

Meeting of:	Senior Management Appointment Committee
Date of Meeting:	Tuesday, 09 December 2025
Relevant Scrutiny Committee:	No Relevant Scrutiny Committee
Report Title:	Recruitment and Selection Arrangements for the Head of Corporate Landlord
Purpose of Report:	To ask the Committee to identify and confirm (following interview) a suitable candidate for appointment for the post of Head of Corporate Landlord
Report Owner:	Tom Bowring, Director of Corporate Resources
Responsible Officer:	Tom Bowring, Director of Corporate Resources
Elected Member and Officer Consultation:	Officers have been involved in the initial round of interviews and associated recruitment activity
Policy Framework:	The final decision of the Senior Management Appointments Committee will be referred to Full Council for information
Executive Summary: • This report sets out the final interview schedule for the above position. • Members are asked to identify and confirm (following interview) a suitable candidate for appointment. • Details of the shortlisted applicants at the Final Interview Stage including applications from shortlisted candidates, will be shared under Part II.	

Recommendations

1. To conduct interviews in relation to the post of Head of Corporate Landlord and to make a final determination to appoint a suitable candidate.
2. To delegate residual appointment details, as appropriate, to the Director of Corporate Resources, in consultation with the Head of Finance/S151 Officer, if a suitable applicant is confirmed by Elected Members of the Committee.

Reasons for Recommendations

1. To ensure an appointment to the post is conducted in accordance with the Council's Constitution.
2. To ensure that all Council functions are met within this area.

1. Background

- 1.1 A decision at Cabinet on 4 September 2025 endorsed the creation of a Head of Corporate Landlord role.
- 1.2 Senior Management Appointment Committee on 18 September 2025 gave approval to proceed with recruitment for the Head of Corporate Landlord Role.
- 1.3 The Job Description and Person Specification for the post is included in the Recruitment Pack which is attached to this report as Appendix A.

2. Key Issues for Consideration

- 2.1 In accordance with the prior approval of the Committee the post was advertised internally and externally from 20 October 2025 until 9 November 2025.
- 2.2 Following an assessment process which included psychometric testing, a technical interview and presentation, the Director of Corporate Resources, in consultation with colleagues involved in the assessment, have identified candidates that will be invited to the final interview stage with Members.
- 2.3 At the final interview stage, it is suggested that Members of this Committee interview the shortlisted applicants, and that Members then determine if any candidate is suitable for appointment to the post.
- 2.4 Applicants will be provided with a presentation topic to prepare ahead of the interview, and this will be approved by the Chair of this Committee (the Leader of the Council).
- 2.5 A list of the suggested questions will be circulated for consideration and determination by Members.
- 2.6 Interviews will be conducted under "Part II" provisions of Access to Information legislation and Assessment forms will be provided at the Final Interview for Members to complete as part of the assessment.

- 2.7 Members of the Committee will be provided with feedback on each candidate's performance at the first (technical) stage of the process after all interviews have been conducted by the Committee to inform deliberations.
- 2.8 Members are asked to delegate residual appointment details, as appropriate, to the Director of Corporate Resources in consultation with the Head of Finance/S151 Offices, if a suitable applicant is confirmed by Members.

3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?

- 3.1 This recruitment and selection exercise will be for a permanent appointment following the approval to create a Head of Corporate Landlord Role.
- 3.2 The post will require partnership working and collaboration with several stakeholders and partners to deliver their duties and contribute to Vale 2030 and the Council's Wellbeing Objectives. The role profile for the post outlines the contribution it is expected to make to the organisation in pursuing the well-being objectives and demonstrating the five ways of working as they deliver their duties.

4. Climate Change and Nature Implications

- 4.1 There are no Climate Change and Nature Implications as a direct result of this report and process.

