



<b>Title</b> Team Manager, Estates Practice	<b>Department</b> Place	<b>Post Ref.</b>  Indicative Grade E
<b>Reporting to: Group Manager Property and Asset Management</b>		
<b>Job Purpose</b> The Estates Practice is a multi-functional in-house estates and commercial surveying team, providing professional support to the Council, across a full range of transactional activity and broadly categorised as acquisition, modification and disposal of land and buildings, including income from the commercial and farms estate and capital receipts. The job purpose is to lead and manage the in-house Estates Practice to pro-actively support delivery of the Council's Corporate Property Strategy, Property Asset Management Plan and Service Asset Management Plans.		
<b>Key Responsibilities</b>  1. To deputise for and support the Group Manager for acquisition, modification and disposal functions and for income and capital receipts, including but not limited to: 1.1 Membership of the Corporate Asset Management Group (CAMG) and the Capital Investment Board; 1.2 Collaborating with the Place Commissioning teams and Arc; 1.3 Providing comprehensive advice and strategic guidance to all Corporate Directors and Members on property related matters in respect of acquisition, medication and disposal; 1.4 Contributing to preparation of the Corporate Property Strategy, Property Asset Management Plan and Service Asset Management Plans; 1.5 Proactively identifying and recommending on the acquisition, remodelling and disposal of property to ensure that property is affordable, fit for purpose and used to maximum advantage in delivering the Council's services and broader objectives  2. As Team Manager, provide professional leadership, direction business planning and day to day management of the in-house commercial surveying practice, including but not limited to:	<b>Key Accountabilities</b>  1. Preparation of and delivery against the Estates Practice Business Plan. This will requires a balance between achieving hard and quantative (tangible) outputs and outcomes and soft and qualitative (intangible) outputs and outcomes. 2. Qualitative performance against a range of soft targets revolving around empathy with stakeholders, recognising the need to develop relationships and trust, linked to contextual and political awareness and meeting or exceeding expectations in the broadest sense. 3. Quantative performance against a range of financial targets around income from the commercial and farms estate and capital receipts from the disposal of surplus and development land and property. 4. Quantative performance against a range of budget targets and constraints. 5. Quantative performance around a range of time related targets including delivering capital receipts and managing case load backlog and wait times.	

<ul style="list-style-type: none"> <li>2.1 Acting as ambassador for the team to form and achieve positive relationships with all stakeholders, including Members and external stakeholders;</li> <li>2.2 To act as a role model and exemplar of excellent professional and managerial practice, assisting staff to grow and develop as professionals and managers;</li> <li>2.3 To put in place systems and processes to enable achievement of and reporting on financial, time and quality performance targets;</li> <li>2.4 To manage resources, organisation and prioritisation of work to respond to fluctuating workloads, balancing the important and the urgent;</li> <li>2.5 To adopt a business-like approach and manage the commercial surveying practice to achieve best in class fee earning performance when acquiring, disposing of or remodelling property, assembling land, negotiating lease and licences and property transfers;</li> <li>2.6 To forecast expenditure and manage budgets to targets</li> <li>2.7 To monitor and manage staff performance, capacity and capability and individual development.</li> <li>2.8 To adopt a practical and hands-on day-to-day approach in respect of service and support buildings, the industrial portfolio, farms and the green estate to ensure the team is meeting the widest range of stakeholder expectations.</li> <li>2.9 To ensure that information systems, the Asset Register and data bases are fully utilised and kept up to date, recommending upon enhancements and system improvements.</li> <li>2.10 To provide the S151 officer with property valuation and related information to meet the Statement of Recommended Accounting Practice</li> <li>2.11 To prepare reports and briefing papers on a range of property related issues, often addressing commercially and politically sensitive issues.</li> </ul>	<ul style="list-style-type: none"> <li>6. Enhancing the reputation of the in-house Estates Practice, building confidence and the ability to respond quickly and sensitively to a rapidly changing range of issues.</li> <li>7. Identifying problems and issues at an early stage and putting timely mitigation in place to reduce impact.</li> <li>8. Continuously review the Council's portfolio of operational property assets to improve asset performance and ensure that property is fit for purpose.</li> <li>9. Ensure that all land and property decisions on an auditable and evidence based basis</li> <li>10. Proactively engage and collaborate with Public Sector Partners to maximise opportunities to reduce property costs in a way that reflects organisational values of quality and inclusion and high standards of professional conduct</li> <li>11. Review, establish and implement a measurable approach to managing the Council's leased estate to maximise rental incomes, while reducing un-let space and arrears.</li> <li>12. Maximise opportunities to that realise economic development and regeneration opportunities and joined up property solutions</li> <li>13. Where property is declared surplus, identify and implement disposal options promptly in accordance with the Council's Disposal Strategy.</li> <li>14. High level professional advice on valuation and property management matters, including upon the exercise of constitutional delegated powers, in making sure the Council complies with its obligations to obtain best consideration in line with Section 123 of the Local Government Act 1972</li> <li>15. Strategic, and professional property advice to the Council on a range of land and property asset management, property information and estates and non-construction property matters.</li> <li>16. Performance of staff within the Team</li> <li>17. Delivering services within the allocated budget – both capital and revenue</li> <li>18. Taking decisive action and reporting issues where unforeseen events impact in service delivery targets including budget</li> <li>19. Providing data about customer and the operating environment</li> <li>20. Meeting statutory or regulatory standards that apply to the services managed</li> </ul>
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Tier 7 – Experienced / Professional Staff

