

## Report of the Chief Executive

**HEAD OF ASSET MANAGEMENT AND DEVELOPMENT**1. Purpose of report

To propose the creation of a new Head of service position within the Deputy Chief Executive's department and the transfer of another Head of service role to the Strategic Director's department.

2. Detail

Despite advertising the position on numerous occasions, the position of Housing Repairs Manager within the housing section remains unfilled as no suitably qualified applicant has been found. Simultaneously the scale and variety of tasks to be managed under the Head of Property Services has become too large to be comfortably sustainable.

A solution is proposed in the proposition that a new head of service role taking responsibility for housing repairs and capital works is created. The job description and personal specification for the new head of service role and the altered job description and personal specification for the Head of Property Services are set out in appendices 1 and 2. The existing head of Property will choose which role he wishes to undertake. The salaries for both posts has been job evaluated at CO2. Appendices 3 and 4 show the top management structure before and after the change proposed. Appendices 5 through to 11 show the structure below both heads of service. All existing posts will remain the same- the acting Housing Repairs and Compliance Manager will remain in his grade 14 role apart from the Senior Maintenance Officer(compliance) role which will be reviewed and reported back to the Committee. The advantages of the proposals are:

- Enable recruitment to a key leadership position within the Council, to strengthen compliance and create a new Asset Management strategy which does not currently exist for housing.
- Bringing together capital works and repairs under one section head will enable easier co-ordination of long term housing modernisation and planned and reactive repairs and greater efficiency. The services currently lie in different sections.
- The Head of Property Services role will be more manageable.
- Management responsibilities will be evened out between Strategic Director and Deputy Chief Executive.
- The Chief Executive will have more time to spend on strategic management issues.
- Within the Strategic Director's department, the functions of the Head of Property have natural affinities: The Crematorium with the burials service; Management of Council offices with cleaning and support services; other property such as depot, open space community buildings and playing fields with the Environment section; car parking with street cleaning and CCTV with Information Management.

3. Financial implications and Union Comments

The financial implications are contained in appendix 12 and Union comments in appendix 13.

**Recommendation**

**The Committee is asked to RESOLVE that the creation of a new head of Asset Management and Development post be approved.**

Background papers: nil

## APPENDIX 1

JOB DESCRIPTION

<b>Directorate</b>	Deputy Chief Executive
<b>Division</b>	Asset Management and Development
<b>Post No &amp; Job Title:</b>	xx – Head of Asset Management and Development
<b>Grade:</b>	Grade C02
<b>Responsible to:</b>	Deputy Chief Executive
<b>Responsible for:</b>	All employees within the Asset Management and Development Division

**Main Duties and Responsibilities:****Strategic**

1. Provide leadership on key asset management and development issues for Members, Chief Officers and managers.
2. Formulate policy for the Asset Management and Development Division including a Council Housing Asset Management Strategy and House Building Delivery Plan. Develop creative and innovative solutions to service delivery, ensuring a process of continuous service improvement.
3. Ensure that asset management and development services are delivered safely and that appropriate assurance frameworks are in place for gas safety; electrical safety; fire safety and legionella safety and a good culture of compliance and continuous improvement exists in relation to all safety matters.
4. Ensure the performance of the Asset Management and Development Division is consistent with the Council's corporate vision, values and objectives.
5. Ensure the structure, systems and procedures within the Division operate effectively and where necessary recommend and implement improvements and modifications.
6. Provide a positive input into the wider management of the Directorate and contribute into the development of policies.
7. Draft, deliver and monitor service delivery plans in accordance with corporate aims, statutory requirements and best practice.

**B. Managerial**

8. Lead the Asset Management and Development Division, ensuring that employees are appraised, developed and well trained and motivated to achieve their full potential and also work together cohesively to deliver the Division's objectives.
9. Overall management responsibility for the Directorate in the absence of the Deputy Chief Executive including attendance at corporate General Management Team.
10. Responsible for the people management issues of employees within the Division for matters including absence, recruitment and retention, disciplinary and grievance and personal development.

**C. Divisional/Operational**

11. Develop improvement programmes to deliver the requirements of the Council Housing Asset Management Strategy by commissioning stock condition surveys to confirm the value and investment requirements for the HRA owned assets.
12. Propose programmes of Council house capital works in accordance with the Council's priorities and available resources and manage the implementation of agreed programmes within agreed budget limits
13. Procure external contracts through frameworks and procurement consortia to achieve value for money.
14. Implement the Housing Delivery Plan of new build Council housing throughout the Borough from inception through to completion both directly and through third party delivery including the development of partnerships with contractors and Registered Social Housing Providers.
15. Ensure the effective management of planned and responsive maintenance to Council housing including in house gas servicing, electrical work and re-let of void properties, utilising external contractors as and when required.
16. Ensure the work of the Division meets the requirements of the Climate Change Reduction Strategy and works towards carbon neutrality.
17. Ensure that the Asset Management and Development Division is compliant with all statutory and regulatory requirements in relation to compliance including; automatic door systems, warden alarm systems, fire safety including fire doors, fire detection and alarm systems, CDM Regulations, glazing, laundry equipment, lifts and hoists, Radon gas and tree safety and has in place an effective policy and performance management framework
18. Ensure the development of health and safety practices within the Asset Management and Development Division and that risks to health are identified, mitigated and managed; systematic training undertaken; safe systems of work identified; and processes and procedures regularly reviewed and improved to protect employees and tenants and leaseholders.
19. Ensure an effective out of hours service is available to tenants and leaseholders.

**D. Financial/Business Development**

20. Ensure the Division's service delivery plan, budget, targets and performance measures are prepared in accordance with corporate objectives. Monitor progress, produce regular reports and take remedial action, where necessary in order to ensure that budget and performance targets are met.
21. Develop and maintain successful internal and external working relationships and partnerships (with professional bodies, other local authorities, contractors, Registered Providers, local authority associations and external agencies) to support the delivery of a high quality, cost effective and customer focussed services.
22. Ensure compliance with standing orders, financial regulations and statutory obligations.
23. Ensure grant received from external bodies is managed in line with any grant requirements.
24. Ensure the effective deployment of ICT systems and support the delivery of a high quality property service, and exploit the use of ICT to continuously improve services. Develop, implement, maintain and evaluate administrative and business systems and procedures to support the effective functioning of the Asset Management and Development Division.
25. Oversee the production and monitoring of a wide range of data, including national and local performance indicators to measure the effectiveness of the Division's activity. Produce management reports and other appropriate information.
26. Promote, monitor and achieve high levels of customer satisfaction in all operational areas.

