

EMPLOYMENT COMMITTEE

TUESDAY 27 SEPTEMBER 2022
9.00 AM

Bourges/Viersen Room - Town Hall

AGENDA

Page No

1. **Apologies for Absence**
2. **Declarations of Interest**

At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests or is a "pending notification" that has been disclosed to the Solicitor to the Council.

3. **Exclusion of Public and Press**

To resolve that the press and public be excluded from the meeting on Item 4, Appointment to the position of Service Director Commercial Partnerships, Property and Asset Management and Determination of Salary on the grounds that the item contains exempt information under Paragraph 1 and 4 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed (Information relating to an individual and negotiations in connection with a labour relations matter arising between the authority and employees or office holders of the authority).

4. **Appointment of Service Director Commercial Partnerships, Property and Asset Management and Determination of Salary** 3 - 18



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<http://democracy.peterborough.gov.uk/documents/s21850/Protocol%20on%20the%20use%20of%20Recording.pdf>

Committee Members:

Councillors: M Jamil (Chair), W Fitzgerald, Wiggin, Allen, Tyler, Jones (Vice Chairman) and Coles

Substitutes: Councillors: Hogg and Hemraj

Further information about this meeting can be obtained from Dan Kalley on telephone 01733 296334 or by email – daniel.kalley@peterborough.gov.uk

EMPLOYMENT COMMITTEE	AGENDA ITEM No. 4
27 SEPTEMBER 2022	PUBLIC REPORT This report contains an exempt Annex, not for publication, by virtue of Paragraph 1 & 4 of Schedule 12A of Part 1 of the Local Government Act 1972.

Report of:	Cecilie Booth, Executive Director Corporate Services	
Cabinet Member(s) responsible:	Cllr Coles, Cabinet Member for Finance and Corporate Governance	
Contact Officer:	Matt Gladstone, Head of Paid Service	Tel. 45230

APPOINTMENT TO THE SERVICE DIRECTOR COMMERCIAL PARTNERSHIPS, PROPERTY AND ASSET MANAGEMENT AND DETERMINATION OF SALARY

1. ORIGIN OF REPORT

- 1.1 This report is submitted to the Committee following the need to recruit a Service Director Commercial Partnerships, Property and Asset Management.

2. PURPOSE AND REASON FOR REPORT

- 2.1 Employment Committee are requested to interview and consider an appointment from an initial recruitment and selection process undertaken with the support of a search and selection agency.

If Employment Committee determine that a candidate is appropriate for the role, Employment Committee are also requested to consider the appropriate salary determination within the Council's senior manager Hay pay structure.

- 2.2 This report is for the Committee to consider under Peterborough City Council's Constitution, Officer Employment Procedures Rules: Part 4, section 9:

4. APPOINTMENT OF DEPUTY CHIEF OFFICERS

3. REASONS FOR EXEMPTION

- 3.1 The attached report is NOT FOR PUBLICATION in accordance with paragraph 4 of Schedule 12A of Part 1 of the Local Government Act 1972 in that it contains information relating to contemplated consultations or negotiations in connection with a labour relations matter arising between the authority and employees or office holders of the authority. The public interest test has been applied to the information contained within the exempt report and it is considered that the need to retain the information as exempt outweighs the public interest in disclosing it.

4. ANNEXES

Annex 1: Job description - Service Director Commercial Partnerships, Property and Asset Management.

JOB DESCRIPTION FORM

Job Title: Service Director – Commercial Partnerships, Property and Asset Management

Job Holder:

**Reports to:
(Name & Title)** Executive Director Corporate Services

1. Job Purpose:

A Service Director of the Council and member of the Extended Leadership Team (ELT), this role takes collective and shared responsibility for the effective leadership and corporate management of the Council's services and delivery of improved outcomes and the achievement of value for money.

Acting as a professional lead on all matters within their portfolio of responsibility, the post is responsible for a range of Council services that includes, but is not limited to:

To be accountable for the delivery of all Commercial Relationships, Property, Asset Management and Facilities Management for the Council either directly or as lead client through external contracts and commissioning as appropriate.

To provide strategic direction, leadership, management and financial control for the planning, delivery and commercial management of the Council's relationships, property estate and asset management functions.

