



SURREY HEATH BOROUGH COUNCIL

Candidate Information Pack

HEAD OF INVESTMENT & DEVELOPMENT



July 2022

Surrey Heath Borough Council
Knoll Road, Camberley GU15 3HD
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A Letter from the Chief Executive

July 2022

Thank you for your interest in this key role for the Council and for the Borough.

This is a fantastic opportunity and therefore I wanted to take a few minutes to share with you some of my thoughts about this role.

This role is part of our long-standing commitment to regeneration and partnership working in the borough and a growing track record of success. We were very proud to have won the award this year for the Best Town for Business in the UK. Our recently completed public realm scheme in the high street and our stunning new Leisure Centre which opened last Summer, have also both been shortlisted for regional and national awards.

The quality of our partnerships are at the heart of this success, including the strength of our relationship with our outstanding Business Improvement District (BID). They are now in their third five-year term, and as we emerged from the pandemic, secured an incredible 96% yes vote from local businesses in their latest ballot. We also enjoy strong and trusted relationships with the County Council and the Local Enterprise Partnership, with our local housing associations, contractors and with developers.

We are very fortunate to own significant assets in the borough spanning community and leisure buildings, retail, office and light industrial. This includes The Square Shopping Centre and our main 2.7 hectare Town Centre site earmarked for regeneration. Despite the fragile national economy, we continue to see strong demand and relatively low vacancy rates and our long-standing investments continue to generate significant revenue for the Council.

We enjoy strong support from and positive working relations with Members. We have an excellent cross-party member engagement and have the financial resources we need to deliver on our significant regeneration ambitions.

We also benefit from good governance, a rigorous approach to investment, and very well developed plans for the future, with the recent completion of our new Town Centre Strategy, and a clear direction for the regeneration of some of our most important strategic sites which have been informed by our emerging Local Plan.

The post has become available due to the retirement of the current post holder who will be staying on until September. They have done a great job to get us to this point and we are looking for someone who can quickly build on the foundations and positive momentum that has been established.



Finally, we are a very friendly and welcoming place, with a great staff culture, and a commitment to delivery and supporting shared success.

If my description interests you, then please do get in touch. I'd love to hear from you.

Yours sincerely



Damian Roberts
CHIEF EXECUTIVE





About Surrey Heath the place

Situated in North West Surrey, with a population of 91,000, Surrey Heath is a beautiful place to live and work. We rank first in the Home Counties for wellbeing (NOMIS 2019) and first in England and Wales for tree coverage (Bluesky). Combine that with close proximity to London and Heathrow Airport, and our ambitious regeneration programme for Camberley town centre (the Borough's largest town), and we have a lot to offer.

The borough covers 36.5 square miles in north west Surrey, on the border of both Berkshire and Hampshire and is a contrast of urban and rural environments. The area has unique military heritage with the Royal Military Academy Sandhurst, where all Officers in the British Army are trained, and Deepcut Barracks.

Generally a highly affluent area, people who work here have the second highest average weekly wage in the South East. But having enough homes for people that need them and are affordable is a significant challenge, especially when balanced against the need to maintain the green nature of the borough and the extensive specially protected heathland (SPA).

We know a number of our residents and their families that are struggling, a situation made more challenging by the fragile national economy and rapidly rising food and fuel prices. In some parts of the Borough there is a life-expectancy gap of up to 11 years and with the number of older people expected to rise more in Surrey Heath than other places over the next five years.

This is a uniquely challenging time for local businesses, therefore a strong economy and vibrant town and village centres are vital for local employment and future business success. The Council has invested significantly over recent years in Camberley town centre. We will continue our work with our towns, villages and rural communities to make these areas attractive to businesses and visitors.



About Surrey Heath Borough Council

We are an ambitious organisation with a clear sense of direction. This is set out in the Council's Five Year Strategy which was developed out of the largest public and stakeholder engagement process ever undertaken in the borough. The Council's priorities are expressed under the four themes of Economy, Environment, Health and Quality of Life and Effective and Responsive Council. This in turn feeds into our Annual Service Delivery Plans.



We have 35 elected members, enjoy positive Member engagement and effective cross party working arrangements.



We employ over 250 staff directly with a strong ethos for public service. We also enjoy a friendly and supportive staff culture which is reflected in our organisational values.

We recognise that nothing can be achieved in isolation, and we have a strong foundation in Surrey Heath of teamwork through collaboration and partnership working. This is just as important for us internally as externally which includes local voluntary organisations, Frimley NHS, the County Council, the Department of Work and Pensions, local Housing Associations, and the Business Improvement District (BID) and neighbouring Councils.