**E. Other Activities**

27. Be the lead representative for the Council Housing in relation to asset management and compliance issues during an emergency planning operation determining the most appropriate course of action with both internal officers and external agencies and bodies.
28. Represent the Council internally and externally, including attendance at relevant committees, Senior Management Team, working groups and forums locally, regionally and nationally.
29. Ensure that the Council receives a cost effective and efficient service from its contractors.
30. Seek opportunities for the potential of shared arrangements in accordance with the Council's commitment to achieve efficiencies in service delivery.

**F. Other duties/ requirements**

31. Uphold the principles of equality in management and in the conduct of external relationships.
32. Maintain relevant continuing professional development in order to be able to act as the Council's principal property and engineering advisor.
33. Attend evening meetings and undertake work outside normal office hours in accordance with the needs of the service.

34. Undertake such other relevant duties as may be required by the Deputy Chief Executive.

**DESIGNATED CAR USER**

A designated car user status has been attached to this post.

**SPECIAL CONDITIONS**

Where applicable: Duties may include attendance at evening meetings and/or work outside normal office hours.

**RESTRICTIONS**

This is a politically restricted post.

This post is subject to exemption with reference to the Rehabilitation of Offenders Act 1974.

**NOTE**

The above job description sets out the main responsibilities of xx – Head of Asset Management and Development but should not be regarded as an exhaustive list of the duties that may be required. As duties and responsibilities change and develop the job description will be reviewed and be subject to amendment in consultation with the post holder during the Personal Development Review process.

All employees are expected to maintain a high standard of service delivery and to uphold the Council’s policies in accordance with equality and diversity standards, and health and safety standards, and to participate in training activities necessary to their job.

	Name	Signature	Date
Job description written by:	Ruth Hyde		October 2019
Job description agreed by			___/___/___ —

Date of issue:

**PERSON SPECIFICATION****H2 - HEAD OF ASSET MANAGEMENT AND DEVELOPMENT****Qualifications**

Relevant degree	Essential	1,4
Management qualification or experience	Essential	1,4
Membership of Institution of Civil Engineers (MICE) or Member of Royal Institution of Chartered Surveyors (MRICS) or equivalent relevant qualification	Essential	1,4
Ability to demonstrate continual professional development	Essential	1,3

**Experience**

Evidence of effective financial management, including prioritising and targeting of resources within approved budgets.	Essential	1,2,3
Well-developed ICT skills and a proven track record of the practical application of ICT systems to support the efficient operation of the business.	Essential	1,3
A sound understanding of the financial, legal and regulatory framework governing property services including new build development.	Essential	1,2,3
A demonstrable track record of effective decision making and policy formulation and project delivery.	Essential	1,2,3
Evidence of successful partnership development and project delivery through partnerships.	Essential	1,2,3
Evidence of success in preparing and delivering clear and concise written reports, presentations and briefings on complex and/or sensitive issues for a range of different audiences.	Essential	1,2,3

**Key Skills**

Ability to provide strategic leadership and motivate others to successfully deliver service initiatives/priorities.	Essential	1,2,3
Ability to advise Members on policy options, determine priorities and to communicate clearly on recommended actions	Essential	1,2,3
Commitment to diversity, in the workplace and in the shaping of service outcomes	Essential	1,2,3
Strong negotiating, influencing and persuasion skills together with evidence of success in building working relationships and working flexibly, across professional and operational boundaries	Essential	1,2,3

Ability to engender trust and confidence, demonstrate probity and integrity in the provision of advice and delivery of a range of services.	Essential	1,2,3
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**Knowledge**

Sound knowledge of asset management and housing development, in particular current trends relating to achieving carbon neutrality.	Essential	1,2,3
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Knowledge and understanding of communication techniques to support and enhance the delivery of asset management and development services.	Essential	1,2,3
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**Other Requirements**

Flexibility to work outside office hours and attend at evening meetings/various committees.	Essential	1,3
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**Car Allowance**

This post carries a designated car user status. Whilst it will not be necessary for the post holder to provide a car for use on Broxtowe Borough Council business, provision must be made however to discharge duties and responsibilities of the post in an effective manner. Employees choosing to use their own vehicle for work purposes must be in possession of a full driving licence.

Disabled employees who are unable to drive because of their disability, but who occupy posts with a designated car user status, are allowed to use taxis to carry out their duties where no other forms of transport are appropriate.

<b>Measure:</b>	1. Application form 2. Test after shortlisting 3. At interview	4. Documentary evidence 5. Other [please specify]
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## APPENDIX 2

## Amended job description of Head of Property services

**BROXTOWE BOROUGH COUNCIL**JOB DESCRIPTION

<b>Directorate</b>	Strategic Director's
<b>Division</b>	Property Services
<b>Post No &amp; Job Title:</b>	T2 – Head of Property Services
<b>Grade:</b>	Grade C02
<b>Responsible to:</b>	Strategic Director
<b>Responsible for:</b>	All employees in the Bereavement Services, Estates, Health and Safety CCTV and Car Parking teams
<b>Main purpose of the job</b>	To manage and improve the council's bereavement services, Estates, Health and Safety , Emergency response , CCTV and Car Parking teams; To lead for the authority on issues connected with energy management relating to the Council's assets ,Highways issues ,flooding mitigation issues, and development of sustainable green transport networks



**Main Duties and Responsibilities:****Strategic**

35. Provide leadership on key property issues, car parking, CCTV, Crematorium services, Highways, sustainable transport (cycle, tram, rail), energy management, flooding mitigation, Health and Safety and Emergency planning for Members, Chief Officers and managers.
36. Formulate policy and the development of a strategic plan for the most effective use of the council's property assets; and appropriate policies for car parking and CCTV, a suite of up to date plans relating to Health and Safety; Civil emergency response; policies and plans for bereavement services and energy management and develop creative and innovative solutions for service delivery relating to the services managed, ensuring a process of continuous service improvement.
37. Ensure the performance of the services under the management of the post holder is consistent with the Council's corporate vision, values and objectives.
38. Ensure the structure, systems and procedures within the Division operate effectively and where necessary recommend and implement improvements and modifications.
39. Provide a positive input into the wider management of the Directorate and the authority as a whole as a member of the senior management team and contribute to the development of policies.
40. Draft, deliver and monitor business plans in accordance with corporate aims, statutory requirements and best practice and achieve agreed performance targets set for the services managed.

**B. Managerial**

41. Lead the people employed within the section led by the post holder, ensuring that employees are developed and motivated to achieve their full potential and also work together cohesively to deliver the Division's various objectives.
42. Overall management responsibility for the Directorate in the absence of the Director to whom the post holder reports including attendance at corporate General Management Team if required.
43. Responsible for the people management issues of employees within the Division for matters including absence, recruitment and retention, disciplinary and grievance and personal development.

