

## **Assistant Director of Buildings**

### **Job Pack**

Dear Candidate,

I am delighted that you have taken the time to consider applying for the role of **Assistant Director of Buildings** within Portsmouth City Council. This pack contains information on the structure of the Council, job profile and details on how to apply.

We are looking for an exceptional candidate able to hit the ground running from day one and this role will appeal to candidates looking for a role with a wide range of strategic and operational responsibilities covering all aspects of building services.

You will be someone able to work at a senior level with extensive experience working in the building and construction sector providing a range of repairs, maintenance and building services ideally within the housing sector.

Portsmouth is a city rich in history and culture, being the home to the Royal Navy and the birthplace of Charles Dickens. It is also a modern city which is transforming to meet the needs of the 21<sup>st</sup> Century. In short it is an exciting place to live and work, and the Local Authority is at its heart.

The **Housing, Neighbourhood and Building Services** Directorate is delivering a range of customer facing services, including waste management, building maintenance and housing services. Being one of the most densely populated parts of the country outside of London, housing is an important issue for the 200,000+ residents who live here.

With a third of the Council Housing stock situated in Havant and outside the City Council's boundary we also have important relationships to maintain related to our landlord functions with Havant Borough Council. We also have a shared management and service relationship with Gosport Borough Council providing opportunities with their building services for collaboration on issues of common interest and to share practice.

You will report to the Director of Housing, Neighbourhood and Building Services and play a key role in the senior management team. You will provide strategic leadership in the development of Building Services along with high-level support and advice to members.

During the pandemic and whilst we faced exceptional demands on the service, Building Services maintained with their service providers a close to normal business as usual service in relation to building repairs and maintenance delivery and statutory compliance. Although not facing a residue of repair demand arising from the periods of lock down, the service is dealing with significant new challenges arising out of the cost-of-living crisis, Brexit, and the post pandemic global / Ukraine economic situation which are adding further pressures on building maintenance revenue and capital budgets.

This is an exciting opportunity with a wide-ranging remit and services that are at the heart of the Directorate. The Housing, Neighbourhood and Buildings directorate is

embedding a system thinking philosophy to the design and management of its services. You will have a key role in supporting the Director in ensuring that systems thinking is at the heart of everything it does.

As the Assistant Director of Buildings, you will lead the successful delivery of the service based on known customer demand and deliver continuous improvement in response to changes due to legislation arising from the Building Safety Act 2022, the Charter for Social Housing, and the Environmental act 2021 and the authority's response to the issue of damp and mould in social housing properties. This demand will be further influenced by the service responding to the Government's and Portsmouth City Council's stated ambition to decarbonise the social housing portfolio.

The role encompasses the following thematic areas:

- Building Maintenance
- Building Capital Projects
- Design Services
- Building Engineering Services
- Energy Services

In your role you will be expected to develop and foster key long term strategic relationships with our “core group” of service providers.

Comserv    Corigenda    Mountjoy    Liberty

Acting in a spirit of mutual trust and co-operation under a NEC 3 Term service contract - Option E cost reimbursable, they will deliver the full range of repairs and maintenance actives including mechanical and electrical and compliance works to the full property portfolio of Portsmouth City Council.

Working for a unitary local authority, the successful candidate will enjoy the benefits of being part of a senior management team with access to a wider peer group across the full range of City Council services including Education, Culture, Leisure and Regulatory services and Adult Social Care. This provides a fantastic opportunity for joint working and to ensure that our building services, under your leadership, plays its part in meeting the City Council's priorities.

The Assistant Director of Buildings is expected to be an ambassador for the Council and Directorate as well as capable of taking part in and leading internal and external meetings and events.

The role forms part of the senior team for the Directorate and we pride ourselves on working as a cohesive team on work affecting the whole Directorate. Alongside a significant work programme for your own services, there are some exciting cross Directorate areas of work over the next year and beyond. A collaborative working style must be your default position. In 2023/24 areas of joint working will include:

- Our Assistant Director of Housing Need and Affordable Housing Supply will continue to work with our colleagues in Regeneration and your own Head of Capital Projects to deliver new council housing, which alongside our buyback programme, will deliver 749 units over the next 3 years. You and your teams will work closely to not only inform the client brief but deliver your own allocated programme of new build properties.
- In 2023/24 our Assistant Director of Neighbourhood Services will complete the introduction of food waste collections to the city. You and your teams will be overseeing collection depot development and several pilot schemes to improve the access to recycling opportunities for tenants in our housing stock as we respond to the outcomes of the Environment Act 2021.
- Our Assistant Director of Housing Management Services is overseeing the introduction of the Housing Charter which will have an impact how we as a landlord provide our services and engage our residents. Refreshing our approach to communicating with residents about our repairs and maintenance service will be key area of change.

