

Dear Applicant

## **DIRECTOR OF HOUSING & PROPERTY**

Thank you for the interest you have shown in the position of Director of Housing & Property with Douglas Borough Council.

Douglas is the Isle of Man's capital and leads the rest of the Island by example. The importance of investment in the Borough can never be overemphasised and the Council must maintain its assets and not shy away from its general maintenance responsibilities. Political and economic risk and uncertainty represent a clear and present danger and the Council cannot afford to not move forward – this is a time for the Council to work through its long-term plan and create a lasting legacy for a strong, successful, outward-looking Douglas.

Douglas is the largest housing authority in the Isle of Man and we are committed to investing in new housing and maintaining our existing stock in good order so we can provide a quality affordable housing service accessible to all our tenants, including the vulnerable and elderly. To better understand and respond to the needs of our tenants our housing committee includes an independent member, to serve as the voice of our tenants, giving them greater visibility and helping to determine the shape and scope of our future housing policy. We do this because we recognise that good quality, affordable social housing is essential to a person's wellbeing and because we believe housing should not be just about providing a space to live in; it should be about providing somewhere people can call 'home'.

The Council may be ambitious, but it is also realistic and mindful that more and more demands will be placed on local authorities as government strives to balance its budgets. This requires a cultural shift and a sober analysis of our performance to date. Like elsewhere in local Government, the challenges of improving services, meeting growing demand and balancing budgets are considerable. We are building new partnerships and connecting with our customers in new ways. The Council is becoming more entrepreneurial and outward-looking to create a Douglas fit for the future.

Whilst the Council is committed to major capital schemes, it has to deal with more and more services being devolved from Central Government to local authorities. The Council advocates localism; the provision of local services at a local level, underpinned by local accountability and local democracy. This Council is delivering despite mounting budgetary pressures and it has risen to the challenge of delivering government-devolved services more cost-effectively and efficiently.

The Council will continue to maintain and grow its housing stock. It will also continue to provide, manage and maintain social and sheltered housing accommodation for tenants and their families, and work to ensure that those houses and apartments meet the Decent Homes Standard.



To ensure the Council remains relevant and reflects the Borough's growing and changing demographic, from the local elections in 2020 the Council has been resolved that its membership will be reduced from 18 to 12 and the number of wards from six to four. This change is about ensuring fairer representation and strengthening the democratic process. The whole Council elects the Leader who then serves as the Chair of the Executive Committee.

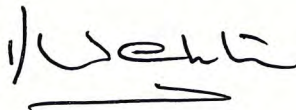
The successful candidate can expect to rely on the support of the Leader, Chairs of all Committees and all elected Members and committed staff in their drive towards maximising efficiency, improving performance and increasing customer satisfaction to Douglas, its residents and the community.

The Isle of Man is self-governing and has a strong identity due in part to its independence. It offers a beautiful setting in which to live and work and a tranquil, peaceful way of life. Low crime, a beautiful environment, excellent standards of education and good transport links make for a better quality of life. It is also within easy reach of the rest of the British Isles. Douglas, an international finance centre and holiday destination, is the Island's main centre of culture, arts, entertainment and shopping.

This is a great opportunity to join the Council where you can have a real and personal impact on its future success by assisting in the delivery of a high-performance Council housing service in line with the Corporate Plan. Our aim is to provide modern and efficient high quality cost effective front-line services, achieved through the continuous review of service delivery options and the maximising of opportunities for partnership and joint working.

If you think you are the exceptional candidate we are looking for then we would welcome an application from you.

Yours sincerely



**COUNCILLOR D W CHRISTIAN, M.B.E., J.P.  
LEADER OF THE COUNCIL**



Dear *Applicant*

## **DIRECTOR OF HOUSING & PROPERTY**

I am delighted that you are interested in the position of Director of Housing & Property and becoming part of the Chief Officers' Management Team of Douglas Borough Council.

The Director of Housing & Property is an important role which covers a range of services that need to be delivered in the context of the current economic climate together with the unavoidable challenges that this brings. Therefore, we need an inspirational and decisive leader who understands and is able to operate effectively and efficiently within a local government democratic process and who can inspire team working to ensure a strong commitment to transforming the way we deliver our services. You must have the ability to lead on corporate initiatives and develop major strategies to achieve progressively higher standards of service delivery and Departmental outcomes.