**C. Divisional/Operational**

44. Develop, implement and keep under review an Asset management strategy for the Council in order to ensure the proper recording, valuation, maintenance, safety, disposal and development of the council's land and property holdings.

45. Propose programmes of capital works for the services under the management of the post holder, in accordance with the Council's priorities and available resources and manage the implementation of agreed programmes within agreed budget limits, including the procurement of work through third parties and the management of contracts as well as through in house delivery.
46. Propose, prioritise and implement programmes of maintenance for the Council's premises and properties within agreed budget limits.
47. Ensure the efficient and sustainable management of use of energy consumed by the Council's property and promote environmentally friendly practices and behaviours.
48. Oversee and coordinate council employees and third party contractors to ensure that risks to health including those arising from fire, Legionella and asbestos exposure are properly identified controlled and managed.
49. Assist as required in the development of major projects such as NET phase 2 and Beeston town centre redevelopment where the Council's assets are involved or highways issues require such input.
50. Manage lawful, efficient and cost effective provision of on and off street parking services in the Borough, including arrangements for charging, and enforcement and ensure appropriate engagement with partners such as the County Council and districts on behalf of whom the Council may deliver services.
51. Ensure the development, review and implementation of an emergency response plan and underpinning plans on issues such as fuel management, flood risk response, and flu pandemics for the council in order that the Council is equipped and prepared to respond to civil emergency threats of various kinds.
52. Act as Silver Command officer in the event of an emergency situation. determining the most appropriate course of action with both internal officers and external agencies and bodies.
53. Ensure the development review and implementation of health and safety policies for the Council in order that risks to health are identified, mitigated and managed; systematic training undertaken; safe systems of work identified; and processes and procedures regularly reviewed and improved to protect employees, customers, residents, and users of services provided by the Council.
54. Chair Safety Advisory Groups relating to special events across the Borough.
55. Work in partnership with Erewash Borough Council and manage employees to ensure the delivery of an efficient, cost effective and compassionate service for bereaved people including provision of cremations and burials in the Borough.

**D. Financial/Business Development**

56. Ensure the Division's service delivery plan, budget, targets and performance measures are prepared in accordance with corporate objectives. Monitor progress, produce regular

57. reports and take remedial action, where necessary in order to ensure that budget and performance targets are met.
58. Develop and maintain successful internal and external working relationships and partnerships (with professional bodies, other local authorities, local authority associations and external agencies) to support the delivery of a high quality, cost effective and customer focussed property service.
59. Ensure compliance with standing orders, financial regulations and statutory obligations.
60. Ensure the effective deployment of ICT systems and support the delivery of a high quality property service, and exploit the use of ICT to continuously improve services. Develop, implement, maintain and evaluate administrative and business systems and procedures to support the effective functioning of the Property Division.
61. Oversee the production and monitoring of a wide range of data, including national and local performance indicators to measure the effectiveness of Property activity. Produce management reports and other appropriate information.
62. Promote, monitor and achieve high levels of customer satisfaction in all operational areas.
63. Ensure the services under the post holder's control comply with the statutory requirements relating to procurement, information management and data protection.

**E. Other Activities**

64. Represent the Council internally and externally, including attendance at relevant committees, Senior Management Team, working groups and forums locally, regionally and nationally.
65. Ensure that the Council receives a cost effective and efficient service from its contractors.
66. Seek opportunities for the potential of shared arrangements in accordance with the Council's commitment to achieve efficiencies in service delivery.

**F. Other duties/ requirements**

67. Uphold the principles of equality in management and in the conduct of external relationships.
68. Maintain relevant continuing professional development in order to be able to act as the Council's principal property and engineering advisor.
69. Attend evening meetings and undertake work outside normal office hours in accordance with the needs of the service.
70. Undertake such other relevant duties as may be required by the Director to whom the post holder reports.

**DESIGNATED CAR USER**

A designated car user status has been attached to this post.

**SPECIAL CONDITIONS**

Where applicable: Duties may include attendance at evening meetings and/or work outside normal office hours.

**RESTRICTIONS**

This is a politically restricted post.

This post is subject to exemption with reference to the Rehabilitation of Offenders Act 1974.

**NOTE**

The above job description sets out the main responsibilities of T2 – Head of Property Services but should not be regarded as an exhaustive list of the duties that may be required. As duties and responsibilities change and develop the job description will be reviewed and be subject to amendment in consultation with the post holder during the Personal Development Review process.

All employees are expected to maintain a high standard of service delivery and to uphold the Council’s policies in accordance with equality and diversity standards, and health and safety standards, and to participate in training activities necessary to their job.

	Name	Signature	Date
Job description written by:	Ruth Hyde		July 2020
Job description agreed by			___/___/___ —

Date of issue: xx.

<b>PERSON SPECIFICATION</b> <b>H2 - HEAD OF PROPERTY SERVICES</b>
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## Qualifications

4. <u>Relevant degree</u>	Essential	1,4
5. <u>Management qualification or experience</u>	Essential	1,4
6. <u>Membership of Institution of Civil Engineers (MICE) or Member of Royal Institution of Chartered Surveyors (MRICS) or equivalent relevant qualification</u>	Essential	1,4
Ability to demonstrate continual professional development	Essential	1,3

## Experience

Evidence of effective financial management, including prioritising and targeting of resources within approved budgets.	Essential	1,2,3
Well-developed ICT skills and a proven track record of the practical application of ICT systems to support the efficient operation of the business.	Essential	1,3
A sound understanding of the financial, legal and regulatory framework governing property services.	Essential	1,2,3
Understanding knowledge and experience of highways and car parking issues and enforcement issues relating to these services	Essential	1,2,3
Experience of CCTV management and policy and procedure relating to that function	Desirable	1,2,3
The ability to understand and manage the different elements relating to bereavement services ( legal, technical, property, people) empathetically and with good customer focus	Desirable	1,2,3
A demonstrable track record of effective decision making and policy formulation and project delivery.	Essential	1,2,3
Evidence of successful partnership development and project delivery through partnerships.	Essential	1,2,3
Evidence of success in preparing and delivering clear and concise written reports, presentations and briefings on complex and/or	Essential	1,2,3

sensitive issues for a range of different audiences.		
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**Key Skills**

Ability to provide strategic leadership and motivate others to successfully deliver service initiatives/priorities.	Essential	1,2,3
Ability to advise Members on policy options, determine priorities and to communicate clearly on recommended actions	Essential	1,2,3

Commitment to diversity, in the workplace and in the shaping of service outcomes	Essential	1,2,3
Strong negotiating, influencing and persuasion skills together with evidence of success in building working relationships and working flexibly, across professional and operational boundaries	Essential	1,2,3
Ability to engender trust and confidence, demonstrate probity and integrity in the provision of advice and delivery of a range of services.	Essential	1,2,3

**Knowledge**

Sound knowledge of the property services sector, in particular current trends and developments.	Essential	1,2,3
Knowledge of project management, financial management, engineering issues, procurement of capital projects	Essential	1,2,3
Knowledge and understanding of communication techniques to support and enhance the delivery of property services.	Essential	1,2,3
Knowledge of sustainability and information management	Desirable	1,2,3

**Other Requirements**

Flexibility to work outside office hours and attend at evening meetings/various committees.	Essential	1,3
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**Car Allowance**

This post carries a designated car user status. Whilst it will not be necessary for the post holder to provide a car for use on Broxtowe Borough Council business, provision must be made however to discharge duties and responsibilities of the post in an effective manner. Employees choosing to use their own vehicle for work purposes must be in possession of a full driving licence.

