

**REPLY BY THE PRESIDENT OF
THE STATES' TRADING SUPERVISORY BOARD
TO QUESTIONS ASKED PURSUANT TO RULE 14 OF THE
RULES OF PROCEDURE BY DEPUTY VICTORIA OLIVER**

Question 1

Please could you advise if the role of the Head of States Guernsey Real Estate is a new role?

Answer

This 3 year fixed term contract role is new, and was created following internal staff moves, retirements and reorganisation. It is funded from within existing Property Services budgets.

Question 2

Please can you provide a copy of the job description, role specification, essential and desirable qualities that accompanied the recruitment process for the Head of States Guernsey Real Estate.

Answer

Please find attached the Job Description which also includes the role specification and essential and desirable qualities.

Question 3

When was the role for the position of Head of States Guernsey Real Estate first advertised?

Answer

The position was first advertised on 21st June 2018.

Question 4

How many responses were received in total and how many were locally based applicants from the surveying profession or currently employed in the Civil Service who have relevant surveying qualifications? If no one came forward was this then advertised externally?

Answer

There were no applicants to the first advert which closed on 6th July 2018 so the position was readvertised from 10th July to 23rd July 2018, both internally and externally. Two applications were submitted in response to the second round of advertising, one was a locally based employee of the States. Neither applicant had relevant surveying qualifications, which is not a key requirement of the position.

Question 5

Is this position Head of States Guernsey Real Estate able to actively contribute with the policy letter the States agreed to in May 2018 without any technical knowledge of property?

Answer

Yes. The position was specifically designed not only to contribute to but also to lead the organisation to implement the resolutions of the policy letter. This is reflected in the job description for the position.

Question 6:

Are there any strategic reasons why an unqualified surveyor or an individual without relevant property management related experience or qualifications could take the role of Head of States Guernsey Real Estate? If so can you please detail these.

Answer

There is considerable property related technical knowledge and experience within Property Services. That includes staff professionally qualified in building surveying, quantity surveying, engineering, architecture and architectural technology, as well as commercial estates management and experience in facilities management and estate maintenance.

This position is not a lone, inward-looking, technical role. It was specifically designed, in full knowledge of the existing competencies, to both contribute to and lead the organisation in implementing the resolutions of the policy letter, and the estates rationalisation effort as part of Public Service Reform. Considerable thought was given to defining the role by the Civil Service, including input from two States' Trading Supervisory Board members with a breadth of property and change management experience, both in consultancy and development. Given the level of property experience already in the organisation, the core requirement for this position is one of leadership and change management skills in a professional environment, coupled with a strong and questioning mindset to secure improved value from the existing property portfolio.

Qualified surveyors were not precluded from applying but having a surveying qualification or similar is not a key requirement or a prerequisite for the skills and competencies for the role.

Date of Receipt of the Question: 7th March 2018

Date of Reply: 14th March 2018 (Deadline 22nd March)

TRADING ASSETS

HEAD OF STATES OF GUERNSEY REAL ESTATE

JOB DESCRIPTION

JOB SUMMARY:

As the senior leader of the States of Guernsey Real Estate function (£2.6 billion based on insured rebuild costs), the post holder will be responsible for delivering transformational change, in order to drive maximum value out of the States of Guernsey Real Estate portfolio. The post holder will demonstrate drive and dynamism through leadership behaviours, using tenacity, confidence and courage to drive change through successfully. The post holder will focus on the way internal property services are delivered, implementing transformation and change, in order to meet the objectives set out in the recent policy letter “Optimising the use of the States’ land and property portfolio”, and the aspirations of the Public Service Reform agenda, creating and embedding new ways of working for future sustainability. As this is a transformational leadership role, it is a three year fixed term position.

RELATIONSHIPS:

The post holder will report to the Managing Director, States Trading Supervisory Board (STSB). They will be a member of the States of Guernsey Trading Assets (SoGTA) leadership group. The post holder will work and liaise with a wide range of stakeholders including the States Chief Executive Officer, Chief Secretaries, other Senior Officers, and leaders in property services (both internal to, and external to, the States of Guernsey). The post holder will initially have overall responsibility for the current States Property Services organisation, approximately 45 staff, directly line managing leaders within the function.

MAIN DUTIES AND RESPONSIBILITIES:

Strategy, Change and Transformation:

1. Review and implement the key priorities of the States of Guernsey Policy Letter (title May 2018).
2. Lead the development and implementation of a new Target Operating Model for the management of the States of Guernsey Real Estate and Property portfolio to be in

place by end 2020.

3. Critically evaluate data emerging from current management information, including financial, fiscal, and structural information - using key findings to inform the programme of work, which will result in a transformed operating model.
4. Lead a programme of work, as the Senior Responsible Officer for the Public Service Reform Estates Optimisation and Property Rationalisation work stream, which will:
 - Maximise value (not necessarily financial) from the SoG land and property portfolio;
 - Improve the way in which internal property services are delivered – introducing a new operating model, sustainable for the future.
5. Create an environment where property and real estate is valued driving operational efficiencies and financial savings of between £1 and £2.2 million per annum by 2021 as per the Medium Term Financial Plan.
6. Ensure delivery of capital receipts from divestments averaging £1 million per year as per the Medium Term Financial Plan.
7. Successfully engage with a number of key stakeholders, building sound relationships, in order to maximise the benefits of a new operating model, not only for the SoG, but the Island as a whole.
8. Provide a range of highly complex data and associated information, to the STSB and Managing Director STSB – recommending areas for improvement, based on evidence informed decisions and actions.

Business As Usual:

9. Accountable for the income (>£3.5m) and expenditure (>£5.3m) associated with the SPS, and all associated activities.
10. Act as the Principal Advisor to the STSB on property matters as per that committees mandate through the Guernsey Real Estate sub-committee.
11. Act as the Principal Advisor to the Policy & Resources Committee on the development and implementations of property policy as per that committee's mandate.
12. Ensure the delivery of the States wide Engineering and Architectural Services.
13. Carry out the functions currently executed by the States Property Service organisation.

KEY CRITERIA:

ESSENTIAL

1. Proven track-record of senior leadership within the States of Guernsey as an experienced Civil Servant, with both Committee and 'central' experience.
2. An experienced leader who has successfully managed significant change, especially the creation of a new organisation from design through to full implementation.
3. Commercial exposure (either in a fully commercial organisation or a public sector commercial organisation).
4. Ability to take decisive action, using sound judgement, in complex, difficult and challenging scenarios.
5. Qualification relevant to change and transformation (e.g. recognised management or leadership programme at graduate level or equivalent).

DESIRABLE

1. Experience of working within a property related area or exposure to property management matters.

KEY COMPETENCIES:

The post holder is required to meet the required States of Guernsey competencies at Level 6, in particular:

Leadership

- Develop an in-depth insight into the dynamics and issues surrounding the States and the public services, including political; economic; social; environmental; and technological impacts.
- Create clear long-term strategies focussed on adding value to islanders and making positive impact for the community.
- Navigate and balance a range of political, national, and international pressures to shape public service strategy and priorities

Teamwork

- Actively develop and protect the reputation of own service and the States of Guernsey
- Be highly articulate and credible at the most senior levels across and outside the Public sector

Accountability

- Role model strong leadership, influence and accountability for the achievement of commercial goals relevant to the organisational goals

June 2018