Many of our front-line services are delivered through external contracts or through partnerships with neighbouring Councils. We also provide services on behalf of other Councils.

We have made excellent progress with delivering our Medium-term Financial Strategy (MTFS) which was established last year and is focused on addressing the impact of the pandemic and its aftermath on the Council's finances, including the impact on traditional income sources. Overall we have a good track record of financial management which is owned at every level in the organisation. We also have a healthy level of financial reserves.

Delivery is important to us and in Surrey Heath and this is underpinned by effective governance and project management, excellent customer service and meaningful community engagement.



Recent Project Success



Camberley Town Centre – Regeneration and Public Realm

The Council is committed to investing in the future of the borough and as part of this, regenerating Camberley Town Centre. Our investments in recent years has already included the acquisition of The Square shopping centre, and the purchase of the former BHS and Alders sites. We have also undertaken a significant refurbishment programme within The Square, and completed major public realm improvements in the Town Centre.

Last year we saw the opening of a new 140 unit residential scheme by Berkeley, and a new affordable homes scheme at Pembroke House by Clarion Housing. We also completed work on our new emergency accommodation which opened at the start of 2022.

New multi-million pound leisure centre

Last year we also saw the completion of our brand new Leisure Centre in partnership with Places Leisure. A multi-million pound, state of the art facility in Camberley in July 2021. The centre was successfully constructed throughout the pandemic despite the enormous challenges faced by the construction industry. The leisure centre has been a roaring success with attendance levels and memberships exceeding all expectations.

Delivery of our regeneration ambitions

This year we are putting the finishing touches on an ambitious new Town Centre Strategy and as part of this are in the process of procuring a development partner for our exciting 5.5 acre regeneration site in the centre of Camberley opposite the Royal Military Academy – Sandhurst.

The vast majority of the regeneration site known as the London Road Block is already in Council ownership and is allocated in the draft Local Plan primarily for housing development. This is a key site for the borough and top delivery priority for the Council's new Head of Investment and Development.



What our staff say...

"Surrey Heath Borough Council has helped shape me into the person I am today, and with continuous support and opportunities, I am confident my career will only flourish here."

"I would strongly recommend Surrey Heath Borough Council to anyone."

"The friendly atmosphere allows for a non-judgmental and positive experience and I believe the Council does well in fostering collaborative working across services."

"It is an exciting time to be joining Surrey Heath Borough Council as we deliver our ambitions for the next five years, put in place new strategic partnerships and start delivery of a range of exciting new initiatives."

97%

**"I am proud of
the work of my
team"**

Staff Survey June 2022

94%

**"I work with
highly capable
people"**

Staff Survey June 2022

97%

**"My line
manager trusts
me to do a
great job"**

Staff Survey June 2022

92%

**"I am encouraged
to offer my ideas
& suggestions for
improvement"**

Staff Survey June 2022

Our ethos is to invest in our staff; offer opportunities to individuals to grow and develop their skills and nurture our talented people.

Our training and development for staff includes; A well development talent-management approach including apprenticeships, internship programme and Local Government Association National Graduate Development programme; Internal mentoring programme; Surrey Learn Partnership providing excellent personal development opportunities; Management development programmes for aspiring, new and experienced managers; Significant investment in staff qualifications and career paths via the 'Post entry training' scheme and a wide range of e-learning, including mandatory and induction training.





The Role

As our Head of Investment & Development you will have the opportunity to really make your mark through the delivery of our exciting new Town Centre Strategy.

Already rated as the best town for business in the UK, you will utilise our significant and diverse property portfolio to drive major new investment and development in the borough.

As someone with an excellent track record for delivery and adept at working with developers and partners to bring about positive change, you will have a key role in securing the borough's overall economic success.

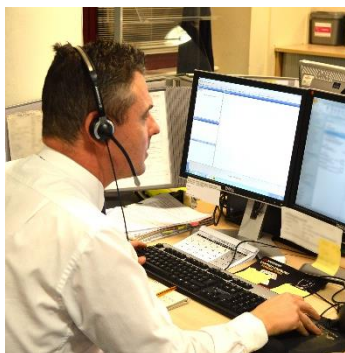
As an essential member of the Corporate Management Team, you will be expected to provide high-quality advice on a wide range of areas, supporting both officers and elected members. You will use your expertise to find innovative and creative solutions to complex issues.

As Head of Investment & Development you will need to be an effective communicator, have the ability to unlock regeneration and investment potential and then translate this at pace into delivery on the ground.

Full details of the responsibilities of this role can be found in the enclosed Job profile.

This is a politically restricted post in accordance with Section 2 of the Local Government and Housing Act 1989.