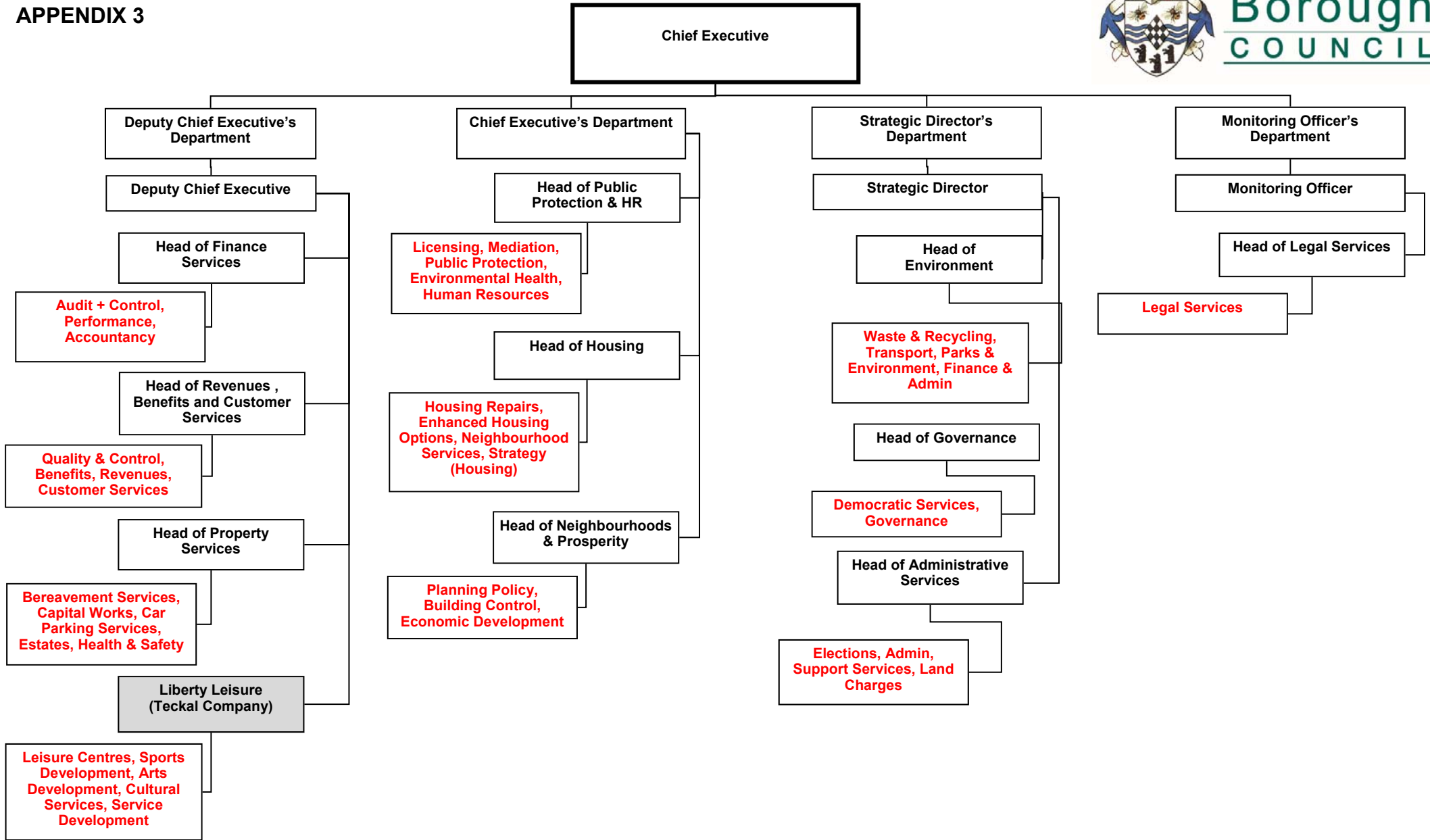
Disabled employees who are unable to drive because of their disability, but who occupy posts with a designated car user status, are allowed to use taxis to carry out their duties where no other forms of transport are appropriate.

Measure:	1. Application form 2. Test after shortlisting 3. At interview	4. Documentary evidence 5. Other [please specify]
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# STRUCTURE CHART AT JANUARY 2020