Exciting challenges that lie ahead create an opportunity for you as Director to create a collaborative, positive development culture for staff, applying fresh thinking and new ideas. Success in this role will be achieved by creating a culture of excellence and continuous performance improvement, making the best use of housing stock to deliver more homes for local people. Working closely with the Chief Officers' Management Team you will provide strategic vision, drive and exceptionally strong leadership towards the delivery of value for money housing services.

Being an exceptional strategic and innovative thinker, with outstanding influencing and negotiating skills you will have gained proven significant experience of managing and operating in a senior management role, leading on the delivery of front-line services to the public in a similarly complex environment. You will also be experienced in developing and implementing policies and procedures consistent with statutory and regulatory requirement and best practice. The sector in which you have gained this experience is less important, what is essential is that you can demonstrate strategic leadership, political acumen, influencing and negotiating skills, commitment to service excellence, transformation and resource management skills that this role demands.

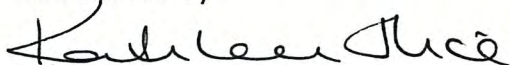
Douglas is the Island's capital and through strong liaison with Members, citizens and colleagues we aim to deliver high-quality services that give our residents, as well as those who visit the Town, a positive experience. You will have the drive and determination necessary to deal with the issues facing local government together with the legal, financial and political context of public sector management and the statutory responsibilities of this role. You will add strength and depth to the Chief Officers' Management Team and will lead and be involved in corporate projects and initiatives.

The Isle of Man is a beautiful place to live and work and if you think you are the person with the qualities to meet the demands of this exciting and challenging role then I would welcome an application from you.

For an informal discussion please do not hesitate to contact me on (01624) 696319.

I look forward to hearing from you and to receiving your application.

Yours sincerely



**KATHY RICE**  
**CHIEF EXECUTIVE**

## **DIRECTOR OF HOUSING & PROPERTY**

Salary Grade: Chief Officer Grade SCP 64 – 68 (£77,679 - £86,182)

Douglas Borough Council is looking for a Director of Housing & Property to lead and build on the already excellent reputation of the Housing & Property Service. In addition this Director **will be a member of the Chief Officers' Management Team and will assist in providing** leadership, vision and strategic direction across all Council and Corporate initiatives, projects and services. This is an excellent opportunity to be at the forefront of leading and shaping the Service.

Do you think you can meet the considerable challenge of improving services, meeting growing demand and balancing budgets? Do you have the necessary energy and drive with a proven track record of successful leadership and strategic management within a multi-functional organisation of similar range and complexity? Have you got an advanced understanding of the strategic drivers for the service that will come under the control of this position and are you able to appreciate and understand the strategic high profile issues?

If you are seeking out a new and exciting challenge; if you are of high integrity and conduct, honest and direct, if you know what first class service delivery looks like and can inspire a team, if you are enthused by the prospect of joining the largest authority in the Isle of Man, if you are comfortable with being part of a team that seeks to demonstrate values based and strong leadership, then we look forward to receiving your application.

For an informal discussion please contact Kathy Rice, Chief Executive on (01624) 696319.

Application packs and details are available on the Council's website: [www.douglas.gov.im](http://www.douglas.gov.im)

Completed applications forms must arrive no later than **Wednesday, 28<sup>th</sup> August 2019**

Canvassing of Members or Officers of the Council or any Committee of the Council, directly or indirectly, for the appointment under the Council shall disqualify the candidate for such appointment. This does not prevent an applicant from seeking further information on the post from Officers, the Chief Executive or the Human Resources Section (01624) 696455.

