

ROLE PROFILE

Job family	Manager	Role profile number	MA15-1788	Grade O
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Job purpose: To manage a team responsible for delivering a service.

Grade O posts focus on the strategic management of a team of staff. Grade O posts are higher in 'Creativity & Innovation' and 'Decisions & Consequences' compared with grade N posts as these posts lead in advising and delivering specialist service areas, acting as the lead professional and point of contact in the relevant field. These posts also require significant post qualification experience at a technical/professional level as they lead complex and diverse areas of work.

Factor	Relevant Job Information
Supervision and/or Management of People	Full accountability for a team of staff including; managing performance, monitoring quality and quantity of work; disciplinary matters; employee wellbeing; training and development.
Indicative Qualifications	Degree in relevant profession, or equivalent experience/skills. Licence / certificate / qualification required for the role. ITQ 2 or equivalent ICT skills and abilities, demonstrating significant experience in IT systems. Level 5 in management or equivalent experience.
Knowledge and Skills	<p>Experience of managing, motivating and developing multiple teams of staff involving different workstreams</p> <p>Experience of managing staffing budgets.</p> <p>Organisational expert in the area of specialism.</p> <p>Expert knowledge of relevant policy, systems, work practices, professional guidelines, legislation and a good understanding of emerging developments in the area of specialism.</p> <p>Excellent ICT skills including use of Microsoft applications and specialist systems.</p> <p>Significant experience of leading complex and diverse areas of work involving a wide range of contacts which has a high impact on the organisation and partners.</p> <p>Excellent organisational skills and the ability to prioritise workloads of a team to achieve deadlines.</p> <p>Thorough knowledge of other areas of the authority relevant to the service.</p> <p>Ability to interpret and analyse statistical and numerical data, drawing conclusions from the data to inform decision making.</p> <p>Ability to produce business focussed, user friendly reports, policy and project documents where appropriate.</p> <p>Experience of defining and developing systems, policies, procedures and / or practices.</p> <p>Experienced project manager with a good understanding of project management methodologies and systems.</p> <p>Excellent time management skills to manage a complex workload prioritise and set deadlines.</p> <p>Transformation management skills to advise on process flow, removal of waste and duplication within and across service areas.</p> <p>Authority and credibility to build relationships and engage successfully with colleagues, customers and partners.</p> <p>Excellent leadership skills to inspire and motivate people in the delivery of work.</p>
Creativity and Innovation	<p>Work on own initiative to manage own activities and the work of the team contributing to longer term activities / plans for the service area.</p> <p>Creative problem solving of issues, proactively anticipate problems and deliver solutions which enhance the quality and efficiency of services and the reputation of the council.</p> <p>Think and act strategically in problem solving and decision making in a complex political and business environment.</p> <p>A level of discretion is required in deciding what course of action to take and how to operate within the policy framework.</p> <p>Allocate work to the team monitoring quality and outputs.</p> <p>Proactively manage staffing issues.</p>

	<p>Research and resolve problems, provide advice and guidance to the team on processes and procedures.</p> <p>Lead research and development of systems, policies, procedures and / or standards within specialist area.</p> <p>Responsible for meeting performance standards within a policy framework and regulatory guidelines. Considerable scope to exercise initiative in taking action and defining policies.</p> <p>Analyse data/information to highlight and prioritise issues for further investigation, recommending solutions where appropriate.</p>
Contacts and Relationships	<p>Provide advice and guidance to senior managers and the leadership team on a broad range of complex issues which could be contentious and challenging in nature.</p> <p>Ability to build strong relationships and engage successfully with colleagues /partners /customers / contractors and suppliers.</p> <p>Confident and expert at negotiation and advocacy, displaying tact and diplomacy to deal with complex situations. Ability to make difficult decisions to resolve issues and improve service delivery.</p> <p>Deal with people at all levels confidently, sensitively and diplomatically.</p> <p>Provide advice to resolve a range of queries from internal / external customers, will be dealing with highly challenging situations where influence could be required.</p> <p>Regular contacts will include: senior managers, leadership team, councillors, external bodies and partners.</p>
Decisions – Discretion & Consequences	<p>Make decisions on complex business or politically sensitive issues within the specialist area.</p> <p>Make, or influence, business decisions in line with the business plan based on professional expertise, experience and analysis and evaluation of information.</p> <p>Major responsibility for monitoring and evaluating important policy or service practice, making recommendations for change across the service and organisation.</p> <p>The consequences of the decisions will have a major impact upon the organisation, community and partners.</p> <p>Authoritative lead in advising in the delivery of a specialist service area, shaping responses which feed into service plans / strategies and policies.</p> <p>Manage responses to complex business or politically sensitive issues within the specialist area.</p> <p>Make (or influence) business decisions in line with the business plan based on professional expertise, experience and analysis / evaluation of information.</p> <p>Promote and deliver continuous improvements as required in the role. Identify additional service / council requirements or opportunities for innovation to establish new ways of working and recommend innovative solutions.</p> <p>Manage and contribute to organisation wide and partner based programmes to deliver internal and external outcomes.</p> <p>Design, develop and implement solutions to improvement of core systems, business processes, project solutions, policies, procedures and associated governance frameworks.</p>
Resources	Little or no responsibility for physical or financial resources.
Work Demands	Work subject to interruptions and deadlines, involving changing problems, circumstances or demand.
Work Environment	Office based but may involve some travelling to other council buildings.
Our Identity	<p>Our Identity sets out who we are and provides a shared understanding of how we are all expected to lead, work and act with each other, our partners and our residents to deliver our services and build stronger communities. They enable us to continually evolve and adapt to meet the changing needs of our residents and ensure that we continue to deliver great services and make a difference to the people of Wiltshire.</p> <p>All of us are expected to demonstrate the seven elements of Our Identity in how we work to shape and create the organisation we want to be part of. It should influence our decisions, activities, projects and ways of working.</p>
Health & Safety	To be responsible for managing services in line with the council's health, safety and welfare policies.
Equalities	Wiltshire Council is committed to ensuring employees do not discriminate against colleagues, suppliers or third parties at work or harass or victimise others. Incidents of discrimination at work are taken seriously and employees are encouraged to report incidents via their manager or anonymously via the whistleblowing policy .
Authority to work in the UK	All employees must have the legal authority to work in the UK. Non-UK nationals must have the relevant approval to work in the UK from the Home Office. Copies of any relevant documents provided as proof of right to work are retained for our records; by providing these proofs the council will treat this as consent.