To advise, review and deliver in relation to commercial partnerships, companies and contracts and to be lead client for the Council's involvement in a range of contracts or joint ventures.

2. Organisation:

To follow

3. Leadership and collaboration:

Provide clear, compelling and inspiring leadership to the Council contributing to the delivery of the Council's Purpose, Strategic Priorities, communicating a clear vision and purpose to positively engage others, internally and externally.

Effectively contribute to the development and delivery of the Council's Corporate Strategy, Medium Term Financial Strategy and Workforce Plan. Actively understand the challenges faced by colleagues across the organisation to be able to support all ELT colleagues to deliver their objectives as well as those of the whole council.

Create a high-performance culture by providing strong and motivational leadership to drive continuous improvement, efficiency savings and higher levels of satisfaction for residents of the County. Actively promote the council's priorities and ways of working and the Council's values and behaviours to ensure they are delivered throughout the organisation.

Role model and take responsibility for ensuring an effective approach to corporate parenting and safeguarding of vulnerable people is embedded in areas of responsibility. Develop and implement effective communication and engagement arrangements with service users, stakeholders, communities and partnership agencies to facilitate effective relationships that drive improvements in service delivery.

Actively develop and maintain strong and strategic relationships with key external stakeholders in the public, private and community and voluntary sectors, to optimise opportunities for delivering services in partnership wherever this would generate improved outcomes, effectiveness, or efficiency.

Ensure that the Council is able to specifically influence, work with and achieve collaborative benefits and investments, in partnership with the Cambridgeshire and Peterborough Combined Authority, NHS Cambridgeshire and Peterborough Integrated Care System and the Greater Cambridge Partnership and District and City Councils.

As a Senior Responsible Officer (SRO) or Sponsor of major programmes and projects of change and delivery, ensuring effective programme and project management approaches are applied, ensuring delivery to time, budget and plan, managing risks and issues dynamically and ensuring benefits planned are realised.

4. Governance:

Fully understand and uphold the Constitution, Scheme of Financial Delegation and Contract Procedure Rules of the Council and ensure that they are followed throughout the directorate as well as that effective strategy, policy and resource considerations are at the heart of decision making so that services are delivered as efficiently and effectively as possible.

Support the democratic process, providing advice to elected members on the appropriate response to local, regional, national and international matters as well as the internal business of the Council.

Champion and lead risk effective management of risk and the active response to audit findings in relation to service delivery and be jointly accountable with others in CLT for the corporate risk register and corporate risk framework of the Council.

Ensures the Council fulfils its duties in relation to standards, complaints and scrutiny, to maintains an open culture of transparency, accountability and ownership, taking responsibility for mistakes, putting them right and learning lessons for future improvement.

Act to protect and improve the overall reputation of the Council, representing the Council at appropriate local, regional and national forums and in the media, as required.

To promote, preserve and protect the health, safety and wellbeing of councillors, employees, service users, contractors and partners in the provision of Council services, ensuring that the provisions of all relevant legislation are achieved, such as the Health and Safety at Work Act 1974.

5. Innovation:

Champion innovation by being open minded to new and radical ways to deliver services, actively seeking out good practice from others to learn from to develop our own service design and delivery.

Promote a culture of continuous improvement by encouraging colleagues to share ideas, take appropriate risks, and recognising innovation.

Champion and embed a performance and quality assurance culture that delivers results through rigorous open challenge, personal accountability and continuous improvement.

6 Equality, Diversity and Inclusion:

Promote an organisational culture that is positive, safe, respectful and compassionate, as well as open to change and feedback enabling everyone to feel empowered and valued.

Act at all times in ways that create an inclusive environment where people can thrive and be empowered to do their best. Role model good behaviour and practice and proactively seek ways to ensure staff feel valued and develop a sense of belonging.

Demonstrate awareness of the diverse needs of our residents to inform the decisions made about the services we deliver and ensuring a robust approach to equality impact assessments and their application to employment, service delivery and policy development.

7. Finance:

The Director of Commercial Partnerships, Property and Asset Management is responsible for approximately 2,600 land and property assets, a revenue / capital budget of

approximately £8m and running costs of approximately £19m per annum. The portfolio generates rents in the region of £3.4m per annum.