**K J RICE, CHIEF EXECUTIVE  
CHIEF EXECUTIVE'S DEPARTMENT  
TOWN HALL, RIDGEWAY STREET  
DOUGLAS, ISLE OF MAN, IM99 1AD**



## APPLICATION FORM

PLEASE COMPLETE IN **BLACK** INK

Application for the post of **DIRECTOR OF HOUSING & PROPERTY**

Department **HOUSING & PROPERTY DEPARTMENT**

Job Reference Number **DHP S120/2019**

Completed application forms **must** be received no later than **5.00 pm** on **Wednesday, 28<sup>th</sup> August 2019**. Parts A and B should be returned to: -

K J Rice  
Chief Executive  
Chief Executive's Department, Town Hall, Ridgeway Street  
Douglas, **ISLE OF MAN**, IM99 1AD

Applications received after the closing date/time will **NOT** be considered.

**Subject to the Control of Employment Legislation, Douglas Borough Council is committed to providing equality of opportunity for all job applicants.**

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### PART A: ABOUT THE APPLICANT

#### 1 PERSONAL DETAILS

Title\_\_\_\_\_ Surname\_\_\_\_\_ Forename(s) \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_ Postcode \_\_\_\_\_

Telephone (home) \_\_\_\_\_ (mobile) \_\_\_\_\_

E-mail Address \_\_\_\_\_

National Insurance Number \_\_\_\_\_ Aged 16 – 65 years?

\*delete as applicable

\*YES

NO

## 2 RELATIONSHIP TO COUNCIL EMPLOYEE OR ELECTED MEMBER

You must state if you are related to an employee or Elected Member of Douglas Borough Council as it may affect the make up of the recruitment panel.

Name of employee/elected member to whom you are related

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Relationship

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## 3 REFERENCES

You must give the names and addresses of two referees, one of whom should be your current or most recent employer. Relatives, elected members or employees should not be nominated as referees.

1.	Name _____	2.	Name _____
	Position _____		Position _____
	Address _____		Address _____
	_____		_____
	Contact tel. no. _____		Contact tel. no. _____
	Occupation _____		Occupation _____

If you have not named your current employer (or if unemployed your previous employer) please state why.

## 4 CRIMINAL OFFENCES

Have you ever been convicted of a criminal offence? YES/NO  
Are you currently the subject of any criminal proceedings? YES/NO

If the answer to either question is YES please supply details on a separate sheet.

(N.B., the Rehabilitation of Offenders Act 2001 may entitle you to withhold information about criminal offences. Please refer to the guidance notes attached before deciding what information you are required to disclose).

## 5 WORK PERMIT INFORMATION (see guidance notes)

Are you an Isle of Man Worker as defined in the Control of Employment Acts YES/NO

If YES, under which section of the guidance notes do you qualify? Section \_\_\_\_\_

If living in the Isle of Man, when did you take up residence? M/Y \_\_\_\_\_

If married, does your partner hold a work permit? YES/NO

## 6 OTHER INFORMATION

Do you have a current valid driving licence? YES/NO

If YES, please specify type (motor car/HGV, etc) \_\_\_\_\_

## 7 HEALTH

Are you disabled? YES/NO

Are you receiving any medical treatment/taking any medication? YES/NO

Have you suffered from any serious illness in the last 5 years? YES/NO

Do you have a medical condition which may affect your performance in the job? YES/NO

(If the answer is YES to any of the questions above please supply details on a separate sheet, including any assistance you may need to attend for interview).

Details of sickness absence from work/education during the last 5 years

Number of Absences \_\_\_\_\_ Number of Days \_\_\_\_\_  
(If none, please state none)

## 8 DECLARATION BY THE APPLICANT

I declare that to the best of my knowledge the information contained in this form and my C.V. is true and accurate. I understand that if any of the details I have given are found to be false, or that I have withheld relevant information, my application may be disqualified or, if already in employment, my appointment termination.

Douglas Borough Council is committed to being transparent about how it collects, retains and uses the personal data of its employees and to meeting its data protection obligations under the Data Protection Act 2018. Douglas Borough Council has a strict Data Protection **policy, which can be found on the Council's Intranet, in line with the General Data Protection Regulation (GDPR).** The Data Protection policy sets out the Council's commitment to data protection and individual rights and obligations in relation to personal data.

The Council will inform employees of the reason for processing their personal data, how it uses such data and the legal basis for processing in its privacy notices. The Council will not process personal data of employees for other reasons.