The above profile is intended to describe the general nature and level of work performed by employees in this role and does not detail a list of all duties and responsibilities. The council reserves the right to amend this role profile as necessary.

ROLE DESCRIPTION

Role description:	Senior Estates Manager	
Role profile family:	Manager	
Role profile number and grade:	MA15-1788	Grade O
Number of posts:	1	
Number of staff managed:	Approx 6	
Service/Team:	Estate and Development	
Reports to:	Head of Estate & Development	

Job Family overview

Manager job family overview:

For the lower grades it is the expectation that the role will be to support remote team working and management is for the day to day responsibilities of the team.

For the higher grades full accountability of all elements of management of a team of staff including accountability for quality and quantity of work.

This includes, but is not limited to the following:

- The team is competent, effective and motivated.
- Work is effectively delegated and delivered to the required standards.
- Appraisals are undertaken for all staff within the team.
- Effective team meetings and one to one meetings take place regularly.
- Recruitment, induction, development, employee relations and all HR processes and planning are completed to the required standards and timescales.

Service / function Context

The overall responsibilities of the service/function are:

The Strategic Asset and Facilities Management Service is responsible for the council's property estate. This includes all aspects of property management including acquisition and sale of land and buildings, capital works, maintenance and compliance.

The team is required to manage relationships with the council's business departments and partners to support the analysis, development and delivery of all asset and capital based solutions to satisfy service, corporate and community objectives across the council and its partner organisations.

To provide professional valuation and estate management services across the council's property assets, to enable it to be managed effectively and efficiently, responding to corporate business plan aims and defined service requirements.

Job Purpose

To co-ordinate the management of a significant part of the council's Property Portfolio, to maximise its return on investment, and provide analysis and advice on the portfolio to inform strategic investment decisions.

To lead on significant workstreams within the council's Capital Asset Management Programme, as part of the wider Transformation Programme.

To provide a full range of estate management and valuation services relating to acquisition, management and disposal of land and property to meet corporate and service objectives.

Working with the Assets Portfolio Manager (Estates and Asset Use) the post holder will provide direct support to staff members, including compiling progress reports, cabinet reports and attendance at meetings to represent Estates functions. This will require attendance at meetings with senior officers and cabinet members to advise on estates service provision.

Specific duties and responsibilities include:

- Leads and manages a diverse team, motivating, directing and reviewing the work of others in specific area of responsibility. Specifically:
 - Estates Manager
 - Estates Surveyor
 - Assistant Estates Surveyor
- Carry out day to day management of members of staff, including appraisal, discipline and grievance procedures.
- Manage on a day to day basis a significant part of the council's Property Portfolio to maximise net rental income, through the co-ordination of work carried out within the team, the wider organisation and through external agents.

