



SWINDON
BOROUGH COUNCIL

ROLE PROFILE

Property Assets - Portfolio Manager
Inclusive Economy & Sustainability



Role Profile:	Portfolio Manager – Commercial Assets		
Career Family:	Inclusive Growth	Date:	January 2025
Career Family Level:	11	Reference:	SBC_12284
Salary:	£59,075		
Reports to (Job Title):	Head of Property Management		
Structure chart attached:	Yes		

Job Purpose

To lead, manage and deliver comprehensive property management services of one of the Swindon Borough Council's key asset portfolios:

- Corporate Estate – post 1
- Commercial Assets – post 2
- Land & Miscellaneous Holdings – post 3

Although the portfolios are split there remain synergies and crossovers between each. The main activities for each portfolio is as follows:

Corporate Estate (post 1)	Commercial Assets (post 2)	Land & Miscellaneous Holdings (post 3)
<ul style="list-style-type: none"> • 50 Council occupied buildings and sites delivering direct Council services • Key support for all property related aspects of Council directorates including supporting the preparation of business cases and options appraisals with service areas looking at the best use of assets • Oversight of Plans and Outputs of Service Use • Reviewing and challenging as required business rate assessments • Key support for NEW target Operating Model • Facilities Management • 150 Community Buildings management and leasing • Client Function for Building Compliance • Client function for Repairs & Maintenance 	<ul style="list-style-type: none"> • 300 commercially leased sites and properties • Management of Rent Income (annual target for 2025-26 = £7.5m) • Responsibility for budget management and monitoring • Landlord and Tenant estate management • Lease Renewals • Rent reviews • Valuations including annual asset revaluation programme • Marketing & Re-Letting • Management of Farm Estate • Investment Plan linked to Transformation Plans and Medium Term Financial Strategy (Acquisitions and Disposals) • Client function for Repairs & Maintenance 	<ul style="list-style-type: none"> • Regeneration assets • Assets held (not in corporate or commercial portfolio) • Residential Garage sites (circa 500 blocks) • Miscellaneous Land Holdings • Key support for land pipeline for Swindon Housing Development Company • Development of assets for the Commercial Asset portfolios. • Disposal of vacated operational assets to maximise the commercial value • Client function for Repairs & Maintenance

Commercial Assets - Portfolio Manager – Post 2

Purpose:

To provide a pivotal role in ensuring the Council best utilises and manage its land and property assets to meet the needs of our residents, generate increased commercial returns and help with growth and place shaping aspirations.

You will lead and manage your portfolio and be accountable for providing appropriate professional expertise in all aspects of estate management relating to it. You will also deliver sound and professionally supported recommendations, information and advice on the management and performance of the Council's assets within your portfolio including where appropriate, developing sustainable management strategies for each asset to maximise benefit to the Council.

You will be comfortable working in a matrix environment, be pragmatic, have a strong commercial acumen, innovative and be adept at solving problems and proficient in seeking out and unlocking opportunities which drive revenue.

To support the Head of Property Management and other key development partners to stimulate inward investment into the Swindon economy and actively support the delivery of the Council's wider Inclusive Economy & Sustainability priorities.

Key responsibilities and accountabilities:

- Identify, lead and deliver opportunities to maximise the effectiveness and efficiency of income generation or outputs from the property portfolio including the identification and disposal of surplus or under-performing assets
- Coordinate and manage external consultants, partners and expert consultees as required as part of managing the commercial portfolio
- Negotiate the leasing and renewal of leases and negotiating rent reviews of retail, commercial, industrial property and land including (where necessary) preparation and presentation of business cases and preparing the Council's case in the event of dispute for determination by arbitration or expert or the Courts.
- Lead on the delivery of the annual valuation programme of c£1.3b annually ensuring that all valuation work is in accordance with the Statutory Code and CIPFA and RICS statements of practice and guidance notes and is in compliance with the Council's standing orders, financial regulations, and codes of practice.
- Negotiate the disposal of long leasehold or freehold interests in sites for industrial / commercial development by tender and private treaty, including supporting where appropriate detailed joint venture initiatives with the private sector.
- To lead your portfolio to support the wider Swindon Borough Council 'Estates & Assets' Transformation priorities through providing property related support and advice as required to multi-disciplinary teams to deliver economic resilience and inclusive growth for the Borough.
- Be corporately aware of the wider economic growth agenda and ensure the portfolio has regard to planning applications submitted to identify those that impact on or affect the Council's land and property.