**Certain information, such as contact details, the employee's right to work in the Isle of Man, and payment details, have to be provided to enable Douglas Borough Council to enter into a contract of employment with the employee. If the employee is unable to provide such information, this may hinder the Council's ability to administer the rights and obligations arising as a result of the employment relationship efficiently.**

The employee is responsible for ensuring the Council keeps their personal data up to date. In addition, the Council relies on the employee to help meet its data protection **obligations. Details regarding the employee's obligations are detailed in the Data Protection policy and the Information Security policy, which are located on the Council's Intranet.**

Failing to observe the requirements as set out in the Data Protection policy may amount to **a disciplinary offence, which will be dealt with under the Council's disciplinary procedures.** Significant or deliberate breaches of this policy, such as accessing employee or customer data without authorisation or a legitimate reason to do so, may constitute gross misconduct and could lead to dismissal without notice.

I hereby given permission for a police check to be carried out if I am offered an appointment or if considered appropriate.

**SIGNATURE:**

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**DATE:**

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**DOUGLAS BOROUGH COUNCIL** wants to meet the aims and commitments set out in its equality policy. This includes not discriminating under the Equality Act 2017, and building an accurate picture of the make-up of the workforce in encouraging equality and diversity.

The organisation needs your help and co-operation to enable it to do this, but filling in this form is voluntary. The information you provide will stay confidential, and be stored securely and limited to only some staff in the organisation's Human Resources section.

Please return the completed form marked 'Strictly Confidential' to

**CATHERINE ASHTON, ASSISTANT CHIEF OFFICER (HR)  
HUMAN RESOURCES DEPARTMENT  
TOWN HALL, RIDGEWAY STREET, DOUGLAS  
ISLE OF MAN, IM99 1AD**

**Job Reference** Post of Director of Finance  
**Ref No** DOF S135/2017

**Gender** Male ☐ Female ☐ Prefer not to say ☐

**Are you married or in a civil partnership?** Yes ☐ No ☐ Prefer not to say ☐

**Age** 16-24 ☐ 25-29 ☐ 30-34 ☐ 35-39 ☐ 40-44 ☐ 45-49 ☐  
50-54 ☐ 55-59 ☐ 60-64 ☐ 65+ ☐ Prefer not to say ☐

## What is your ethnicity?

Ethnic origin is not about nationality, place of birth or citizenship. It is about the group to which you perceive you belong. Please tick the appropriate box

### White

English ☐ Welsh ☐ Scottish ☐ Northern Irish ☐ Irish ☐  
British ☐ Gypsy or Irish Traveller ☐ Prefer not to say ☐

Any other white background, please write in:

### Mixed/multiple ethnic groups

White and Black Caribbean ☐ White and Black African ☐ White and Asian ☐  
Prefer not to say ☐ Any other mixed background, please write in:

### Asian/Asian British

Indian ☐ Pakistani ☐ Bangladeshi ☐ Chinese ☐ Prefer not to say ☐  
Any other Asian background, please write in:

**Black/ African/ Caribbean/ Black British**

African ☐ Caribbean ☐ Prefer not to say ☐  
Any other Black/African/Caribbean background, please write in:

**Other ethnic group**

Arab ☐ Prefer not to say ☐ Any other ethnic group, please write in:

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**Do you consider yourself to have a disability or health condition?**

Yes ☐ No ☐ Prefer not to say ☐

What is the effect or impact of your disability or health condition on your ability to give your best at work? Please write in here:

The information in this form is for monitoring purposes only. If you believe you need a 'reasonable adjustment', then please discuss this with your manager, or the manager running the recruitment process if you are a job applicant.