- Provide professional property advice to companies wholly owned by Wiltshire Council and associated companies.
- Co-ordinate rent reviews, lease renewals or re-lettings that maximise rental return and income growth.
- Responsible for the delivery of key workstreams within the council's Asset Management Plan, applying a robust project management approach to manage time, cost/value and risk.
- Carry out due diligence checks on any proposed property rationalisation and new build sites to ensure delivery risks are identified, that innovative solutions and tactical strategies are developed to be implemented during property related negotiations.
- Negotiates on complex property agreements, including lease renewals and variations, related to council premises, representing the council where required at arbitrations or court hearings and the like.
- Undertake option appraisals that advise services and partners on asset based solutions to meet particular requirements which supports the council's business plan objectives in accordance with the relevant governance.
- Undertakes the disposal of surplus property assets, particularly those of a complex nature to ensure maximum capital value for the council.
- Appoints and manages external professional consultants carrying out specialist services for the council.
- Provides professional advice to the cabinet and other boards, committees and working groups in respect of the council's property portfolio and the progress of key asset management workstreams.
- Negotiates terms for the acquisition of land and buildings to meet particular business plan needs securing value for money in the transaction.
- Leads multi disciplinary project teams on projects with an estate's 'bias'. Projects can be of varying length depending on the complexity and the nature of the transaction/product. Team members can include (but not be limited to) construction management, solicitors, accountants, procurement professionals and service representatives which in some cases are directors.
- Analyse the performance of individual and grouped elements of the council's property portfolio, and identify innovative ways in which its revenue income, capital value or contribution to Business Plan or Asset Management Plan objectives can be enhanced – e.g. identifying a poorly performing property in the and evaluating options for redevelopment, disposal, community asset transfer or implementing alternative management arrangements.
- Identify, appraise and deliver solutions to the property needs of the organisation and its partners as part of the Capital Strategy and the wider council programmes. This requires innovative and creative thinking together with a vast knowledge of the portfolio and the market in which it operates. The ability to demonstrate how assets can be adapted or used differently to satisfy requirements is paramount.
- Draw up the terms of a lease or a sale by the council. Such terms must protect the council's future interests, reflect the aims of the Business Plan whilst also ensuring the best consideration is achieved at all times. Creative and innovative approaches are required to ensure that negotiations are successful to meet these needs.
- Deputises for the Asset Manager (Estates and Asset Use) (or equivalent) on all estates and valuation matters when necessary.

Person Specification

Specific qualifications, knowledge, and skills required for this role:

Essential

- Degree in estate management discipline, relevant to general practice surveying or ability to demonstrate equivalent skills and experience.
- Significant professional experience in estate management functions.
- Professional Member or Fellow of the Royal Institution of Chartered Surveyors.
- Significant post qualification experience in providing professional estates and valuation services; including 5 years at a senior level.
- Management qualification at level 5 or above or ability to demonstrate skills and abilities.

The ability to demonstrate:

- Proven ability to manage, motivate and develop a large team of specialist staff.
- Expert knowledge of relevant and up to date case law, government policies and statutory instruments relating to property matters.
- Excellent negotiation, communication (written and oral) engagement and inter-personal skills, including diplomacy and tact.
- Excellent project management skills in a property related environment.
- Excellent contract management skills relating to the external consultants/specialists and use of procurement tools including frameworks.
- Experience of defining and developing systems, policies, procedures and/or practices.
- A dynamic and innovative approach to estate management.
- Capable of working on own initiative with minimal supervision.

Possess competency and experience of:

- Excellent IT skills and able to self-teach new software systems.

Desirable

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Career graded posts

This post forms part of a career grade progression structure, designed so that postholders can progress once academic qualifications and experience thresholds have been met. This is subject to a vacancy or funding (with work required at the skill level) being available and a successful selection exercise.

The posts that form part of this career structure are as follows:

- MA15-1788 Senior Estates Manager
- OS13-0996 Estates Manager

- RT11-0018 Estates Surveyor
- RT09-0980 Asst Estates Surveyor

Supporting information

Driving classification	
<p>Occasional driver A valid UK driving licence is not required. Occasionally may need to travel to different locations in order to undertake the duties of the role.</p>	<input type="checkbox"/>
<p>Regular Driver Must hold a valid UK driving licence (with no more than 6 penalty points) and have access to either their own car or a pool car in order to undertake the duties of the role unless other forms of transport are available and viable to perform the role, including public transport. Or a reasonable adjustment has been agreed.</p>	<input checked="" type="checkbox"/>
<p>Required Driver Must hold a valid UK driving licence (with no more than 3 penalty points) and will drive a vehicle supplied by the Council in order to undertake the duties of the role.</p>	<input type="checkbox"/>
<p>Employees should refer to the Corporate Driving at Work policy for further information.</p>	