The Director of Commercial Partnerships, Property and Asset Management is responsible for managing the capital and revenue budgets within the allocated cash limits, the provision of timely forecasts and projections for budgetary control purposes and for taking appropriate action if and when significant variances are identified.

The post holder will:

- continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery
- ensure the effective management and deployment of all appropriate budgets in line with agreed financial processes, envelopes and savings, including contract budgets for people services and pooled budgets where appropriate.

8 Staff:

The postholder will be responsible for a workforce of approximately 6, but with wider responsibility for commercial contracts and outsourcing arrangements

9. Principal areas of accountability:

Represent the Council, set the agenda for delivery partners and ensure effective management of resources (within budget), ensure delivery of corporate priorities and client requirements.

To deputise for the Executive Director Corporate Services as required.

Responsible for the leadership of those functions that are set within the direction of this post as well as for Council services corporately.

Promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner.

Ensure that relevant and best professional advice, guidance and information is available in an intelligible and timely fashion to the Cabinet, Scrutiny, all elected Members, as well as to other stakeholders.

Sustain and improve the overall reputation of the Council and act in the best interests of Peterborough through effective representation locally, regionally and/or nationally.

Ensure clear strategic direction with coherence between functions and responsibilities, established through service and organisational plans and within the resources allocated with the aim of achieving business objectives, enabling transformation and delivering performance improvements across the Council's Property function.

Support the Executive Director of Resources to ensure that the Council's statutory obligations relating to property and related assets are met, and to support other Executive Directors to ensure that the Council's assets support service delivery of the Council's priorities, within the budgetary framework.

Maximise income from external grants to deliver strategic projects.

To manage the current relationship with NPS in relation to the joint venture company for property services and to establish alternative delivery future delivery arrangements as and when required.

To direct and lead on the delivery of the Council's Strategic Asset Management Plan to ensure the Council's assets deliver financial and social return on investment and outcomes.

To deliver dynamic investment and asset management strategies and programmes that support the Council's ambitions for growth ambitions and optimise return on Investment and the value of the corporate estate.

To lead on the development of property maintenance and improvement programmes which deliver the Council's asset management and investment plans enabling it to achieve its vision to deliver efficient and effective services which take account of changing markets, demand and funding.

To define capital investment requirements to support the diversification, maintenance and continued compliance of the Council's estate.

To ensure that the commercial property portfolio is managed effectively including maximising rental income and reviewing the types of property included in the portfolio.

To review appropriate delivery mechanisms for property related services and to ensure delivery is corporate, effective and efficient.

To establish appropriate governance for asset management decisions and to ensure that property decisions follow proper governance routes.

To ensure that the Council's property portfolio is actively managed; including property reviews, acquisition opportunities and that capital receipts and revenue are generated to support the Council.

To ensure that estate management, valuation, acquisition and disposal services are delivered to a high professional standard.

To ensure that the Council's land and property assets support the current and changing requirements of the Council in delivery service outcomes and priorities for growth.

To lead on the land and property elements of strategic initiatives and projects including disposals, acquisitions and repurposing of Council land and property, ensuring that all projects are able to fund the proposed use of assets.

To lead a series of asset reviews including for example commercial portfolio, office accommodation, locality property, rural estate to support the Council's strategic asset management plan, and deliver savings and receipts to the Council.

To lead asset rationalisation and fit for purpose reviews to ensure assets are fit for purpose for Council's operational, budgetary or place making needs and to support investment or rationalisation decisions about assets.

To develop and review the Council's Strategic Asset Management Plan including related policies for asset use, disposal or acquisition.

To work across the Council to support the development of service asset management plans

To lead or commission professional property transaction services including valuation, disposals and acquisitions in line with the Council's Strategic Asset Management Plan and budgetary requirements.

To be responsible for the commercial property portfolio ensuring that it meets the Council economic development requirements and maximises commercial returns to the Council to support the Council's budget priorities.

To hold ownership and responsibility for the Council property data and ensure it supports the effective management of the Council's estate.

To control the rolling programme of asset condition surveys.