As our Assistant Director of Building Services will oversee the creation of a long-term Asset Management Strategies for our housing stock and corporate assets, which will inform our approach to the repairs and maintenance of our housing and general fund stock, our decarbonisation plans and shape our estate renewal plans. Your knowledge of available procurement options, contract management skills and strategic planning will be integral to this process.

You will also oversee our response to the Building Safety Act which will require the registration and development of building safety cases to buildings within scope, with the Building Safety Manager you will be responsible for liaising with the Building Safety Regulator as appropriate and the Hampshire Fire and Rescue Service.

The services continue to face financial pressures on the housing revenue and housing general fund accounts. Generating income and ensuring the services are delivered as efficiently as possible are at the heart of the Directorates approach.

It is a challenging but enjoyable environment, and we pride ourselves on our team spirit and ability to get things done. This role is pivotal in achieving good quality and continually improving services.

If you would like to informally discuss this role, please contact Meredydd Hughes Assistant Director Buildings: [Meredydd.hughes@Portsmouthcc.gov.uk](mailto:Meredydd.hughes@Portsmouthcc.gov.uk), Mobile telephone number 07837 235329.

Thank you for your interest in this role.



James Hill

**Director of Housing, Neighbourhood and Building Service**

Please see below the links to various key projects and information regarding our Directorate which you may find of interest as you research the role.

[Housing - Portsmouth City Council](#)

[House Talk - Portsmouth City Council](#)

[Somers Orchard Portsmouth City Council Switched On Portsmouth - Save Energy. Save Money. Save Carbon.](#)

[The Vanguard Method and systems thinking – Vanguard Consulting Ltd \(beyondcommandandcontrol.com\)](#)

[Asset Management Strategy October 2021](#)

## Assistant Director of Buildings

### Job Profile

- Job family Assistant Director
- Pay range Band 16 - £77,642 - £84,071 p.a.
- Line manager Director - HNB
- Direct Reports Five Heads of Service covering the functions indicated.
- Directorate Housing, Neighbourhoods and Building Services
- Location PCC Civic Offices and alternative locations as required.

### Job purpose

To lead Building services for Portsmouth City Council, delivering responsive and effective services to our customers. This includes the delivery of statutory functions related to building safety and building regulation compliance.

### What is the role?

#### Personal responsibilities

- Work alongside the Director and fellow Assistant Directors in embedding systems thinking throughout the Directorate and influencing partner Directorates and organisations.
- Taking responsibility, leading from the front with sufficient gravitas to inspire and give confidence to both colleagues and customers.
- Blending the strategic and operational, motivated to make a difference and committed to place and people.
- Leading on creating, building, and maintaining good working relationships with a range of key stakeholders including statutory bodies such as HSE and Hampshire IOW Fire and Rescue Services (HIWFRS).
- Develop a regional and national presence working with other social housing providers to collaborate on areas of mutual interest and to shape and inform national housing policy.
- Lead on working with DLUHC, and other government departments on relevant areas.
- Ensure Council properties are managed and maintained to the highest standard, meeting all statutory compliance requirements.
- Represent the services, and directorate, in several statutory forums including PCC and Service provider core group, Water Safety group, PCC & HIWFRS Building safety group – High rise, RSL Repairs & Maintenance liaison group, HNB Compliance Strategic Oversight.
- Oversight of the budgets related to the service areas and working with the Director, Finance, and Assistant Directors to address budget pressures and the long-term viability of the HRA 30-year business plan.
- Leading/responsible for on major Capital and Revenue projects, Asset Management Plan and Decarbonisation work
- To effectively manage the Council's utility contracts and their usage. To maximise energy savings through their careful management and to meet the Council's ambition to achieve a carbon neutral position by 2030.