5. Resources and Legal Considerations

Financial

- 5.1 In the short term there may be some cost pressures with the initial appointment of the Head of Corporate Landlord role whilst the service is established. However, posts have been held vacant whilst the Corporate Landlord Proposals have been progressed, and it is anticipated any one off additional costs would be absorbed within existing staffing budgets.
- 5.2 The new structure is proposed to be cost neutral. However, there is potential for not all existing posts to be matched to this new structure which could give rise to exit costs which would be borne by the Pay Pressures/Redundancy Reserve. Development of the service will identify and realise efficiencies wherever possible, through both cashable savings and also realignment of expenditure to better meet corporate priorities.

Employment

- 5.3 No direct implications other than those specified in the report.

Legal (Including Equalities)

- 5.4** This recruitment process is compliant with Local Government, Employment and Equalities legislation. The recruitment process has been managed in accordance with the Council's equality proofed recruitment and selection policy and the provisions of the Local Authorities (Standing Orders) (Wales) Regulations 2014.

6. Background Papers

[Cabinet Paper - Reshaping Programme: Corporate Landlord \(04Sept2025\)](#)

[Recruitment and Selection details for the posts of Head of Corporate Landlord Senior Management Appointments Committee, 18 September 2025](#)

Appendix A – Head of Corporate Landlord Role Profile

Head of Corporate Landlord

Join us at the Vale to lead the transformation of our estate; creating safer, greener, smarter spaces that bring services and communities together for Strong Communities with a Bright Future.

We're embarking on one of the most significant changes in how we use, manage and invest in our land and buildings. With more than 500 facilities across the Vale, our estate is one of our greatest assets: enabling vital services, supporting staff to do their best work, and providing places where communities thrive.

To make the most of this, we are creating a **Corporate Landlord model** - a bold, modern approach that unites property expertise in one service. This is about more than managing buildings: it's about creating spaces that are safe, sustainable and ready for the future, delivering on our Vale 2030 commitments and the Well-being of Future Generations Act.

As our first Head of Corporate Landlord, you will:

- **Design and lead a new service**, with the Council's full backing to succeed.
- **Shape our estate strategy**, ensuring buildings meet future service needs, strengthen financial resilience and enable innovation.
- **Champion sustainability**, driving decarbonisation & delivering our Project Zero commitments.
- **Harness digital and data innovation**, using technology to transform how we understand and manage our estate.
- **Maximise community value**, enabling better services, shared use and co-location, and delivering wider social, cultural and economic benefits.

Why Now? Why You?

Independent CIPFA reviews have confirmed that a Corporate Landlord model is best practice for councils like ours. We have the mandate, resources and commitment to make it happen and we're looking for the leader who can turn this vision into reality.

This role is central to delivering the Vale 2030 Strategy and our wider ambitions under the Well-being of Future Generations Act. The way we manage our estate will shape how successfully we reduce carbon, modernise services and invest in our communities for the long term.

The leader we're looking for will:

- **Bring clarity, confidence and creativity** to a complex transformation, underpinned by knowledge of property law, landlord and tenant practice, and statutory compliance frameworks (fire safety, CDM, asbestos, legionella).
- **Balance financial discipline with ambition**, applying strong public-sector finance, procurement and contract management skills to drive value for money while enabling sustainable investment.
- **Lead with openness and political awareness**, communicating with integrity and sound judgement in a democratic environment.
- **Inspire and unite colleagues** behind a shared vision, with a track record of delivering organisational change, digital transformation of asset systems, and decarbonisation across complex estates.
- **Operate commercially and strategically**, able to deliver capital investment, regeneration and joint-venture projects that provide community and financial benefit.

If you're ready to take on this exciting leadership role, we'd love to hear from you.

Interviews will take place on Wednesday 19 November 2025.

About the Vale of Glamorgan Council

The Vale is a special place. Nestled between vibrant towns and a stunning coastline, we're proud of our heritage and bold about our future. From the busy streets of our towns to the rolling countryside and heritage coast, the Vale offers an exceptional quality of life.