How to apply

Applications

Applications are to be completed online and submitted no later than, 12 noon on Monday 8th August 2022. You will need to upload your CV and supporting statement to Penna's online portal which can be accessed [here](#). When uploading your documents please enclose your full employment history, and where necessary outline how you meet essential criteria, competencies and/or qualifications.

Further information is available on our website. For a confidential discussion about this opportunity, and the contribution you can make, contact our retained partners at Penna, Priyesh Bhadressa on 07548 108176 or Ben Cox on 07809 374692.

First interview: Monday 22nd August 2022 (Virtual)

Second interview: Wednesday 31st August 2022 (In Person)

The Panel will comprise: Members of the Appointments Committee and the Chief Executive.

Appointment Information

Salary

The salary grade for the post is SH31 (Head of Service) and the incremental points are:

Scale Point	Salary (£)
31.106	72500
31.107	74500
31.108	76500
31.109	78500
32.110	80500



All incremental progression within the grade is related to the performance of the post holder in accordance with the Council's Performance Management Scheme. All performance related changes are effective from 01 April of each year.



Annual leave

The post carries an annual leave entitlement of 25 days. After 5 years' continuous Local Government service, you will be entitled to an additional 5 days' annual leave.

Pension

All Surrey Heath employees who under the age of 75 and have a contract of employment for at least 3 months will automatically become a member of the Local Government Pension Scheme (LGPS) on their first day of employment, unless they opt out of the scheme upon joining the Council. You will be required to pay the relevant contributions to Surrey County Council LGPS. Further information on LGPS can be found on Surrey County Council Pension website <https://www.surreypensionfund.org/>

Benefits

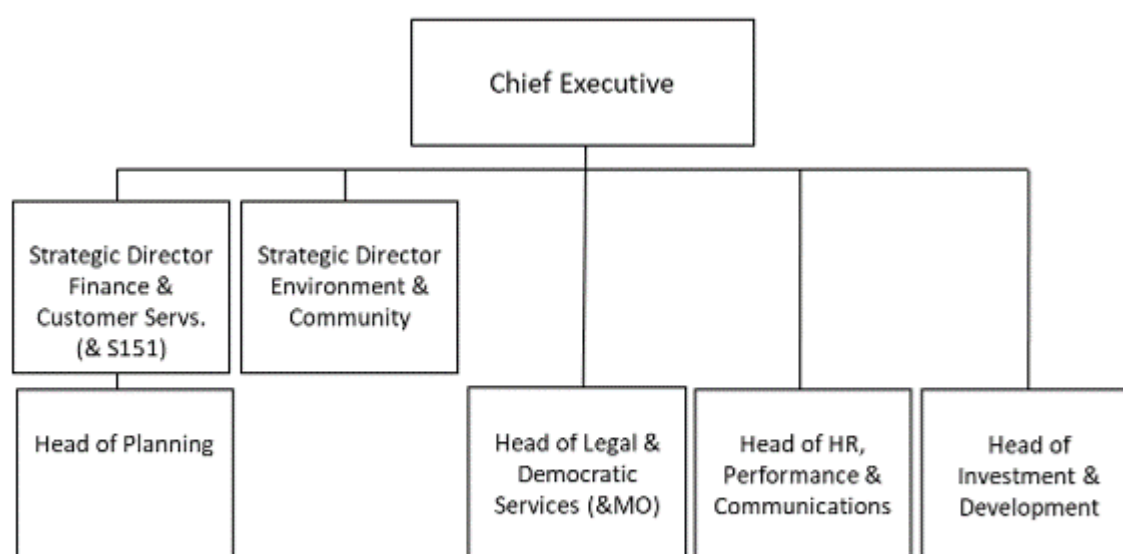
The Council recognises that its main asset is its staff. In recognition of this the Council offers a generous benefits package which is currently as follows:

- Local Government Pension Scheme.
- A minimum of 23 days annual leave entitlement (pro-rata for part-time employees).
- An additional 5 days annual leave after 5 years continuous Local Government service.
- Free private medical insurance for all staff after three years continuous service at Surrey Heath Borough Council.
- Three times salary Life Assurance cover for all staff in the Pension Scheme.
- Free parking for all non-casual staff.
- Regular health checks and other welfare initiatives and health promotions.
- Subsidised gym membership.



- Employee Assistance Programme (EAP).
- Free VDU eye examinations every 2 years.
- Free vaccinations when / where appropriate.
- Access to reduced travel insurance.
- Staff uniforms where required for all appropriate employees.
- Flexible working policy.
- Commitment to regular learning and development linked to Corporate objectives and support for professional learning and development, where appropriate.