- Ensure that the culture, behaviours and shared values that make the Council successful are embedded across the service and create an effective and efficient working environment to deliver Council priorities and pledges.
- Maintain professional and effective communications with members of the public, tenants, staff, elected members and external organisations
- Work co-operatively and in collaboration with other statutory and non-statutory agencies at all levels in their organisations
- To promote the Council's policies and procedures for good record management, ensuring that all information relating to the post and functional responsibilities is created, maintained, stored and capable of being retrieved in accordance with the Council's procedures and legislative requirements

Supplementary Accountabilities

- As necessary, implement and negotiate the acquisition of properties and land under compulsory purchase powers (and by agreement), and negotiate compensation claims on behalf of the Council, including preparation and presentation of the Council's case in the event of dispute for determination by the Lands Tribunal.
- Negotiation and conclusion of any other type of property transaction on any of the Councils property portfolio including the operational estate
- To respond to queries from internal or external sources regarding the portfolio

Managerial

- Lead, manage, monitor, supervise and empower a portfolio team, currently consisting of 3-4 staff to ensure their work supports identified aims and objectives and demonstrates best consideration and best practice in maximising the best use of the portfolio.
- Instruct the Council's Legal Services in relation to new, existing or varied leases, agreements, notices, terminations and other tenancy management matters and liaise closely in agreeing and processing any of these.
- Chairing meetings, attending evening meetings outside normal working hours

Professional

- Membership of the Royal Institution of Chartered Surveyors (General Practice) with relevant post qualification experience including undertaking asset valuations, acquisition, management, disposal and development / regeneration casework.
- Degree or equivalent relevant experience in estate management
- Knowledge and experience of project management techniques within a similar environment

Decision making:

- The postholder must take effective decisions quickly and act on their own initiative in order to resolve problems. Effective delegation across the team will be essential to empowering the team and accelerating delivery outcomes.
- The postholder must be able to quickly get to the heart of issues and accurately assess and manage risk
- The postholder must show creativity in using intellectual capital and resources to deliver cost effective services
- The postholder must ensure decisions taken are based on clearly defined needs of the Council (and our wider community) ensuring both short, mid and long term requirements are planned for.

- Recommendations in Cabinet reports and Cabinet Member Decision and Briefing Notes on the use, acquisition and disposal of land and buildings (this involves long-term decisions on properties often with an impact of over 40 years).
- Leading project boards and teams involving elected members and officers to provide property advice for corporate projects.
- Representing the Council in acquisition, letting, management and disposal by sale and lease of all types of property. Determine and recommend course of action, authorise and oversee actions to completion.
- Review and determine lease terms to achieve the best terms and protect the Council's interests at all times (essential where regeneration proposals are involved as redevelopment could be delayed or restricted substantially if vacant possession of properties cannot be obtained).
- Assess and implement rent reviews to ensure the Council receives maximum rental income/growth (has a direct impact on Council's immediate and longer-term income stream, often for 25 years with occasionally longer-term impact)
- The post holder will exercise substantial delegated authority in complex negotiations in order to secure the most advantageous terms for the Council.
- Long term decisions involving capital sums for building or altering property (with an impact for the residual life of the building, often 70 years+)
- Giving guidance and direction to team members, allocation of cases and setting negotiating parameters on a case by case basis
- Approval of valuations
- Day to day decisions on the running of the portfolio
- As operationally required, to make decisions under delegated powers in accordance with the agreed process and the Council's scheme of delegation and to deputise for the Head of Property Management

Knowledge and Experience

- Significant experience in managing a commercial portfolio and agreements for use of property and property contract related issues
- Experience of working in a complex, multi-disciplinary organisation and to lead, manage and motivate a team to achieve challenging and time driven outputs
- Good practical and procedural knowledge of public sector practice, the political environment and local government statutory obligations
- Leadership knowledge and experience in managing change and implementing new ideas
- Has proven results obtained through team work and individual effort
- A strong customer services focus
- Ability to establish and maintain good working relationships with a range of staff. The ability to drive results whilst working in a collaborative way and developing and maintaining strong, positive working relationships
- Excellent communication skills
- Ability to analyse and utilise information strategically to support corporate objectives.
- Ability to identify options and solutions and adopt a methodical approach to produce and deliver outputs and outcomes.
- Computer literate with knowledge of GIS packages.
- Ability to produce and present concise and accurate reports.
- Self-motivated and pro-active approach and good communication and inter-personal skills.
- Ability to consider options and issues and identify and implement appropriate solutions to a range of problems.