As an employer, we're just as proud of our reputation as a high-performing Council. Independent reviews describe us as ambitious, innovative and financially resilient.

We deliver excellent services while embracing change and investing in the future. People choose to work with us not only for career opportunities, but for the chance to be part of a forward-thinking organisation that puts communities and wellbeing at the heart of everything we do.

Our Vale **2030 Strategy** sets out a clear vision of Strong Communities with a Bright Future, underpinned by five wellbeing objectives:

- ▶ **Working with and for our communities**
- ▶ **Supporting learning, employment and sustainable economic growth**
- ▶ **Supporting people at home and in their community**
- ▶ **Respecting, enhancing and enjoying our environment**
- ▶ **Being the best Council we can be**

The Vale is a place where you can make a real difference. We're small enough to know our communities well, but big enough to offer variety, challenge and opportunity. Talented leaders can see the direct impact of their work in shaping services, improving lives and creating thriving places.

Our new **Corporate Landlord service** is central to this vision. How we manage our estate will underpin everything – from the quality of education and social care, to how we respond to the climate emergency, deliver Project Zero and enable our placemaking ambitions.



A culture where you can thrive

At the Vale of Glamorgan Council, people matter. We create the conditions for colleagues to thrive by valuing wellbeing, inclusivity, innovation and collaboration. Our culture is shaped by our values, and in this role they take on particular importance:

► Ambitious:

What it means to us:

We're forward thinking and embrace new ways of working with colleagues, partners, residents and businesses. We invest in our future - in the skills of our workforce, the assets we use and the relationships we build. We value the trust placed in us and are ambitious to deliver excellence on behalf of our community.



What it means in this role:

You'll set high expectations for the Council's estate, challenge the status quo and drive innovation. You'll champion decarbonisation, digital tools and fresh thinking to ensure our assets are sustainable and ready for the future.

► Open:

What it means to us:

We foster transparency and accessibility. We encourage open communication, active listening and constructive feedback, creating a culture that values diverse perspectives.



What it means in this role:

You'll explain decisions and priorities with clarity, making complex property and compliance issues easy to understand. You'll welcome and value the perspectives of Members, colleagues, contractors and communities, building trust through honesty and transparency.

► Together:

What it means to us:

Collaboration is the cornerstone of our success. We achieve more by working together, sharing knowledge and drawing on our collective strengths.



What it means in this role:

You'll bring people together from across services to create a unified Corporate Landlord function. You'll work hand-in-hand with service managers, contractors and community partners to co-design solutions and maximise the value of our shared estate.

► Proud:

What it means to us:

We take pride in serving the Vale and its residents. We celebrate our successes and recognise the dedication of our teams. Our pride comes from delivering excellence, making a difference and contributing to the community we serve.



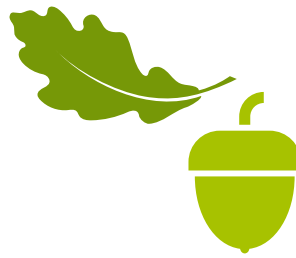
What it means in this role:

You'll ensure the estate reflects the very best of the Vale - safe, sustainable and inspiring spaces. You'll celebrate success across your teams and take responsibility for delivering standards our communities can be proud of.

By living our values of *Open, Ambitious, Together and Proud*, we create a workplace built on trust, collaboration and belonging. These values guide how we work with each other and how we serve our residents, partners and communities.

As Head of Corporate Landlord, you'll join a Chief Officer community that is forward-thinking, collaborative and passionate about improving lives. You'll also have the Council's full commitment to establish this new service and embed it as a cornerstone of our future.





Our future plans

These are genuinely exciting times for us and a great opportunity to shape and develop a new service and have a major impact on delivering Vale 2030, our Corporate Plan.

Following a comprehensive assessment, we're implementing a Corporate Landlord model with support across the Council, from Members and officers alike. You'll have visible backing and the collaboration you need to succeed.