Organisation Chart



Job Profile

Head of Investment & Development

Responsible to: Chief Executive

Services: Investment & Development, Corporate Property, Economic Development

Location: Council Offices. Surrey Heath House, Camberley

Customers and Contacts

All staff, residents, land owners, Heads of Services, Elected Members, Government Departments and Agencies, other Local Authorities, Police, Health, County and other local Statutory Bodies, Developers, Local Businesses, Residents and Residents Groups, Housing Associations, Community Groups.

Main Purpose of Job

- Lead in the assessment and feasibility activities to secure and deliver a programme of agreed and adequately resourced investment & regeneration schemes that contribute to the financial and economic sustainability of Surrey Heath.
- Take a lead role in property acquisition and the preparation, submission and presentation of bids.
- Act as the Council's primary property specialist and advising accordingly and take lead role on the Property Investment Working Group.
- Responsible for identifying, forming and delivering the development and investment strategy in accordance with the Council's business plans.
- To enable the effective provision of a Corporate Property Service to ensure the service supports the Council's strategic vision and priorities.
- Lead on the Council's Asset Management Plan
- Lead on the Council's ` local economic development strategy and action plan.
- Provide leadership to project teams, including consultants, specialist contractors and all relevant stakeholders in the delivery of regeneration activities, applying a robust delivery focussed approach for implementation and performance management
- Continuously optimising the portfolio to improve efficiency, quality and value.
- Construct an effective contribution to setting the strategic direction for this Head of Service function.
- As a member of the Council's Leadership Team, contribute to the achievement of the Council's corporate vision, values and priorities and the development of the Council's positive and high performing culture.
- To manage such other areas that may be allocated from time to time.



Responsibilities

- To communicate ownership of the corporate plan, vision, values, corporate identity and key messages and promote effective corporate working across the organisation.
- To champion and encourage corporate working as part of a one team Council approach
- To lead and champion the implementation of key corporate and service projects, achieving agreed outcomes including delivery on time and within budget.
- To provide high quality and timely advice to all Members of the Council and relevant staff.
- To attend and contribute as required to meetings of the Council, including Committee meetings, working groups, and outside bodies.
- To promote and champion the positive interests of the Council and the borough.
- To lead and contribute to the work of the Council's Leadership Team.
- To keep the Chief Executive, and appropriate Executive Members and Chair informed of service issues and developments
- To develop and maintain excellent internal and external working relationships to secure positive outcomes for the Council.

Principal Accountabilities

- Act as the Council's primary property specialist and advising accordingly and take lead role on the Property Investment Working Group
- Lead in the assessment and feasibility activities to secure and deliver a programme of agreed and adequately resourced regeneration schemes that contribute to the financial and economic sustainability of Surrey Heath.
- Responsible for identifying, forming and delivering the development and investment strategy in accordance with the Council's business plans.
- Taking a lead role in property acquisition and the preparation, submission and presentation of bids.
- Manage the disposal of assets where appropriate.
- Ensure that the Council's development projects are efficiently managed & reported on.
- Build strategic partnerships with internal and external stakeholders to ensure alignment with the Council's strategic aims and objectives and those of key partners.
- Work closely with property leads from other public sector bodies on the delivery of Surrey Heath's wider property agenda.
- Improve the economic development of the area by attracting new businesses, encouraging investment opportunities, increasing job opportunities, promoting leisure and tourism and identifying opportunities for sustainable growth and development
- Contribute and influence key decisions made within the Council on working groups such as those for Regeneration and Investment, also brief Portfolio Holders and influence key decisions made on asset acquisitions and disposals
- Acts as the decision maker for all matters which are within budget and policy guidelines. Refers only matters which are complex/strategic to the Chief Executive.



- Market and promote the property function to ensure the promotion of Surrey Heath Borough Council in accordance with the Council's corporate image.
- Ensures a continuing commitment to equality and diversity so that the service has the ability to identify and deliver to diverse client groups and recognise the need for a responsive choice of service delivery.
- To support the Chief Executive, as part of the Corporate Management Team in setting the investment and development direction of the Council.
- To lead the development and delivery of all aspects of the following services ensuring that all of its resources are aligned to the delivery of strategic objectives:-
 - Estates Management
 - Regeneration
 - Property Investment
 - Property Development
 - Economic Development

Leadership

- . To develop a highly engaged and high performing staff team ensuring that all staff are encouraged to realise their potential through their on-going learning and development.
- To create a positive working environment where staff are dignity and respect and where equality of opportunities are promoted.
- To promote a culture of excellent and where customer service where the needs of diverse customers are understood and responded to.
- To ensure that effective recruitment, induction and probation arrangements are in place to maximise the positive contribution of new appointments to the work of the Council.
- To ensure that all staff have the opportunity of regular team meetings, one to ones and appraisals.
- To undertake the timely management of performance issues