To lead and be accountable for delivering cost effective property and FM services for the Council. This includes working with partner agencies and other internal departments to secure investment and working with partner bodies / authorities on cross boundary matters.

To review delivery arrangements for property related services and bring forward proposal to ensure that the Council's arrangements optimise the use of Council assets.

To ensure all statutory building compliance, regulatory and health & safety test and checks are carried out and to develop a programme to ensure all assets meet the appropriate safety standards or are decommissioned.

To lead and manage the Council's capital and revenue planned repairs and maintenance programme in line with the Strategic Asset Management Plan.

To lead the Council's hard facilities management service including repairs and maintenance programmes, carbon water and energy efficiency programmes.

To be responsible for delivering performance targets including commercial property income, capital receipts, building compliance.

To be a fully participating member of the Directorate Management Team, driving strategy and performance and championing the delivery of the Directorate vision with all stakeholders.

To play a key role in the development of the Directorate business plan, providing expert input, recommending the most effective models of service delivery, including where necessary service re-design.

To undertake any other duties and responsibilities (including taking a lead responsibility for particular issues and projects) as may be required by the Executive Director of Resources.

10. Areas of responsibility:

The post holder will be responsible for the following service areas:

- Commercial Management
- Property Management
- Asset Management

- Facilities Management

Statutory Responsibilities:

11. Key relationships:

Manager (Director of Resources)

- 1:1 meeting monthly with the Director of Resources
- Extended Leadership Team meetings
- Resources Directorate Management Team meetings
- Annual performance conversation and mid-year review.
- Regular e-mail, telephone and personal contact and ad hoc meetings as required.

Direct reports

- 1:1 meetings monthly.
- Service management team meeting fortnightly.
- Regular e-mail, telephone, personal contact and ad hoc meetings as required.

Other contacts

- Frequent contact from elected members, including out of normal working hours.
- Frequent requests for advice on a range of issues from officers across the Council (including outside normal working hours where necessary).
- Elected Members: contact as and when required, including:
 - Cabinet Members
 - Committee Chairs and Vice Chairs
 - Group Leaders and Spokespersons
 - Local Ward Members
- Attendance at Cabinet Policy Forums, Chairs and Vice Chairs and other meetings requested by the Director of Resources.
- Attendance at Scrutiny Committee meetings as and when required.
- Contacts with Local Government Association and Government Departments on property related matters.
- Occasional contact with MPs on issues affecting them or their constituents.
- Representing the authority at external local and national events.
- Contact with statutory, independent, voluntary and private sector organisations.

12. Decision Making Authority:

Represent the Council, set the agenda for delivery partners and ensure effective management of resources (within budget), ensure delivery of corporate priorities and client requirements.

Actively encourage innovation and creativity across the services commissioned, pushing boundaries to improve efficiency, provide value for money and achieve new ways of working.

To deputise for the Corporate Director of Resources as required.

Responsible for the leadership of those functions that are set within the direction of this post as well as for Council services corporately.

Promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner.

Ensure that relevant and best professional advice, guidance and information is available in an intelligible and timely fashion to the Cabinet, Scrutiny, all elected Members, as well as to other stakeholders.

Sustain and improve the overall reputation of the Council and act in the best interests of Peterborough through effective representation locally, regionally and/or nationally.

13. Person Specification:

Essential qualification:

- A relevant professional qualification and membership of a relevant professional body or appropriate experience.
- Detailed knowledge and understanding of law, procedures and guidance in relation to the Council's full range of functions and obligations as a corporate occupier, service provider, investor and landlord.

Desirable qualification:

- A relevant and recognised management qualification is desirable.

Knowledge / Experience:

Significant and successful experience of:

- Working at a senior level within a large and complex organisation with comparable scope, responsibilities, budget, and resources.
- Providing balanced strategic advice and guidance in a political setting.
- Leading the delivery of public services with competing priorities and demands often outside of the Council's direct control.
- Leading transformational change and creating innovative service models, particularly in response to the demands of an organisation that is undergoing a radical transformation and modernisation.
- Delivering complex projects on time and within budget and outcomes.