Driving trigger points			
<p>The trigger points set out below, regarding driving licence points and at-fault accidents, apply to all staff who drive on council business.</p>			
Trigger Points	Corrective Driver Training Course or further action	Additional corrective training if appropriate or further action	
Points on driving licence	6	9	
Trigger Points	Discussion and advice on expected driving standards	Corrective Driver Training Course or further action	Additional corrective training if appropriate or further action
At fault accidents within a two-year period (whether work or personal)	1	2	3
<p>Job applicants who drive must have 9 or less points on their driving licence and must have less than 4 at fault accidents within a two-year period. If they meet the trigger points, they will be subject to the actions outlined in the table above.</p>			
<p>If holding a valid licence, occasional drivers will need to declare penalty points and no-fault accidents as requested. Depending on the role, decisions as to whether this might either affect appointment or require corrective driver training, will be made case by case.</p>			

Political restriction	
This role is politically restricted. The job holder is not permitted to undertake political activity involving standing for election as a member of parliament, as an MEP, as a member of the Scottish or Welsh Parliaments, as a local councillor. The job holder is furthermore not permitted to canvass on behalf of a political party or a person who is already, or who seeks to be, a candidate. In addition, they may not speak to the public or publish any written or artistic work that could give the impression they are advocating support for a political party.	<input type="checkbox"/>
This role is not politically restricted.	<input checked="" type="checkbox"/>

Professional fees and related occupational costs	
As part of this role, or to support professional development, the job holder is required to be a member of a professional body or association. The job holder is responsible for payment of all professional fees, memberships, registrations or subscriptions and no reimbursement or contribution towards these will be provided by the council.	<input checked="" type="checkbox"/>
This role does not have any professional or occupational membership requirements.	<input type="checkbox"/>

Clearances – Disclosure & Barring Service (DBS)	
This role will be engaged in ‘regulated activity’ providing specific services relating to children or vulnerable adults and is subject to a Disclosure from the Disclosure and Barring Service.	<input type="checkbox"/>
This role is exempt from the Rehabilitation of Offenders Act 1974 and will require an Enhanced DBS check before appointment can be confirmed.	<input type="checkbox"/>
This role is exempt from the Rehabilitation of Offenders Act 1974 and will require a Standard DBS check.	<input type="checkbox"/>
The role requires a Basic DBS check to check for convictions and cautions that are considered to be unspent under the terms of the Rehabilitation of Offenders Act 1974.	<input type="checkbox"/>
This role is not subject to a Disclosure from the Disclosure and Barring Service in order to undertake the duties of the role.	<input checked="" type="checkbox"/>

Clearances – Baseline Personnel Security Standard (BPSS)	
This role requires access to the UK government Public Services Network (PSN) and is subject to a BPSS check.	<input type="checkbox"/>
This role is not subject to a BPSS check.	<input checked="" type="checkbox"/>

Clearances – Non-Police Personnel Vetting (NPPV)	
This role requires working in partnership with the police, and/or having access to Police related systems and is subject to a NPPV check at level 2* . (*regular access to police premises and police information, intelligence and financial or operational assets. Occasional access to those deemed ‘secret’).	<input type="checkbox"/>
This role requires working in partnership with the police, and/or having access to Police related systems and is subject to a NPPV check at level 3* (*regular unsupervised access to police	<input type="checkbox"/>

<p>premises and/or access to police information and/or information systems and/or hard copy material either on police premises or by remote access up to “secret” level. A level 3 includes a check on you, your spouse/partner, co-residents, and all family members).</p> <p>This role is not subject to a NPPV check.</p>	<input checked="" type="checkbox"/>
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Safeguarding	
<p>For all roles within Children’s Services. Wiltshire Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and all staff are expected to share this commitment. You will be expected to report any concerns relating to the safeguarding of children, young people or vulnerable adults in accordance with agreed procedures. If your own conduct in relation to the safeguarding of children, young people or vulnerable adults gives cause for concern, the council’s agreed child protection/vulnerable adults protection procedures will be followed.</p>	<input type="checkbox"/>
<p>For all roles within Adult Social Services. Wiltshire Council is committed to safeguarding and promoting the welfare of vulnerable adults and all staff working for the council are expected to share a commitment to this. You will be expected to report any concerns relating to the possible abuse of a vulnerable adult in accordance with the agreed interagency safeguarding adults’ procedures. If your own conduct in relation to the safeguarding of vulnerable adults gives cause for concern, the council’s agreed interagency safeguarding adults’ procedures will be followed, alongside implementation of the council’s disciplinary procedure. The job holder is accountable for their safeguarding of vulnerable adult responsibilities to their line manager.</p>	<input type="checkbox"/>
<p>For all other roles within the council. Wiltshire Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and all staff are expected to share this commitment. You will be expected to report any concerns relating to the safeguarding of children, young people or vulnerable adults in accordance with agreed procedures. If your own conduct in relation to the safeguarding of children, young people or vulnerable adults gives cause for concern, the council’s agreed child protection/vulnerable adults protection procedures will be followed.</p>	<input checked="" type="checkbox"/>