Financial and Performance Leadership

- To establish and maintain effective arrangements for performance management, including service delivery plans, budget and performance monitoring and reporting, contract monitoring and staff appraisals.
- To exercise robust financial control over service, income and staffing budgets, ensuring that budget targets are met.
- To ensure that value for money is achieved, including looking at opportunities to increase income, reduce costs or explore alternative ways of delivering services.
- To ensure that there are effective systems in place to enable the efficient and resilient operation of the service.



Risk Management, Health and Safety and Civil Emergencies

- To assess the risks associated with the service and ensure that robust measures are in place to manage these risks effectively, including the risk of fraud.
- To provide a healthy and safe working environment and implement and promote relevant corporate policies and training in all work areas.
- To have the lead key role in business continuity planning and the Council's Civil Emergencies response, including out of hours arrangements.

Elections and Referendums

To participate and support the Chief Executive in their role as Returning Officer by ensuring the efficient and effective management of all elections and referendums including polling day and the count.

Continuous Professional Development

- To keep abreast of economic, legislative, political, social and technical developments impacting on the service and on local government more generally.
- To maintain professional development (CPD) and attend corporate training as required.

Key Decision Making Areas of the Role

- Manages the finances for council's strategic investment property portfolio through the effective use of resources to facilitate service delivery, capital programming and annual revenue budgets,
- Responsible for capital projects relating to property
- Leads on property negotiations
- Maximises income on all council owned property
- Maximise income from property and reduce expenditure through sound procurement practices
- Ensure that income generation from assets meets requirements in council's financial strategy.
- Lead on the formulation of the Council's regeneration and investment priorities, strategies and policies



Person Specification

Qualifications and Training

Essential:

- Degree level or equivalent with a proven track record of continuous improvement.
- Ideally a Qualified Surveyor with membership of a relevant professional body eg MRICS.
- Clear and demonstrable understanding of the legal, procurement and financial issues that are relevant to the promotion of development by the public sector.
- Experience of working with Councillors/ politicians
- Track record of success in building effective relationships with internal and external stakeholders
- Excellent knowledge of business planning, budget preparation, tendering and contract documentation
- Experience of managing budgets and delivering on time to cost and quality
- Multi-site property management experience

Knowledge and Experience

Essential:

- Able to demonstrate significant experience in property management theory and practice
- Demonstrable and quantifiable property acquisition experience
- Demonstrable and quantifiable experience of Development projects and regeneration
- Experience of improving quality of our Places & Buildings
- Track record of working at a strategic level managing and developing complex regeneration and development activities which demonstrate genuine experience of initiating schemes and delivering outcomes
- Experience of managing compliance across a complex portfolio of projects
- Proven networker, with a track record of in generating new business opportunities
- Experience of delivering successful major contracts and procurements
- Clear and demonstrable understanding of the legal, procurement and financial issues that are relevant to the promotion of development by the public sector.
- Experience of working with Councillors/ politicians
- Track record of success in building effective relationships with internal and external stakeholders
- Excellent knowledge of business planning, budget preparation, tendering and contract documentation
- Experience of managing budgets and delivering on time to cost and quality
- Multi-site property management experience



Skills

Essential:

- Good numeracy and analytical skills, able to understand and interpret statistical information and financial appraisals, make informal judgements, appraise and manage risk and convey advice as appropriate
- Ability to manage development risk and to show adaptability with changing market conditions
- A creative and imaginative approach to regeneration and place making, able to act strategically and develop creative and innovative solutions
- Problem solving skills to complex issues
- Ability to plan and work towards a long term strategic vision for Surrey Heath and translate that vision into reality.
- Understanding of motivating and developing others
- Proven ability to seek, build and maintain good relationships with senior managers, business partners, other Councils and all levels of staff
- Ability to work under pressure and to tight deadlines
- Able to balance operational service delivery with long-term planning and delivery

Additional Requirements

- No contra-indications in personal background or criminal record indicating unsuitability
- Legally entitled to work in the UK.
- Flexibility to work variable hours including evenings
- Ability to participate in the Council's out of hours on-call and Civil Emergency arrangements
- Ability to work from home with access to reliable fast broadband connectivity

Dimensions of the Role

Financial;

- Service Budget of £ 5.4 million
- Salary Budget £770,000

Non-Financial;

- Direct line management for 6 staff.
- Indirect management of 9 staff.
- Management of contracted out services