- Monitoring the performance of the services using a range of purposeful measures

The role will be part of the Directorate Emergency Response Planning and incident response. The role may also support the Council's Civil Contingencies responsibilities participating in the council's duty executive rota.

### **Key Priority - Asset Management Strategy Review**

A key priority and one that the Assistant Director will lead is the review of our Asset Management Strategy. The Asset Management Strategy requires a review for both housing and corporate assets to set a strategic direction to manage the assets including the structure of the teams, procurement of contractors and cost of maintenance.

In 2022/23 and initial review of the Asset Management Strategy was commenced.

Key areas of work/challenges for the Asset Management Strategy

- Review organisation structure and asset management role
- Review stock data management and assessment of aging stock condition to inform re-investment planning and budgets.
- Review procurement strategy and options for providing contractor services.
- Impact of sector challenges including Fire Safety Act, Social Housing regulation, cost inflation, Decent Homes standard review and provision of affordable housing

### **Service Management**

- Number of staff
  - 120 FTE over five service sections (excludes staff employed by our contractors)
- The services are provided from the main Civic Offices and one Area Housing Office
- Size of budgets
  - The gross Housing Revenue Account budgets are in excess of £90 million (expenditure) per annum.
  - The largest area of expenditure is on repairs and maintenance, £48 million and is directly under the control of the Assistant Director for Buildings
  - Corporate Landlord maintenance amounts to £2.5 million
  - Corporate capital projects exceeding £10 million.
  - Education capital projects ranging from £1 million to £10 million.
- Scale of the asset base
  - 14,600 council properties, 1,700 leasehold properties
  - A variety of assets including schools, ancient monuments, public conveniences, community centres, corporate buildings including the Civic Offices and libraries.
- Geographical spread assets
  - The asset base is located throughout the Portsmouth City Council boundaries and in the boundary of neighbouring Havant Borough Council

The services provided that are directly reporting to this role are:

### **Local Authority Housing Building Maintenance**

The repairs team manages building and M&E repairs in voids, corporate assets where appropriate for over 14,600 properties, including leasehold properties. Stock data and condition surveys as well as statutory compliance checks are part of the functions of this team which works very closely with the Building Capital Projects team.

Annually the team delivers:

- 63,000 repairs
- 2,200 capital improvements including new kitchens, bathrooms, and gas boilers.
- 850+ void properties delivered.
- 15,000+ annual compliance checks including gas safety, EICRs, EPCs, fire risk assessments and smoke/carbon monoxide detectors.

Key areas of work/challenges for this service are:

- Implementation of new Servicing, maintenance, and Compliance contract
- New Theatre Royal repair and maintenance
- Increasing repairs demand, cost of repairs service and maintaining an aging housing stock
- Reducing void periods

### **Building Capital Projects**

The Building Projects team are responsible for delivering the HRA Capital maintenance programme, General Fund Landlords Maintenance programme as well as a range of capital projects for other Directorates such as Education, Culture and Leisure and Gosport Borough Council.

The team consists of Project Managers, Building Safety Manager, RICS Chartered Building Surveyors together with a team of Apprentice and Graduate Surveyors who evaluate schemes, manage the procurement of contractors, and manage the contractual delivery of works on site.

In addition to a core focus on Building Project works, the team also undertake a range of professional services.

In 2022/23 the team have worked on 56 HRA capital building projects with an estimated completed value of £33 million, improving the condition of 59 blocks of flats and a total of 1700 individual homes.

Key areas of work/challenges for this service are:

- Pilot Passivhaus principles to new council housing developments
- Fire Safety Improvement programme
- Building Safety Act, registering and preparing building safety cases for buildings within scope (18 blocks exceeding 18m)



## **Design services**

The Design team support the Council's corporate priorities by managing projects in the built environment from concept design through to handover, including accredited Passivhaus designs.