## APPENDIX 3

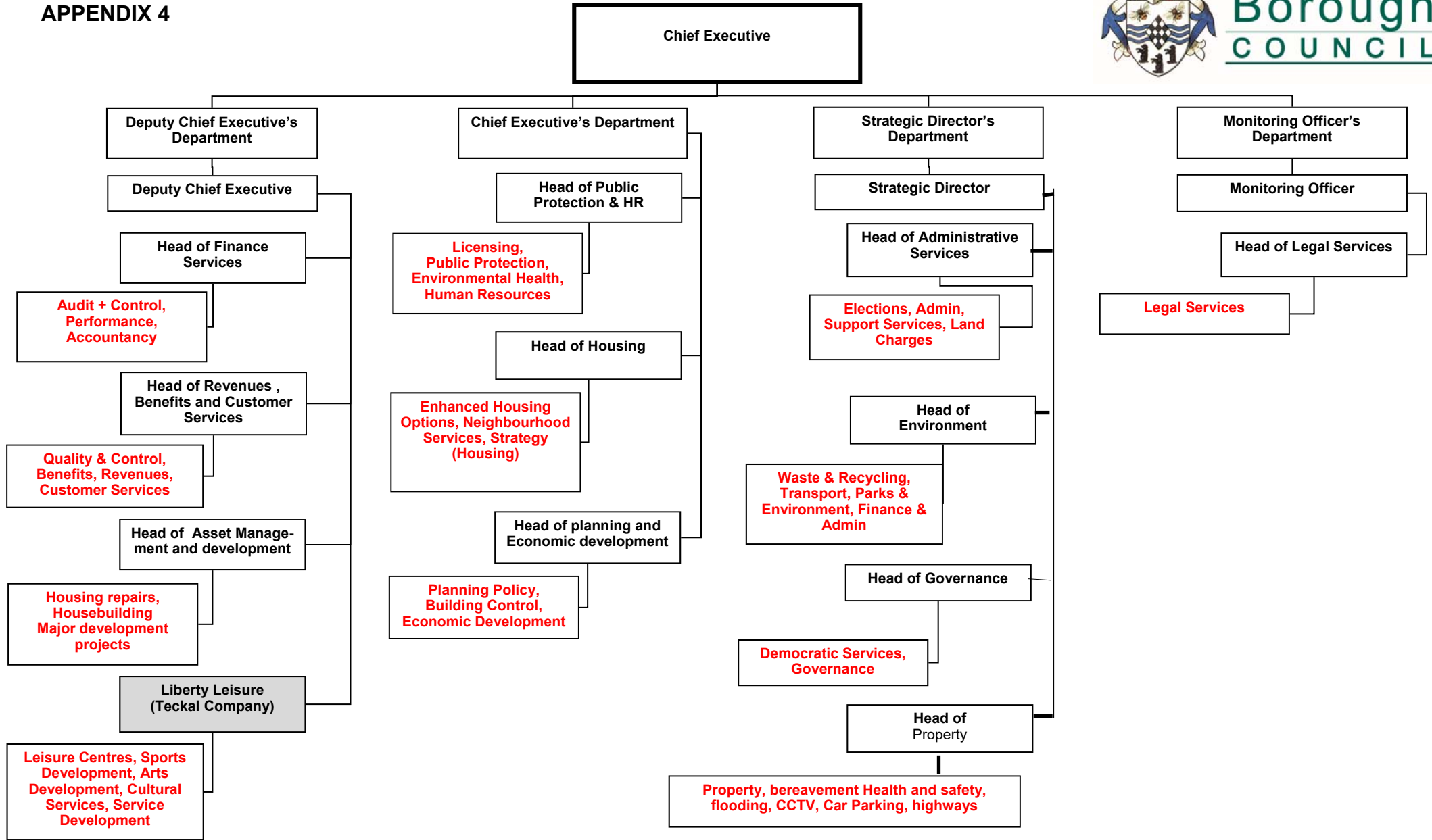




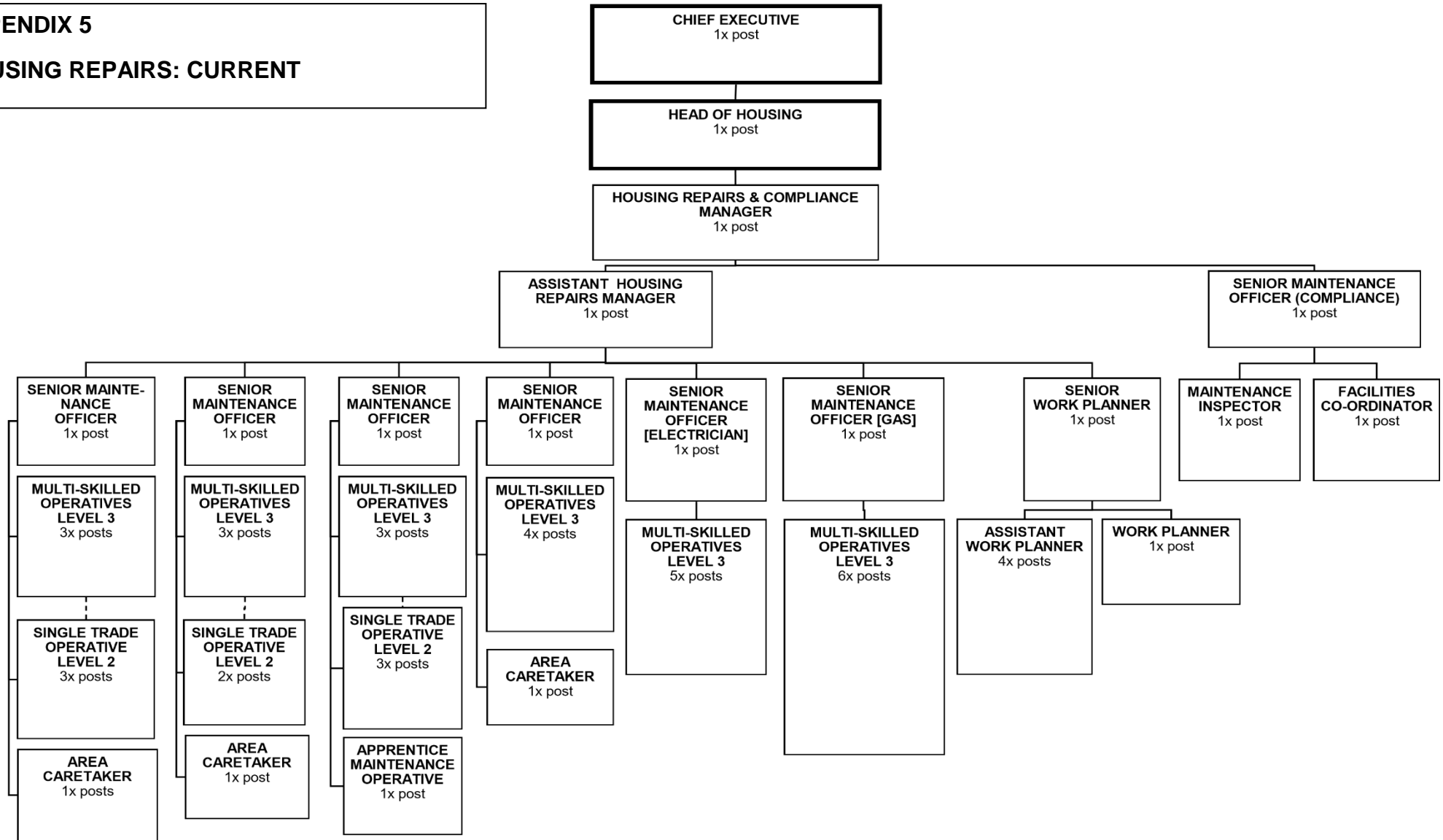
# STRUCTURE CHART AT SEPTEMBER 2020



## APPENDIX 4

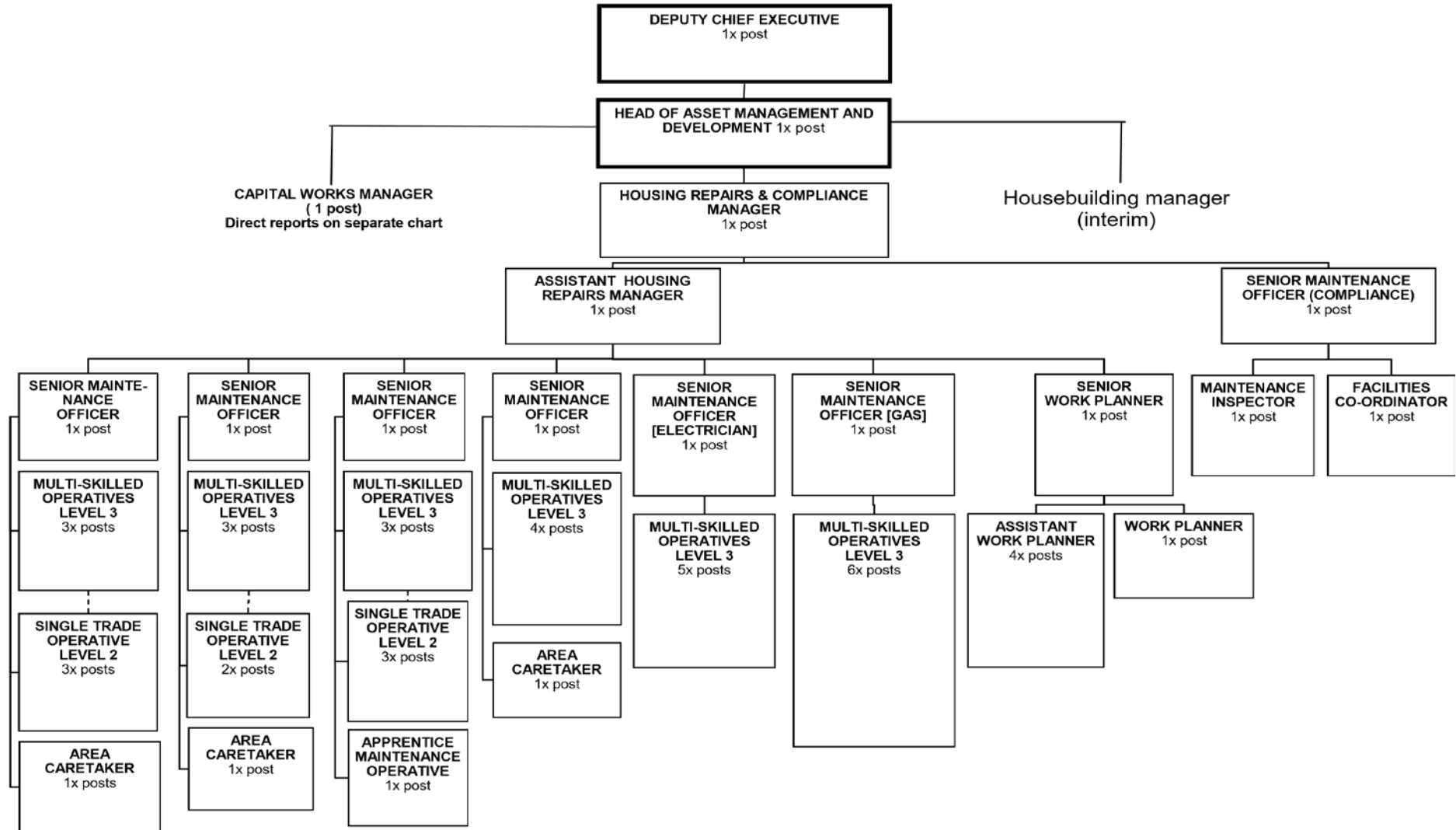