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**What is your sexual orientation?**

Heterosexual ☐ Gay woman/lesbian ☐ Gay man ☐ Bisexual ☐  
Prefer not to say ☐ If other, please write in:

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**What is your religion or belief?**

No religion or belief ☐ Buddhist ☐ Christian ☐ Hindu ☐ Jewish ☐  
Muslim ☐ Sikh ☐ Prefer not to say ☐ If other religion or belief, please write in:

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**What is your current working pattern?**

Full-time ☐ Part-time ☐ Prefer not to say ☐

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**What is your flexible working arrangement?**

None ☐ Flexi-time ☐ Staggered hours ☐ Term-time hours ☐  
Annualised hours ☐ Job-share ☐ Flexible shifts ☐ Compressed hours ☐  
Homeworking ☐ Prefer not to say ☐ If other, please write in:

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**Do you have caring responsibilities? If yes, please tick all that apply**

None ☐ Primary carer of a child/children (under 18) ☐  
Primary carer of disabled child/children ☐  
Primary carer of disabled adult (18 and over) ☐ Primary carer of older person ☐  
Secondary carer (another person carries out the main caring role) ☐  
Prefer not to say ☐

## PART B: MEETING THE EMPLOYEE SPECIFICATION

**Note: Shortlisting will be based SOLELY on the information supplied in PART B.**

Please complete Part B fully and show clearly how your qualifications and experience meet the essential criteria. A failure to do so may result in you not being shortlisted for interview.

### 1 EDUCATIONAL QUALIFICATIONS

**(A) Please provide full particulars of all secondary level educational qualifications**

Year obtained	Subject(s) passed	Grade	Level Attained (e.g. CSE, GCSE, A Level, RSA, etc)

**(B) Please provide full particulars of all further educational qualifications**

Degree/Diploma/Certificate, etc	Awarding Body	Month/Year



**(C) Please provide full particulars of any professional qualification/Membership obtained including dates awarded**

<b>Name of Professional Body</b>	<b>Part Number with Date &amp; Result</b>

**(D) Additional Qualifications (relevant to this post)**

<b>Qualification</b>	<b>Date</b>

## **2 EMPLOYMENT HISTORY**

**(A) Present Position**

<b>Name &amp; Address of Present/Last Employer:</b>  _____  _____	
Date appointed _____	Present Salary _____
Job Title _____	Notice Period _____
<b>Principle duties of post:</b>          	

**(B) Previous Positions**

**Please list history beginning with the most recent.**

<b>Dates</b>		<b>Name &amp; Address of Employer</b>	<b>Position</b>
<b>From M/Y</b>	<b>To M/Y</b>		

## 4 ESSENTIAL CRITERIA

Important Note: Candidates **must** demonstrate in the space provided how they meet the essential and desirable criteria.

Applicants must demonstrate that they are qualified.



**4      ESSENTIAL CRITERIA continued**

Applicants must demonstrate that they have appropriate experience in a senior management position during the last 10 years as outlined in the Shortlisting Criteria.

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## 4 **ESSENTIAL CRITERIA** continued

Applicants must demonstrate senior management experience in a range of activities including:

- Strategic planning and/or influencing policy
- People management
- Financial performance management

#### **4 ESSENTIAL CRITERIA continued**

Applicants must demonstrate senior management experience in a range of activities including

- Management of the Compulsory Competitive Tendering/Best Value Testing process

**OR**

- Participation in a major programme of Change Management



## 4 **ESSENTIAL CRITERIA** continued

Applicants must demonstrate senior management experience in a range of activities including:

- Working with key decision makers in the public, private and/or voluntary sectors

**4      ESSENTIAL CRITERIA continued**

Applicants must demonstrate how their achievements have contributed significantly to the effectiveness of their organisation

## GUIDANCE NOTES FOR COMPLETING YOUR APPLICATION FORM

The information you provide on your application form will be treated in the strictest confidence.

1. Notes for applicants are supplied with all application packs, both manually and electronically. Application packs contain information about the job (job description) and the person specification. These should be read carefully to ensure the job and conditions offered are suitable.
2. The Application Form must be fully and accurately completed even if supported with a curriculum vitae, otherwise your application may not be considered.
3. It is your responsibility to ensure sufficient information is given on the application form to enable a short-listing panel to assess your suitability for the post.
4. Applications will only be accepted on official application forms, this is to **ensure the same sort of information is received from all applicants**. CV's will not be considered in lieu of an application form, but can be submitted to support the form.
5. The layout of the application form should not be altered in any way.
6. The application form should be completed manually in **black ink** to facilitate photocopying.
7. Faxed and emailed application forms will be accepted but:-
  - A signed original must be forwarded as soon as possible, however the signed original does not have to be received within the closing date/time provided the electronic version of the form has been received prior to the closing date/time.