It's a big role. You'll lead a team of around 140 colleagues, including approximately 65 FTE in Cleaning and 19 FTE in Security, brought together from a number of services across the Council. Bringing these teams into a single, high-performing service will be hugely rewarding. Different systems and processes will need to be aligned so the whole service runs smoothly and efficiently.

The key driver to establishing the Corporate Landlord is to provide a single, strategic overview of our assets and ensuring they are safe, compliant and used to best effect for services and communities. You'll balance engagement with the teams and their day-to-day needs with the longer-term transformation of our assets to support financial sustainability, service delivery, and our decarbonisation goals.

If this sounds like the challenge you're looking for, we'd love to talk. Please email or call Tom Bowring, Corporate Resources Director, or Matt Bowmer, Head of Finance (£151k Officer) to discuss the opportunity.

We look forward to receiving your application.

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Head of Corporate Landlord

Role Profile

■ Job Title	► Head of Corporate Landlord
■ Post Reference	► W-CL-HS001
■ Grade	► Head of Service
■ Directorate	► Corporate Resources
■ Location	► Remote working with a minimum of two days per week on site
■ Responsible to:	► Head of Finance / S151 Officer
■ Responsible for:	► Corporate Landlord Service – Strategic Asset Management, Estates, Property Operations, Building & FM Services, Compliance, Corporate R&M budgets and associated capital projects

Why this role matters:

At the Vale of Glamorgan Council, we are reshaping the way we look after our buildings to make them fit for the future, deliver our decarbonisation goals and transform how they are used.

As Head of Corporate Landlord, you'll champion the transformation of how we manage the Council's property, bringing together expertise from across the organisation into one clear, new strategic service.

You'll make sure our buildings and facilities are safe, compliant, efficient and ready for the future – helping to deliver Vale 2030's vision of Strong Communities with a Bright Future.

Our values

Ambitious

Forward thinking, embracing new ways of working and investing in our future

What it means to this role:

► Set high standards for asset performance, seeking innovative ways to improve services and deliver on Vale 2030 goals.

Open

Open to different ideas and being accountable for the decisions we take

What it means to this role:

► Share information and decisions openly, explain the reasons behind them, and listen actively to different perspectives.

Together

Working together as a team that engages with our customers and partners, respects diversity and is committed to quality services.

What it means to this role:

► Work in partnership with colleagues, members, contractors and communities to achieve the best results.

Proud

Proud to serve our communities and to be part of the Vale of Glamorgan Council.

What it means to this role:

► Champion the Council's achievements, celebrate success and take responsibility for delivering excellence.

Job Description:

As Head of Corporate Landlord

you will:

Strategic leadership and governance

- **Champion and embed the Corporate Landlord model** – establish policy, articulate the vision and ensure alignment across the Council.
- **Provide robust governance and assurance** – chair the Strategic Asset Management Board and present clear, objective reports to the Strategic Leadership Team (SLT), Cabinet Members and Council Committees.
- **Deliver Reshaping Programme actions** – lead the implementation of property related workstreams, track benefit realisation and report progress to the programme board.

Asset and commercial estate

- **Shape and deliver the Corporate Asset Management Plan** – challenge service requirements, drive asset rationalisation and secure space that meets future needs.
- **Lead a commercial, customer focused Estates function** – set the strategic direction for leases, valuations, acquisitions and disposals, and support the delivery of commercial joint ventures and development opportunities that grow income and maximise capital receipts.

Buildings, maintenance and facilities

- **Provide corporate leadership for building safety, efficiency and maintenance** – set the strategic direction for the Council's planned maintenance programme, assure compliance and performance through the Strategic Asset Management Board, and oversee statutory compliance and loss-prevention measures that safeguard people, property and resources.
- **Integrate facilities management services** – unify cleaning, caretaking, security and postal operations to provide consistent, cost-effective services.