- Leading and contributing to strategic decision making, resource allocation and to policy formulation and delivery, adopting a problem-solving culture.
- Delivering creative and innovative solutions to improve the use of resources and achieve value for money across an organisation.
- Establishing a strong performance culture including effective performance measures, evaluation of service quality and the improvement of service delivery to achieve the Council's objectives.
- Leading, managing and developing employees to sustain high levels of service delivery, recognising and developing talent.
- Developing and nurturing positive and constructive working relationships with a wide range of customers, stakeholders and partners, maintaining a positive personal and organisational profile.

Role specific:

- Evidence of successfully working in a head of service / assistant director role across a broad range of commercial, property & FM functions, in a complex stakeholder environment (either in local government or other large and complex organisations).
- Significant awareness of the role of corporate landlord together with evidence of continuing professional and managerial development.
- Evidence of successfully delivering quality assured outcomes, utilising a performance management framework in the property and facilities area.
- Evidence of a pragmatic commercial approach in achieving outcomes, whilst having regard to constraints of the local government business environment.
- Experience of contract specification, commissioning and supervision in a complex multi-stakeholder environment.
- Project management experience, including successfully specifying and overseeing delivery of a wide range of property projects within a complex, political, multi discipline, multi-cultural environment.
- Evidence of ability to recognise, obtain buy in and secure opportunities through stakeholder management and negotiation.
- Proven track record of strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a directorate level.
- Evidence of successful partnership development or delivery through partnerships including an ability to work with local partners to develop joint strategies for implementing government requirements and local service.
- Demonstrated evidence of significant service improvement through managing change including staff engagement, capacity building, workforce modernisation and organisational reform.
- Experience of working effectively in a political environment and of winning the confidence of elected members.
- Significant experience of the preparation, management and control of budgets for a complex service area, ensuring prioritising and targeting of resources to achieve maximum value for money and income generation.

- Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services through collaborative working.
- Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes

Skills:

Demonstrable continuous development and improvement of own leadership and professional practice

Ability to demonstrate:

- A comprehensive understanding of the current issues and challenges facing local government as well as the statutory framework governing the sector.
- Skills in understanding and responding to different perspectives and taking a cross-organisational approach, gained by working in a political or similarly challenging environment.
- Business acumen and an entrepreneurial mindset to lead the strategic delivery of services and maintain a focus on obtaining best value for money at all times balanced, against the difficult and sensitive challenges faced.
- Ability to lead, develop and sustain effective team, partnership and multi-agency working through strong effective advocacy, influencing and negotiating skills.
- Skills to provide creative solutions to complex problems together with high level analytical, presentational and communication skills.
- Ability to establish and sustain positive relationships that generate confidence, ability and trust.
- Highly developed influencing and negotiation skills to operate at a strategic professional and political level, locally and nationally.
- Understanding of the barriers to organisational and cultural change and the commitment to being a catalyst for change.

Role specific:

- An ability to relate to and win the confidence, trust and respect of Members, colleagues, partners and the wider community.
- Excellent management and leadership skills, which encourage commitment from others and promote a positive, motivated service culture.
- Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of partnership and directorate issues.

- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.
- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.
- Ability to use information technology to improve service delivery and reduce costs.

Personal Effectiveness:

Ability to demonstrate:

- A clear and strong personal commitment to equality, diversity and inclusion and a track record of developing inclusive services and leading by example.
- Evidence of leading people and services to recognise, respect and value individual needs to achieve a culture of inclusivity.
- Evidence of operating effectively and openly within the democratic process with the political acumen and skills to develop productive working relationships with Councillors that command respect, trust and confidence.
- Personal and professional credibility which commands the confidence of elected members, senior managers, staff, external partners and external stakeholders.
- Leadership by example with a style that empowers others and is open to question and challenge as well as a commitment to continuous self-improvement.
- A commitment to and evidence of successful strategies in managing personal resilience and wellbeing at a leadership level and promoting positive leadership practice, role modelling these behaviours for others.
- Evidence of planning for the future delivery of services, including effective workforce planning for future challenges.

14. Additional Information:

Political Restriction

This post is politically restricted 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 work.

Context to Role:

SIGNATURES:

After reviewing the questionnaire sign it to confirm its accuracy

JOB HOLDER: _____

DATE: _____

LINE MANAGER: _____

DATE: _____