8. Forms should be returned:-

By post to:

K J Rice

Chief Executive

**Chief Executive's** Department, Town Hall, Ridgeway Street

Douglas, **ISLE OF MAN**, IM99 1AD

By email to:

[cashton@douglas.gov.im](mailto:cashton@douglas.gov.im)

By fax to:

Catherine Ashton, Assistant Chief Officer (HR) – (01624) 696400

Applicants are strongly advised to telephone the Human Resources Section (01624) 696455, to confirm their application has been received.

9. Douglas Borough Council cannot accept responsibility for emails sent by applicants that are not received within the timescale, or are unreadable or inaccessible due to technical reasons.
10. Application forms, including those submitted electronically or by fax, which are received after the closing date will **not** be considered.
11. Applications forwarded by post should have the correct amount of postage on the envelope, failure to do so may result in applications being received after the closing date/time due to insufficient postage having been paid. Douglas Borough Council cannot accept responsibility for late applications should this be the case.
12. The Interview Process will be held over one full day and Candidates selected for interview will be advised accordingly.

## **Document 5B**

### **WORK PERMITS – POLICY DOCUMENT**

**Please refer to Isle of Man Government  
(Department of Economic Development) website:-**

**[www.gov.im/categories/working-in-the-isle-of-man/work-permits/](http://www.gov.im/categories/working-in-the-isle-of-man/work-permits/)**



## **DOUGLAS BOROUGH COUNCIL JOB EVALUATION SCHEME JOB DESCRIPTION**

<b>DEPARTMENT</b>	Housing & Property Department
<b>SUB-SECTION</b>	
<b>DESIGNATION</b>	Director of Housing & Property
<b>REPORTS TO</b>	Chief Executive

### **MAIN PURPOSE OF THE JOB**

Working as part of the strategic management team, pro-actively supporting the Chief Executive and other peers in the formulation of strategic policies, you will participate and provide leadership and direction on Corporate initiatives and strategies provide leadership and strategic direction and having had extensive experience at a senior level, you will engender a culture of accountability, in which all staff are clear in their roles and responsibilities and create a commercial framework with a public sector ethos and will inspire team working, high standards of service delivery, and cross boundary working across the Department.

Leading and directing on the transformation and management of a complex and high profile front-line service ensuring the services Housing & Property Department within the Council are delivered effectively and to performance targets and that they are focused on service improvement and efficiency challenges facing the Council and improving outcomes **for the Council's citizens.**

Work as part of **the Chief Officers' Management Team and with Elected Members** and contribute to the development and achievement of strategic goals for the Council as a **whole managing the Council's** housing and property responsibilities ensuring a high quality customer focused, comprehensive and value for money service in accordance with the **Council's values, aims, policies and procedures.**

**Provide strategic and operational direction for the delivery of the Council's housing and property programmes, projects and priorities and maximise the Council's potential to be a high performing and customer focused organisation.**

## **SUMMARY OF RESPONSIBILITIES AND PERSONAL DUTIES**

1. Accountable for the provision of professional and effective management of the **Council's housing and property** services functions through multi-disciplined teams, including the provision of effective maintenance delivery.
2. Ensure the Council is provided with professional advice in relation to the range of functions within the Department, including the performance of key performance indicators to support effective policy and strategy development. Introduce a service orientated culture and operate in an open, respectful, accountable and democratic manner and ensure statutory duties and obligations of the Department are met.
3. Develop and deliver plans and strategies for the development of the Housing & Property **Department function supporting the achievement of the Council's priority** objectives using a planning approach which integrates a range of data, leveraging of resources beyond the Council and opportunities offered by developing technology.
4. Lead, direct, manage, empower and inspire a team of Managers responsible for Housing Management and Property Services creating an accountable culture in which all employees are clear of their roles and responsibilities.
5. Ensure project management is applied to processes, methods, knowledge and skills to ensure project objectives are achieved according the criteria set, within agreed timescales and to budget.
6. As a member **of the Chief Officers' Management Team share and lead as agreed in the** development and review of corporate strategies and the allocation of resources, be accountable for cross-Council initiatives to improve outcomes.
7. Research, identify, evaluate, develop and monitor new initiatives and new opportunities to improve service delivery to tenants, to meet corporate objectives and to further develop the work of the Council.
8. Keep up to date with all regulatory requirements and develop appropriate mechanisms to ensure compliance of housing stock and tenancy matters with legal and statutory requirements.
9. Responsible for the implementation of individual performance management processes within the Department and as line manager to be responsible for performance management and developing the capacity of Assistant Chief Officers and Heads of Service and other direct reports.
10. Lead cultural changes with a focus on building a valued, confident, innovative and focused workforce, providing customer orientated services. Actively review all services provided by the Housing & Property Department to identify how best to commission for future delivery including identification of priority to ensure the most effective and efficient delivery methods are employed.