**APPENDIX 5**  
**HOUSING REPAIRS: CURRENT**

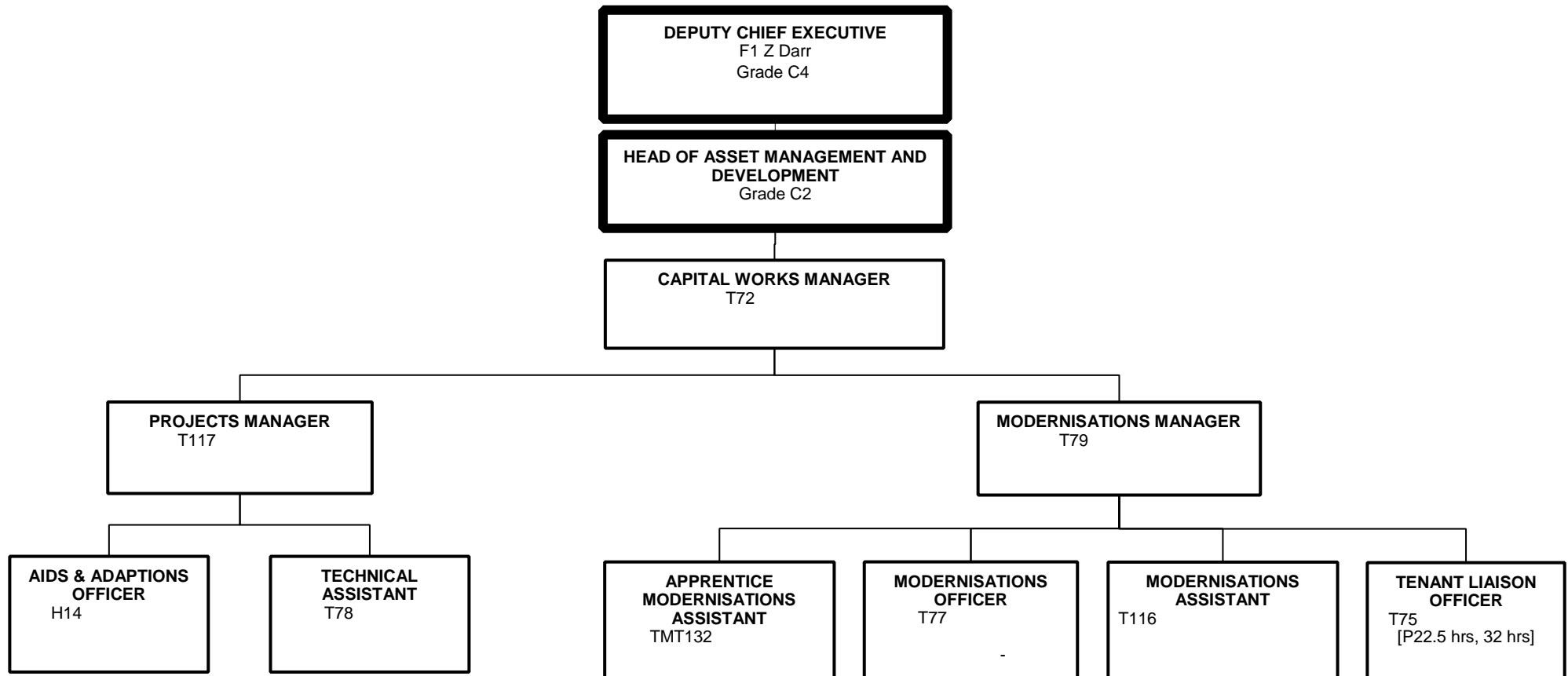


APPENDIX 6

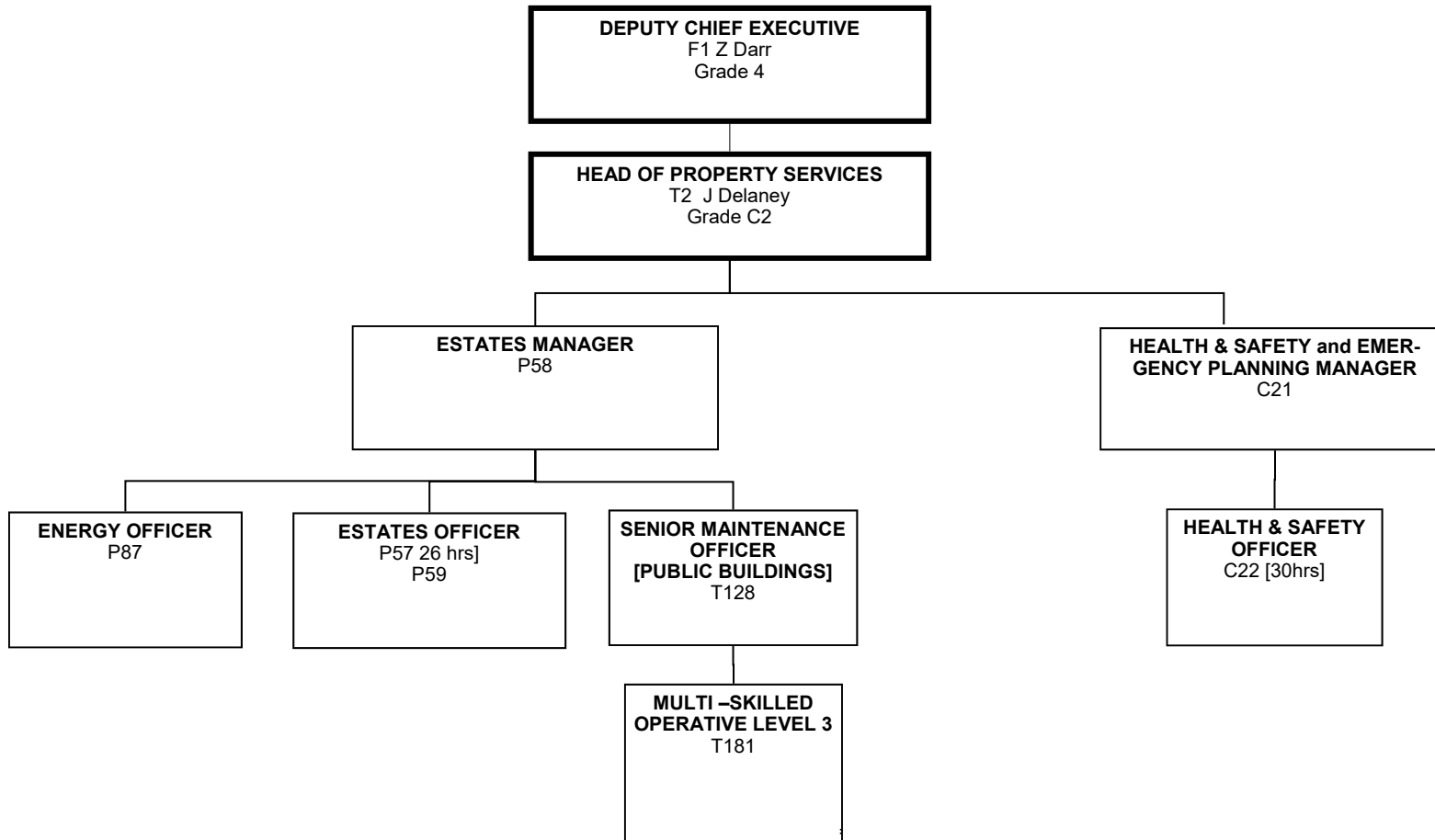
DEPUTY CHIEF EXECUTIVE'S DEPARTMENT: ASSET MANAGEMENT AND