Sustainability and climate response

- **Oversee delivery of the Council's Carbon Management Plan** – set strategic priorities, monitor progress against targets, and ensure senior managers embed carbon reduction measures across the estate to support Project Zero and the Vale2030 climate commitments.
- **Drive decarbonisation, climate resilience and mitigation** – deliver the Project Zero programme across the estate, from smart metering to major retrofit schemes.

Programme and supplier management

- **Act as senior client for property projects** – brief the Project Management Unit, oversee minor works and enforce gateway controls on major schemes.
- **Optimise supplier performance** – set the property procurement approach, award contracts and hold facilities management, construction and professional services suppliers to account for safety, quality, value for money and social value, embedding Welsh Government community benefit requirements.

Transformation and innovation

- **Set the strategic vision for digital transformation of asset information** – direct the integration of Property Management systems, Building Information Modelling and smart-building technologies to create a single, reliable ‘source of truth’. Enable the Team to harness data-driven insights to optimise performance, advance sustainability goals and improve the experience of building users.

Finance and risk

- **Provide sound financial oversight** – manage multi million pound premises budgets and deliver approved savings and investment plans.
- **Work collaboratively to manage risk** – Work with colleagues responsible for insurance, risk and compliance to ensure loss prevention, claims handling and related assurance activities are aligned and effective.
- **Maintain business continuity and emergency preparedness** – Own the property risk register and ensure robust business-continuity, emergency-response and resilience plans for corporate premises.

People and culture

- **Embed the desired organisational culture** – work with colleagues to cultivate behaviours and performance that support delivery of the Corporate Plan and wider strategic objectives, with an emphasis in early months on developing the new service and bringing colleagues together behind one vision for the service.
- **Lead and inspire people** – coach senior managers, back flexible working and create a culture that welcomes ideas and diversity.
- **Identify and grow talent** – ensure processes are in place to recognise, develop and retain talent at every level, underpinned by succession planning and continuous professional development.
- **Role model the Council’s leadership behaviours** – demonstrate the Council’s values at all times and promote them throughout the organisation.
- **Promote creativity and innovation** – challenge conventional thinking and encourage new ideas and approaches to solving complex problems.

Partnerships and community value

- **Build and maintain effective relationships** – engage proactively with elected Members, senior leaders, regulatory bodies, external partners and other stakeholders, fostering transparency, accountability and trust.
- **Represent the Council externally** – act as a primary point of contact for external agencies, advocating for the Council's interests and positive change within the community.
- **Collaborate to improve service delivery** – work closely with other services, Members, peers and partner organisations to enhance outcomes and drive continuous improvement.
- **Cultivate strategic partnerships** – collaborate with schools, community groups, regional public bodies and external enterprises to maximise shared estate opportunities and community benefits.

General duties:

- **Pursue service efficiency and effectiveness** – explore opportunities to improve outcomes through collaboration, innovation and partnership working.
- **Lead policy and procedure development** – facilitate and participate in the creation and implementation of policies, procedures and practices that support achievement of the Council's objectives.
- **Champion equality of opportunity** – integrate equality, diversity and Welsh language duties within the workforce and all areas of service provision.
- **Ensure statutory and policy compliance** – maintain adherence to Council policy, procedure and legislation, including employee management, health and safety, customer relations, safeguarding, information governance, equalities, environmental responsibilities, and the Financial and Contract Procedure Rules.

In addition to the duties set out above, the postholder will be required to undertake such additional duties which may result from changing circumstances, but which may not of necessity change the general character or level of responsibility accorded to the post.

