and Land	<b>DIRECTORATE</b>	Regeneration and Local Services
<b>SERVICE</b>	Corporate Property	<b>GRADE</b>	Head of Service Band 2
<b>REPORTING TO</b>	Corporate Director, Regeneration and Local Services		
<b>PURPOSE OF JOB</b>	To lead on and drive the formulation and implementation of a corporate model of service delivery which ensures that all Council property and land is managed to meet wider organisation objectives. To lead on the provision of all property related matters to ensure effective corporate and strategic management of the Council's property portfolio and related services which includes the provision of a proactive and innovative professional property service.		
<b>JOB OUTLINE/KEY RESULT AREAS</b> <p><b>Generic Key Result Areas</b></p> <ul style="list-style-type: none"> <li>➤ Contribute to the strategic development and delivery of Regeneration and Local Services to meet the council's policy and planning requirements;</li> <li>➤ Manage all employees, relevant budgets, and service performance in accordance with council procedures and objectives;</li> <li>➤ Contribute to and manage the development and implementation of the service and council wide initiatives to deliver improvements across the council;</li> <li>➤ Manage relationships with internal and external partners to support the delivery of efficient and effective services.</li> </ul> <p><b>Role Specific Key Result Areas</b></p> <ul style="list-style-type: none"> <li>➤ Lead and drive the formulation and implementation of a corporate model of service delivery for all council property and land portfolio</li> </ul>			
<b>STANDARDS OF PERFORMANCE</b> <p><b>Generic Standards of Performance</b></p> <ul style="list-style-type: none"> <li>➤ Ensure health and safety of self and others within workplace;</li> <li>➤ Demonstrate leadership qualities and inspire teams to work across the council as services are transformed;</li> <li>➤ Lead a culture of effective management of resources and budget, applying best value and flexible models of support that reduce costs;</li> <li>➤ Respond to queries and calls promptly and professionally;</li> <li>➤ Operate effectively as part of the senior leadership team;</li> </ul>			

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| <ul style="list-style-type: none"> <li>➤ Lead on implementing the cultural change required across the organisation to implement and deliver a successful model of corporate property delivery for the estate</li> <li>➤ Lead the policy making processes of the Council in relation to the strategic and operational management and direction of the Authority's property and land portfolio</li> <li>➤ Lead, direct, monitor and control the work of a multi-disciplinary team which includes:           <ul style="list-style-type: none"> <li>• Facilities Management</li> <li>• Building Design</li> <li>• Repairs and Maintenance</li> <li>• Compliance</li> <li>• Estate Management, and</li> <li>• Strategic Asset Management services.</li> </ul> </li> <li>➤ Lead on understanding, identifying and monitoring property in context of how it impacts on frontline service delivery and targets</li> <li>➤ Lead on the identification and quantification of the short, medium and long term capital needs from the property estate</li> <li>➤ Lead on the monitoring and assessment of the implications and opportunities for the Council's estate of emerging/anticipated changes in legislation, Government policy, innovation, new technologies and construction techniques</li> <li>➤ Lead on the implementation of a comprehensive asset challenge framework</li> <li>➤ Lead on the development of a commercial approach to the management of the Council's asset base</li> <li>➤ Lead on the development of a property investment strategy</li> <li>➤ Lead on the assimilation and accessibility of comprehensive and up to date property related data</li> <li>➤ Lead on the development, communication and monitoring of corporate property policies and standards, which safeguard the corporate interest and ensure that the Council's assets are occupied and managed efficiently and effectively</li> </ul> | <ul style="list-style-type: none"> <li>➤ Effective communication and engagement;</li> <li>➤ Ensure principles of equality and diversity and the council's other corporate values are embraced and underpin all work for employees and service users;</li> <li>➤ Appropriate multi-agency working and sharing information.</li> </ul> |
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#### **MEASURES OF SUCCESS**

##### **Generic Measures of Success**

- Achieves service objectives
- Achieves Performance Indicators/Targets
- Customer satisfaction
- Meets budgetary requirements
- Delivers year on year service improvements
- Delivers projects to time, cost, and quality

##### **Role Specific Measures of Success**

- Strong strategic asset vision supported by clear deliverables
- Effective performance management framework for the estate
- Asset planning and service business planning are one cohesive activity.
- Maximises the potential for capital receipt/income generation from the estate
- Maximises value from the council's property estate.

QUALIFICATIONS, SKILLS, KNOWLEDGE AND EXPERIENCE REQUIRED FOR POST	SERVICE AREA/TECHNICAL COMPETENCIES REQUIRED	COMPETENCIES REQUIRED (Behavioural Indicators – Leader)
<p><b>Education &amp; Qualifications</b></p> <ul style="list-style-type: none"> <li>➤ Relevant professional qualification at degree level or equivalent</li> </ul> <p><b>Skills</b></p> <ul style="list-style-type: none"> <li>➤ Project and change management</li> <li>➤ Leadership, delegation and team building</li> <li>➤ Problem solving, financial control and organisation</li> <li>➤ Political and cultural awareness</li> </ul> <p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>➤ Local government and asset related functions</li> <li>➤ Statutory asset related activity</li> <li>➤ Corporate model of service delivery for property and land</li> <li>➤ Durham CC strategic direction, priorities and specific issues relating to the area</li> </ul> <p><b>Experience</b></p> <ul style="list-style-type: none"> <li>➤ Managing delivery of the full range of professional property related services</li> <li>➤ Managing people and budgets including resolution of conflicting priorities, formulating budgets, and delivery of effective performance management framework</li> <li>➤ Managing and implementing service improvements</li> </ul>	<p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>➤ Analytical thinking – the mental processes of analysis and evaluation</li> <li>➤ Strategic thinking – balancing today's expectations and requirements with the future opportunities, issues and concerns that may affect business results tomorrow</li> <li>➤ Developing others – to coach or mentor others to achieve their best</li> <li>➤ Business acumen – the ability to make good business judgements and decisions</li> </ul> <p><b>Service/Technical</b></p> <ul style="list-style-type: none"> <li>➤ Asset Management</li> <li>➤ Asset related financial regulation.</li> <li>➤ Corporate property functions including Facilities Management, Compliance, Repairs and Maintenance, Design and Project Management</li> <li>➤ Knowledge of relevant legislation, statutory frameworks, good practice and government initiatives.</li> </ul>	<p><b>Customer first:</b> Puts the customer first (internal and external) to provide an excellent service.</p> <p><b>Working with others:</b> Working together to improve how we provide services and supporting each other through change.</p> <p><b>Communications:</b> Conveys information clearly and effectively, in a way which helps people understand.</p> <p><b>Personal impact:</b> Is self-aware, acts pro-actively and takes responsibility for achieving results.</p> <p><b>Building our future:</b></p>

<ul style="list-style-type: none"> <li>➤ Assessment and management of property performance</li> <li>➤ Working with Members</li> <li>➤ Working with internal and external stakeholders and partners</li> </ul>		<p>Wanting to be the best and working together to achieve this. Making improvements through being efficient and delivering value for money.</p> <p><b>Delivering results:</b></p> <p>Continually improving performance and introducing new ideas into the council to achieve results.</p>
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DIMENSIONS
<ul style="list-style-type: none"> <li>➤ Number of staff:</li> <li>➤ Revenue budget</li> <li>➤ Capital budget:</li> <li>➤ External funding</li> </ul>