DEVELOPMENT: (Housing repairs)  
PROPOSED



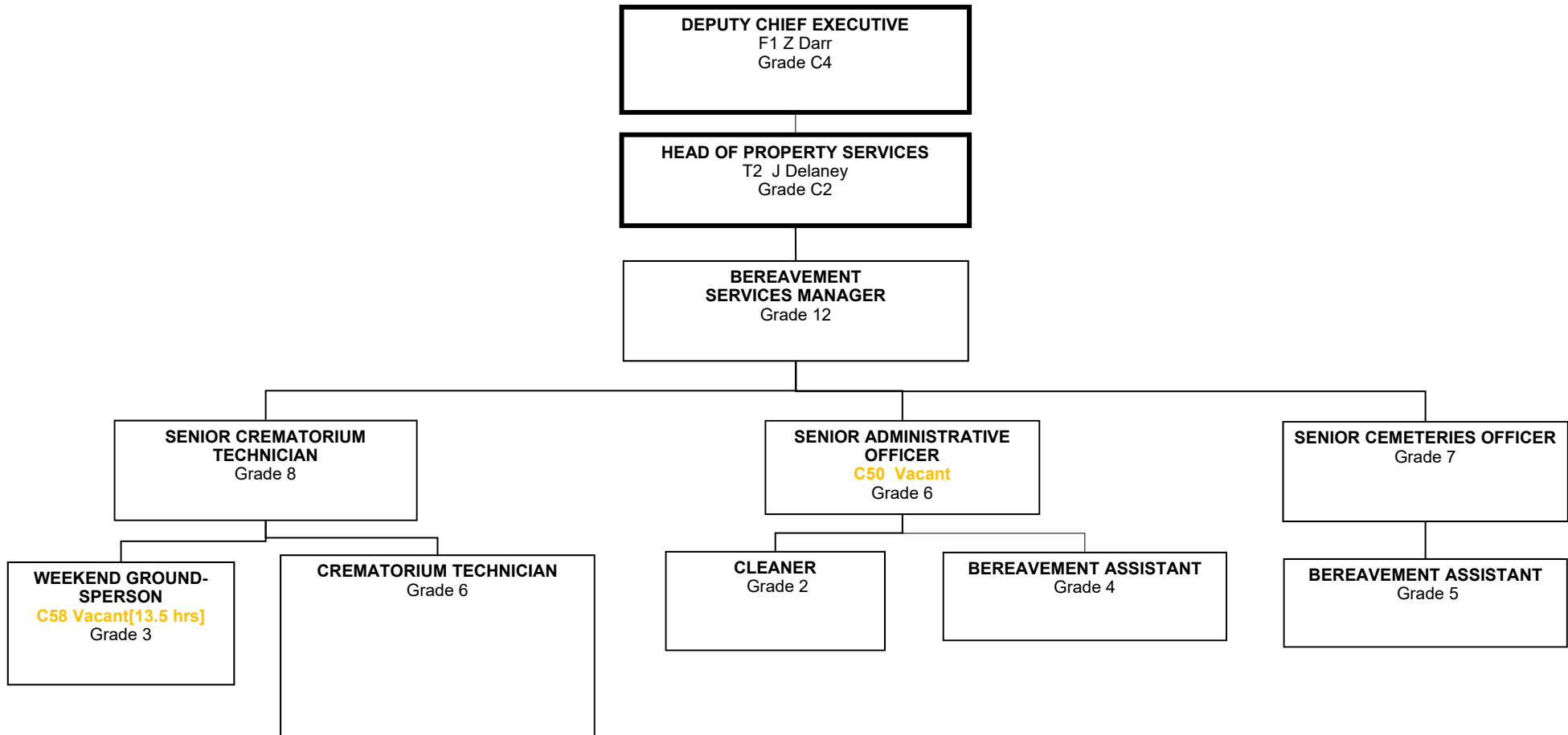
**APPENDIX 7 DEPUTY CHIEF EXECUTIVE'S DEPARTMENT proposed  
ASSET MANAGEMENT AND DEVELOPMENT (CAPITAL WORKS)**