Creativity and innovation

- Constantly reviews ways of working and identifies opportunities to improve the quality of work of the service
- Identifies creative solutions to Council-wide issues and takes action to implement them
- Shows creativity in using resources and prioritising portfolio outcomes to deliver cost effective services, engaging external experts where relevant, and looking beyond the boundary of current service delivery
- Continually identifying, evaluating and implementing innovative new areas of partnership working where it is beneficial to Swindon

Values and Behaviours:

Our organisational values express what is important to us, our ethics, ideals and the principles upon which we place significant worth. These values drive our choices, decisions and behaviours:

At Swindon we do what really matters; We love 'our' Swindon. We want the best for it. We turn up each and every day to have impact, a place and people to be proud of.

At Swindon we do things right; We are accountable to our residents and ourselves to make the best decisions we can, to try new things to make Swindon thrive now and in the future.

At Swindon we make it happen together; We work together, with our communities, across the Council and with our partners to get the best we can collectively for Swindon.

Working in accordance to our values we aim to achieve excellence in our behaviours – to get the best for Swindon Borough and us. Our behaviour framework builds on our values and provides examples for each of us of what this means in practice.

Delivering Performance and Results

- Being determined to achieve our outcomes by committing to the highest standards of individual and collective performance.
- Holding purposeful conversations which challenge, recognise contribution, giving and receiving relevant feedback.
- Being responsible for delivering my results. Results that contribute to the wider outcomes for Swindon Borough

Collaborating and Innovating

- Taking a Swindon wide view. Understanding the impact of the political landscape for our organisation.
- Looking for appropriate opportunities to work internally and externally in partnership to find new and sustainable ways to do things.
- Being bold, willing to learn in order to meet the needs of our residents.
- Being proactive and accountable – making a difference.

Leading Self and Others

- Acting in a fair, ethical and authentic way, demonstrating mutual respect and treating one another as professionals.
- Fostering trust, developing ability and accountability.
- Developing the conditions for ourselves and others to thrive to create a one team spirit that we are proud of.

Swindon Borough Council – Our Leadership Competencies

- **Corporate Leadership** – Act as an Ambassador for the Council’s vision, priorities, pledges and values collectively with colleagues from within the Corporate Leadership Team.
- **Managing Self** – Manage your time, priorities and resources to achieve goals and meet personal learning and development needs
- **Leading People** – Leading, engaging, developing and motivating employees to perform their best
- **Leading Change** – Helping others to approach changes at work in a way that seeks to ensure their commitment and enthusiasm is focused on achieving the Council’s objectives
- **Managing Information** – Works in an informed and evidenced based way by making good decisions based on relevant information and data
- **Maximising Partnerships** – Building effective working relationships and ensuring partnerships are focused on outcomes
- **Managing Resources** – Achieving objectives through the effective planning and allocation of resources
- **Managing Activities** – Managing the activities of the team to achieve business priorities within agreed time scales and budgets
- **Managing Risk** – Actively seeking to identify, escalate and mitigate risks and threats to business continuity and the achievement of the Council’s objectives

<p><u>Context and Dimensions: Job Scope</u></p> <p>Number and types of jobs managed The total staffing headcount is 3-4. The postholder will also convene cross-council working groups to develop policies to support the effective use of the Councils estates and assets</p> <p>Typical tasks supervised/allocated to others Implementation of staffing and performance matters including recruitment and retention of staff.</p>	<p>Budget Holder:</p> <p>Responsibility:</p> <p>Asset Responsibility:</p>	<p>Overall responsibility for the relevant portfolio area budget including accurate forecasting and control of capital and revenue budgets and reporting c£7.5M pa</p> <p>The post holder can be responsible for the successful conduct of individual transactions of up to £5M</p> <p>The Councils portfolio has a current value of >£1.3 billion as at 2024/25</p>
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Other Key Features of the role

It should be noted that the duties and tasks associate with this post may change from time to time without altering their general character or the level of responsibility entailed. The above duties and activities associated with this job are neither exclusive nor exhaustive and the job holder may be called upon to carry out other such appropriate duties as may be required within the grading level of the job.