21. Deliver value for money, legal compliance and ease of access to services for our customers and leading by example to achieve the most efficient service design and delivery

**The post holder will perform any duty or task that is appropriate for the role described**

***Person Specification***

***Education and Knowledge***

1. Relevant degree level qualification
2. RICS qualified (MRICS)
3. In depth knowledge of the UK planning system and property law.
4. Knowledge of Council Financial Regulations, its Constitution and Freedom of Information and Data protection legislation.

***Experience***

1. Successful high level management within a Corporate Landlord or strategic property function
2. Leadership and management experience of professional staff at a senior level, working effectively with a wide range of demanding stakeholders including senior officers, Councillors, communities, schools and with external partners at a senior level
3. Evidence of political sensitivity and successful working with Elected Members
4. Commercial awareness and experience of working in private sector practice
5. Presentation and high level communication skills, including formal reports and briefing papers.

***Personal skills and general competencies***

1. Ability to work in collaboration and listen to others
2. Strong communication skills
3. Analysing, problem solving and decision making
4. Putting Customers first
5. Taking personal responsibility
6. Getting things done
7. Seeking to understand others
8. Builds strategy and plans based on service engagement, data, options appraisal, evidence and benchmarking
9. Ensures decisions are based on sound financial and non-financial information and appraisal of options
10. Keeps focused on strategic priorities and issues to ensure organisational outcomes are achieved
11. Clearly defines and communicates objectives, standards and expectations to achieve organisational outcomes
12. Works openly and transparently in collaboration with others both inside and outside the organisation
13. Plans how work will be monitored and evaluated
14. Acts in a manner that reflects the core values of the organisation
15. Delivers professional impact through clear prioritisation, effective delegation and timely delivery of strategic priorities
16. Maintains a calm and positive attitude under pressure and during times of potential conflict
17. Inspires others to understand and buy into the organisational vision
18. Takes into account the personal and organisational impact of change
19. Empowers others to be innovative and make decisions

### ***Role Dimensions***

6. This post is managed by the Group Manager, Property Asset Management
7. This post is the Council's most senior practising property professional and will work on transactions and projects:
  - Of highest complexity and legal sophistication
  - Involving many external and internal stakeholders
  - Which are of high sensitivity with time and cash constraints
  - With values up to and exceeding £25M
8. Financial responsibility
  - Manage a portfolio of property valued at £1.2 Bn.
  - Manage a gross budget of approximately £5 M.
  - Income generation target of approximately £3 M.
9. Staff: 14 FTE's

Date: 21<sup>st</sup> January 2019