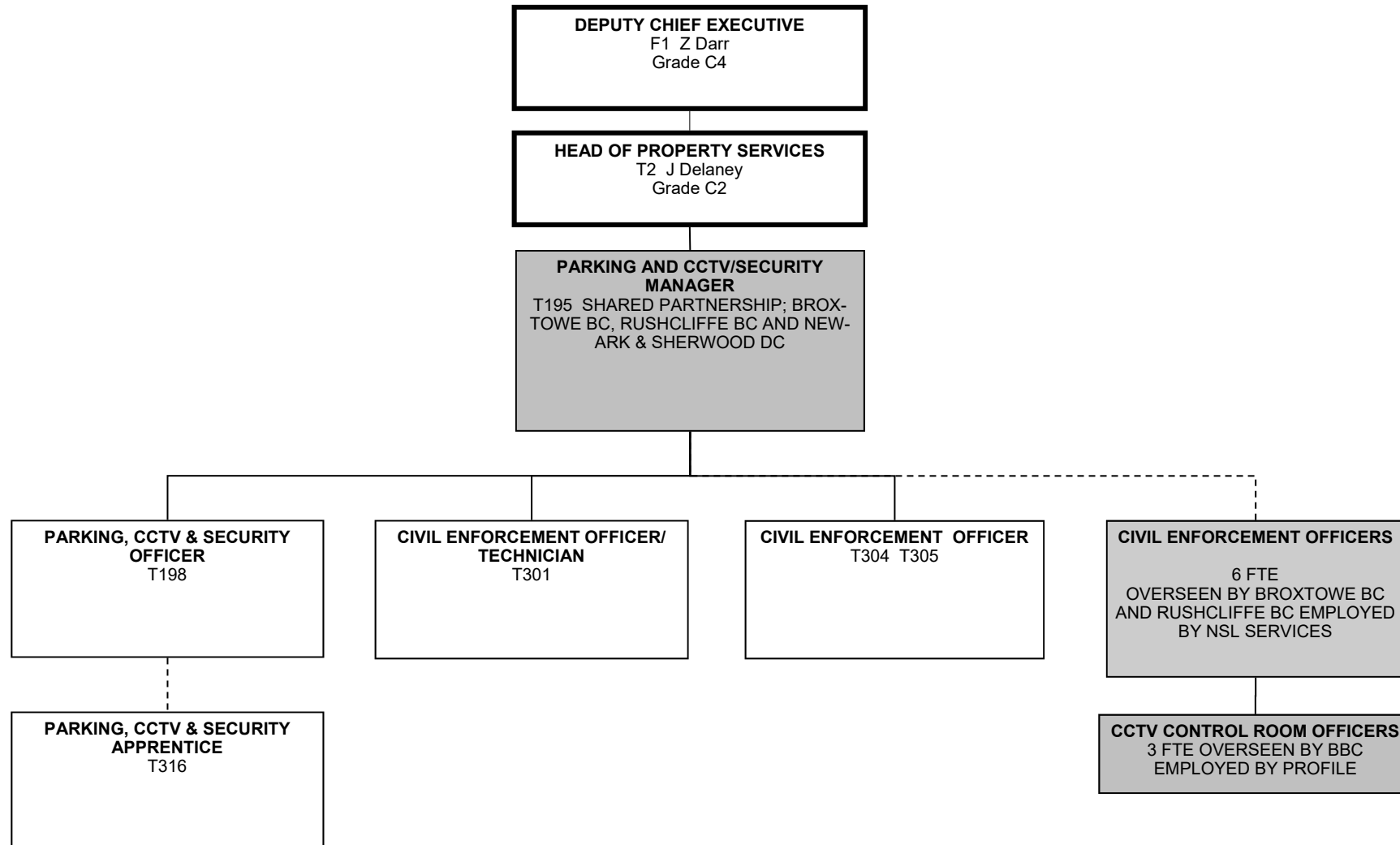
CURRENT: DEPUTY CHIEF EXECUTIVE'S DEPARTMENT  
ESTATES AND HEALTH & SAFETY  
PROPOSED: Structure remains intact but Head of Property transfers  
To Director



# DEPUTY CHIEF EXECUTIVE'S DEPARTMENT BEREAVEMENT SERVICES



**CURRENT:** DEPUTY CHIEF EXECUTIVE'S DEPARTMENT:CCTV/  
PARKING SERVICES: **PROPOSED:** SERVICES REMAIN INTACT BUT HEAD OF  
PROPERTY MOVES UNDER DIRECTOR



**APPENDIX 12**

**Financial implications**

The creation of a new Head of Service role would cost £50,966 at the bottom of the scale, plus on costs. Deducted from this would be the vacant post of

The funding of this new post will be accommodated within the HRA revenue and capital budgets.