Our professional, award winning, multi-disciplinary team have creative skills which directly help to improve the city's built and natural environment and work in collaboration with internal clients as well as Academy Trusts and the NHS

During 2022/23 the team have delivered:

- Patey Court supported living accommodation for 28 adults.
- Flying Bull Academy, a Special Educational Needs and disabilities new built inclusion centre

Key areas of work/challenges for this service are:

- Support Corporate Greening Strategies in collaboration with internal stakeholders with creating green transport routes and ongoing Coastal Defence works.
- Designing a Supported Living Accommodation for up to 24 adults with learning and physical disabilities
- Delivering a new sports pavilion at King George V playing field, providing improved changing facilities, community café, landscaping, and new football pitches
- Delivering Arundel Court Inclusion centre as part of Portsmouth's SEND programme.
- School sufficiency capital programmes

## **Building Engineering Services**

The Building Engineering Services Team consists of CIBSE Chartered/Incorporated Mechanical, Electrical, Graduates and Lift Engineers together with a team of hands-on Engineers who look after many buildings including the Guildhall Square buildings including PCC's flagship building, the Civic Offices. The team is involved in the decarbonization improvements by actively implementing new systems to reduce carbon/energy usage.

In 2022/23 the team delivered LED upgrade lighting schemes to HRA housing blocks and improved the ventilation and electrical wiring within the Portsmouth Guildhall.

Key areas of work/challenges for this service are:

- Ongoing development of relationships with external clients
- Procurement of lifts servicing and refurbishment
- Sprinklers retrofit installation.
- Upgrading of warden call systems



## **Energy Services**

The Energy services are a multi-award-winning team, responsible for all aspects of energy procurement, efficiency, fuel poverty mitigation and renewables. The team works closely with internal stakeholders as well as external clients such as Winchester City Council and Brighton and Hove City Council for which solar projects have been undertaken.

Responsible for delivering significant annual investment using unsupported borrowing; to make a return on investment for the Council. These investments, such as the ground-breaking solar and storage at Portsmouth International Port, have secured sustainable income streams, both for the HRA and General Fund.

In addition, the team have been awarded grant funding under the Local Authority Delivery Scheme and Home Upgrade Grant schemes to assist private homeowners with energy improvement measures. Working with partner organisations, the delivery of HUG 2 will be a priority work area for this team over the next two years.

Key areas of work/challenges for this service are:

- HRA stock Decarbonisation strategy
- PV Solar and battery storage projects including commercial clients.
- Expansion of the Switched-on-Portsmouth model and providing a similar model for neighbouring Local Authorities

## **Ways of working**

This is not a typical 9am - 5pm office-based role. Several your services operate 24 hours, 7 days a week delivering repairs and maintenance. You will be a senior leader that is visible and committed to learning about service delivery through live observation. You will also be as interested in the service offer and delivery within 'office' hours as that provided 'out of hours.'

The Housing, Neighbourhood, and Building Services Directorate aspires to be a 'Systems Thinking Directorate' and uses the Vanguard Systems Thinking method in its approach to the leadership and management of services and as a continual improvement method.

Customer related purposes have been established for each aspect of the repairs and maintenance service and will continually seek to achieve them.

- Right repair at the right time - Response Repairs
- Maintain and improve our property - Planned Maintenance
- Provide suitable homes when needed - Voids Service

The core role of any manager within the Directorate is to understand and act on the system of work to drive improvement.

This will include:

- Ensuring all staff have clarity of understanding about the purpose of the services from the customer's point of view.

- Ensuring we understand customer demand.
- Use of robust measures of performance to make visible the customer experience.
- Understanding the flow of work in your various services to ensure we keep teams, and individuals, focussed on what is valuable to the customer; and,
- Acting on the system in response to obstacles experienced by customers and staff.

You will create an environment that enables change to occur based on learning, and will support, educate, and develop staff to equip them to do better work.

#### **Other responsibilities include:**

- To contribute to the development of, and deliver on, the relevant business priorities for the Directorate and Council as required.
- To contribute to the achievement of financial security across the Council, including proactively spotting and taking innovative/commercial decisions which benefit the Council, the place and service users.
- To work with colleagues on the development and delivery of Strategies, and actions in related areas. This includes contributing to key regeneration priorities and the Council's aspiration to become net zero carbon.
- To work with Councillors and the Administration in responding to specific construction, energy and housing maintenance issues as well as developing, explaining, and implementing Policies and Strategies.
- Marketing and communication work, including dealing with media enquiries.