Person Specification

Head of Corporate Landlord

1

Experience



■ Essential

- Senior leadership experience in strategic asset management, estates, facilities management, or related property functions within a complex, multi-disciplinary organisation.
- Proven record of delivering high quality services on time and within budget.
- Experience leading cultural and organisational change, embedding new ways of working and delivering measurable improvement.
- Demonstrable success in developing partnerships and working collaboratively with internal and external stakeholders to achieve shared goals.
- Experience of procuring and managing high-value construction, facilities management and professional-services contracts, assuring safety, quality, value for money and social value.
- Experience in commercialisation, joint ventures, or income generating property initiatives.

► Desirable

- Local government or wider public sector experience, operating within a political environment.
- Direct involvement in joint-venture developments, public-private partnerships or complex regeneration schemes.
- Leadership of digital estate projects such as deployment of computer-aided facilities-management systems, Building Information Modelling and smart-building technologies.
- Experience of working within Welsh Government frameworks and delivering community-benefit outcomes.
- Successful delivery of decarbonisation or energy management initiatives within a diverse property portfolio.

● Ascertained by:-

- CV & Cover Letter
- Selection Process

2

Knowledge



Essential

- In depth understanding of property law, landlord and tenant practice, valuation, compulsory purchase and development viability.
- Comprehensive knowledge of building regulations, health and safety legislation (including Construction Design and Management Regulations, fire safety, asbestos, legionella and lift operations) and related statutory compliance regimes.
- Strong grasp of public-sector finance, procurement regulations and contract-management best practice.
- Awareness of climate-change legislation, carbon-accounting standards and sustainable construction techniques.
- Proficient in analysing complex data sets and turning insight into strategic recommendations.

Desirable

- ▶ Working knowledge of Welsh language standards and the Well-being of Future Generations (Wales) Act 2015.
- ▶ Familiarity with Government Soft Landings, Post Occupancy Evaluation and ISO 55000 asset management standards.

Ascertained by:-

- CV & Cover Letter
- Selection Process

3

Skills and aptitudes



Essential

- Ability to be a role model for the leadership behavioural competencies and promote the Council's values and behavioural competencies.
- Strategic thinker with the ability to translate vision into deliverable plans and measurable outcomes.
- Able to inspire and lead diverse teams, fostering a high performance, values-led culture.
- Excellent verbal and written communication skills, able to convey complex information clearly to a range of audiences.
- Strong influencing and negotiation skills, with the ability to build relationships, recognise differences and secure commitment to shared objectives.
- Proven ability to analyse complex problems, develop solutions, and make evidence-based decisions.
- Politically astute, with the ability to operate effectively in a democratic environment.

Ascertained by:-

- CV & Cover Letter
- Selection Process

4 Qualifications and training



- **Essential**
 - Relevant professional qualification in engineering, design, construction, estates or facilities management (e.g. RICS, RIBA, ICE, IWFM) or equivalent experience.
 - Evidence of continuous professional development aligned to strategic asset management, compliance and leadership.
- ▶ **Desirable**
 - ▶ Recognised project management or programme management qualification
- **Ascertained by:-**
 - CV & Cover Letter

5 Attitude and motivation



- **Essential**
 - Visible, values driven leader who models openness, collaboration, ambition and pride.
 - Adaptable and flexible to meet a variety of challenges.
 - An inspiring leader, able to engage team members to deliver exceptional performance in a challenging environment.
 - Innovative, change champion, who is happy to challenge the status quo, explore different solutions to deliver on strategic objectives and solve problems.
 - Committed to equality, diversity and inclusion, embedding these principles in service design and workforce development.
- **Ascertained by:-**
 - CV & Cover Letter
 - Selection Process

6 Other (please specify)



- **Essential**
 - Personal and professional credibility.
 - Drive, energy and enthusiasm to sustain an extensive agenda.
 - Capacity to work outside of normal office hours and attend evening meetings as and when required.
 - Ability to drive/travel throughout the Vale or between locations as appropriate.
- ▶ **Desirable**
 - ▶ Ability to communicate in or committed to learn Welsh.
- **Ascertained by:-**
 - CV & Cover Letter
 - Selection Process

For more information:

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