#### **Team management**

- To invest in, motivate and inspire team members to continually improve, both themselves and the services they provide.
- Undertake line management functions for the direct reports. This includes regular 1-2-1s, team briefs, and the management of absence, conduct and performance management issues.
- To lead investigations on issues of conduct or chair a panel of an appropriate level to determine the outcomes of conduct.
- To work with unions on relevant issues.
- To undertake reviews into the structure and resourcing of services, working with HR colleagues to ensure that all legislative and Corporate Policy requirements are met.

#### **Who is the person?**

You will be able to demonstrate you have:

1. Are **educated to degree level or equivalent qualification**. You will also have a **professional qualification** in building and construction such as RICS, MIOB or RIBA. You will demonstrate personal development and a commitment to **ongoing continuous professional development**.

2. Have held a **senior management** position for a minimum period 5 years, in a **multi-disciplinary building environment** ideally in either the public or private housing sector.
3. Experience in **leading using systems thinking principles**, with experience of reviewing services using the systems thinking method **or able to demonstrate a keen understanding from your research** that this is a method that you will be able to adopt, and you can demonstrate, through examples, service improvement using an evidenced based approach that gets to and deals with the root causes.
4. **Will have extensive knowledge and experience of construction policy and legislation** formation and how it should be implemented.
5. Are an **inspirational leader** with high levels of self-motivation and the ability to motivate and empower your managers and teams to work in an agile and changing environment, but at the same time deliver key positive outcomes and drive performance.
6. Have a **track record of delivering innovative programmes of work** which have led to either service or financial efficiencies and the generation of new income.
7. **Work successfully with and develop effective relationships with** partners and key stakeholders including cross-service partnership, residents, contractors, businesses, communities, partner organisations and other public services.
8. The ability to **manage high levels of workloads** with good time management skills and prioritising tasks to meet changing business needs.
9. Have **excellent communication skills**, detail orientated communicating clearly and concisely with different audiences at all levels.
10. Experience in a role that has required you to **present reports effectively at for example, Cabinet, Committee or Portfolio Decision Meetings** (or similar governance board equivalents), reflecting your ability to give them confidence in the accuracy of your information and judgement.
11. The skills to **manipulate and analyse data** to understand the performance of the system a track record in the use of **purposeful measures** to lead action (including the use and understanding of time series graphs).
12. **Managed complex budgets (revenue and capital)** including budget setting, monitoring, and reporting in accordance with Financial Rules. Also demonstrate a good understanding of the legal and financial framework applicable to the housing revenue account and general fund
13. Extensive experience of using initiative and judgement to **problem solve** and make decisions in a structured and transparent way to resolve complex issues, at both service level and in a multi-agency environment.
14. Practical or leadership experience of developing **new commercially provided services**. This includes experience of contracts, procurement processes and new business development.

## **T&C of employment**

Working hours - Contractual hours are 37 hours per week, but this role is likely to require additional input as is reasonable for a senior management role. The team's core hours are 8.30am - 4.30pm, but there will need to be flexibility to reflect the fact that most services are provided 24 hours, 365 days of the year. There will be regular meetings outside of these hours, such as with Councillors or residents' groups, and the occasional need to react to emergencies

Notice period - In line with the council's policy, a three-month notice period is applied to this post.

Learning & Development - Support will be given to enable the post holder to continually develop their skills and experience. The Council has a range of training opportunities.

## **How to apply**

When completing the application form, please thoroughly tailor your application to the 'Who is the Person' points of the job profile, with the use of examples from your experience and attach this as a cover letter in the Supporting Documents section.

Please also include:

- Your full education history from secondary school, please include name and address of establishment, details of relevant qualifications and awarding body. Please explain any gaps.
- Your full work history, explaining any gaps. Including employers name, address, dates from and to and reasons for leaving. This is a legal requirement for this position.
- Please provide details for us to obtain two references. If you are currently working we will need a reference from your current employer and previous employer. If you are not currently working, we will need references from your two most recent employers.

## **Closing Date: 16<sup>th</sup> April 2023 (midnight)**

Successful candidates from the application process will be invited to an assessment centre on **24<sup>th</sup> April 2023** and from there onto interview on either **27<sup>th</sup> or 28<sup>th</sup> April 2023**.

You will need to demonstrate that you have the Right to Work in the UK. No post will be offered without it.

The information you provide will be used for the recruitment of this post only and will be stored for 12 months then destroyed.

Please note that providing false information is an offence and could result in the application being rejected or summary dismissal if you are appointed to the post

Applications from job seekers who require Tier 2 sponsorship to work in the UK are welcome and will be considered alongside all other applications. However, non-EEA candidates may not be appointed to a post if a suitably qualified, experienced and skilled EU/EEA candidate is available to take up the post as the employing body is unlikely, in these circumstances, to satisfy the Resident Labour Market Test. The UK Border Agency requires employers to complete this test to show that no suitably qualified EEA or EU worker can fill the post. For further information please visit UK Border Agency website.

# Portsmouth City Council - Senior Management Structure



## Portsmouth City Council directors

April 2022



**David Williams**  
**Chief Executive**  
[david.williams@portsmouthcc.gov.uk](mailto:david.williams@portsmouthcc.gov.uk)  
**PA: Karen Brown**  
 023 9283 4010



**Peter Baulf**

City Solicitor & Monitoring Officer (Statutory function)  
[peter.baulf@portsmouthcc.gov.uk](mailto:peter.baulf@portsmouthcc.gov.uk)  
 07880 263042



**Mike Stoneman**

Deputy Director (Education)  
[mike.stoneman@portsmouthcc.gov.uk](mailto:mike.stoneman@portsmouthcc.gov.uk)  
 023 9284 1712  
**PA: Kelly Rooker**  
 023 9284 1717



**Sam Bushby**

Deputy Director (Children and Families)  
[sam.bushby@portsmouthcc.gov.uk](mailto:sam.bushby@portsmouthcc.gov.uk)  
 023 9284 1201  
**PA - Alison Harper**  
 023 9268 8230



**James Hill**

Director of **Housing, Neighbourhood & Building Services**  
[james.hill@portsmouthcc.gov.uk](mailto:james.hill@portsmouthcc.gov.uk)  
**PA: Cecile Ross-Girard**  
 023 9283 4192



**Stephen Baily**

Director of **Culture, Leisure & Regulatory Services**  
[stephen.baily@portsmouthcc.gov.uk](mailto:stephen.baily@portsmouthcc.gov.uk)  
 023 9283 4399  
**PA: Sally Jones**  
 023 9283 4175



**Chris Ward**

Director of **Finance & Resources (Section 151 Officer)**  
[chris.ward@portsmouthcc.gov.uk](mailto:chris.ward@portsmouthcc.gov.uk)  
 07939 062631  
**PA: Rhian Barnard**  
 023 9284 1342



**Helen Atkinson**

Director of **Public Health**  
[helen.atkinson@portsmouthcc.gov.uk](mailto:helen.atkinson@portsmouthcc.gov.uk)  
 07771 335006  
**PA: Nicky Orton**  
 023 9284 1779



**Tristan Samuels**

Director of **Regeneration**  
[tristan.samuels@portsmouthcc.gov.uk](mailto:tristan.samuels@portsmouthcc.gov.uk)  
 07810 505882  
**PA: Sharan Cooper**  
 023 9283 4260



**Andy Biddle**

Director of **Adult Care**  
[andy.biddle@portsmouthcc.gov.uk](mailto:andy.biddle@portsmouthcc.gov.uk)  
 07423 635713  
**PA: Katie Downer**  
 023 9284 1160



**Mike Sellers**

Director of **Portsmouth International Port**  
[mike.sellers@portsmouth-port.co.uk](mailto:mike.sellers@portsmouth-port.co.uk)  
 07585 123790  
**PA: Alison Broomfield**  
 023 9285 5920



**Natasha Edmunds**

Director of **Corporate Services**  
[natasha.edmunds@portsmouthcc.gov.uk](mailto:natasha.edmunds@portsmouthcc.gov.uk)  
 07880 263042



**Jo York**

Director **System Management Urgent Care Lead**  
[jo.york1@nhs.net](mailto:jo.york1@nhs.net)  
 023 9268 4541  
**PA: Lin Foster**  
 023 9289 9539

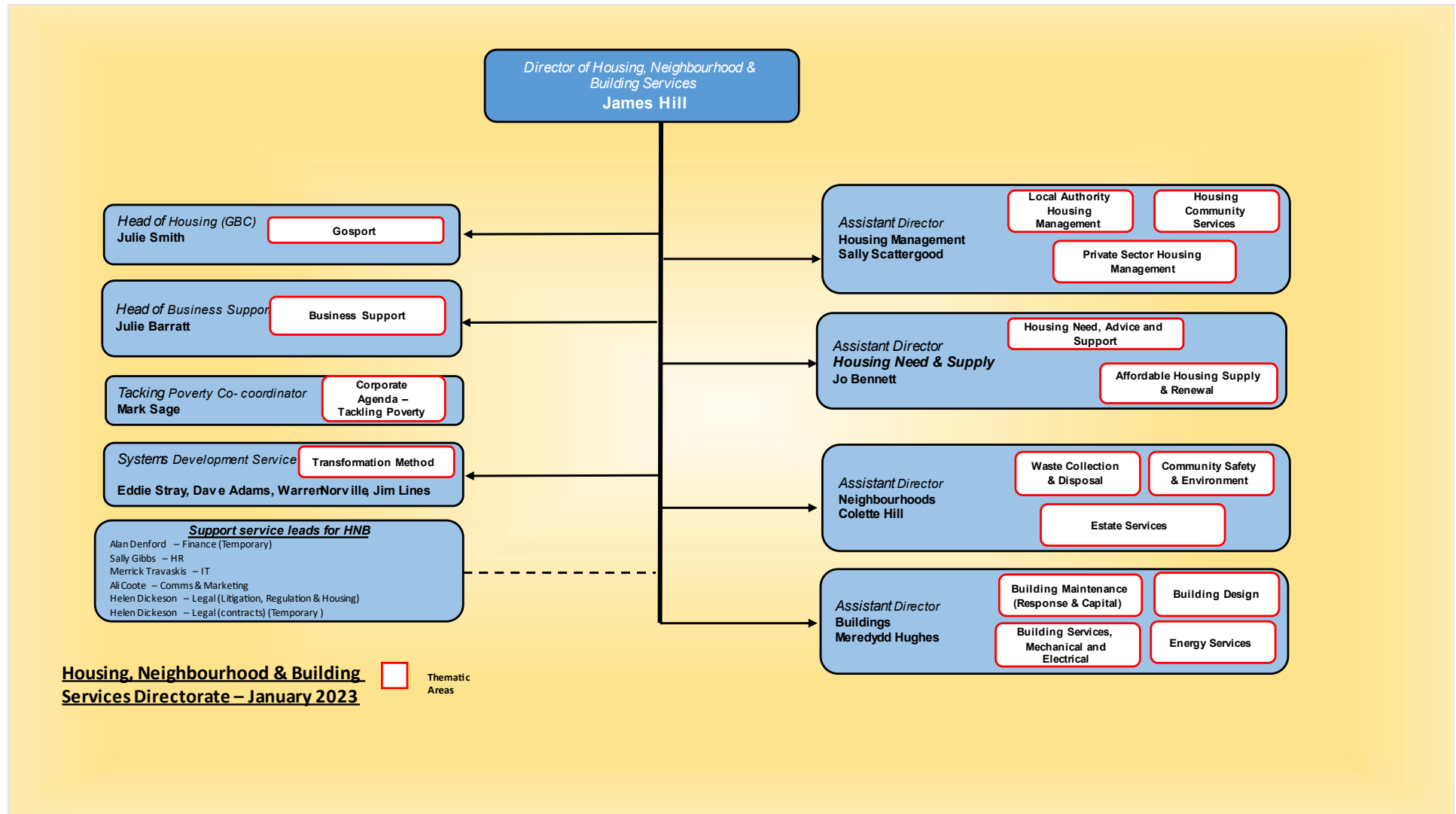


**Sarah Daly**

Director of **Children's and Families Services & Education**  
[sarah.daly@portsmouthcc.gov.uk](mailto:sarah.daly@portsmouthcc.gov.uk)  
 023 9284 1201  
**PA: Kelly Rooker**  
 023 9284 1202



# Housing, Neighbourhood and Building Senior Management structure chart





# Building Services structure chart