11. Develop, implement and evaluate policies and programmes for the provision of cost-effective high quality corporate services which accord with the Council's policy objective and meet both statutory and local needs. Manage and monitor performance effectively across the Department, setting clear objectives, managing competing priorities and balancing the different interest and needs of the citizens.
12. Develop, mentor and appraise directly accountable staff and through directly accountable staff ensure all Department employees are well managed, developed, motivated and empowered within the overall Council framework.
13. Maintain a clear overview of issues affecting services both internally and externally and ensure that senior managers and members are provided with timely and accurate information, analysis and advice and kept fully informed of relevant issues.
14. Ensure the development and maintenance of good working relationships within the Housing & Property Team, internal Departments and external agencies to include liaison with Central Government, DHSS, Police, Environmental Health, Project Teams, Contractors and other agencies as required. Lead and participate actively in inter-departmental working groups as required.
15. Recruit and where required select appropriate staff to provide the required levels of service within the parameters of the Staffing Budget. Ensure terms and conditions of service are observed and adhered to and discipline is maintained throughout.
16. Initiate plans and implement strategies and policies for the effective and efficient provision of customer orientated services to the Borough as required by the Council and / or Chief Executive.
17. Advise Members, Council and Committees to ensure policies are determined in a manner consistent with the effective, financial and statutory authority of the Council and within the principles of sound governance. Responsible for developing the governance, structure, systems and policies necessary to support effective service delivery and support a continuous improvement environment.
18. Ensure the effective preparation and management of estimates and budgets in association with the Director of Finance for the services provided by the Department. Ensure allocated budgets and resources are effectively managed, controlled and deployed to achieve Department objectives and within the corporate mechanisms to achieve value for money and ensure outcomes are measured against corporate priorities, development milestones and performance targets.
19. In relation to management of contracts between the Council and other parties which are the responsibility of the Department, develop and implement procedures for contract management, administration and monitoring. Provide guidance on contract matters to managers and staff, including the provision of training in contracting practices and procedure, where needed. Ensure that contract specifications are regularly reviewed and complied with and that forthcoming contracts are planned ahead and contract specifications updated.

20. Ensure services are developed in close consultation with other authorities, Central Government and agencies and that the local community and special interest groups are consulted on service and policy development. Promote public understanding of the **Council's policies** in order to facilitate their effective implementation and wider credibility.
21. Attend and advise at Council and Committee meetings as required, represent the Council to external agencies and support Civic functions as appropriate. Establish and maintain effective working relationships with the Leader, Members and other political groups; working with them to develop constructive and effective working relationships and a positive, productive interface between Members and staff across the Department. Develop **effective relationships to promote the Council's community service objectives**.
22. Responsible for the health and safety of Council workers in the Housing & Property Department, promoting a positive health and safety culture ensuring all required training, appropriate legislation and codes of practice are observed in conjunction with the services provided by the Department.
23. Ensure equality of opportunity for all people, in service provision and in employment, and to work in a non-discriminatory manner in **accordance with the Council's Equal Opportunities Policy**.
24. Compliance with the provisions of the Isle of Man Data Protection Act 2002, the Computer Misuse Act 1990, Council policies, procedures, Standing Orders and Financial Regulations, other relevant legislation and Committee procedures in order to monitor **Capital and Revenue Expenditure; production of the Council's Budget and its Annual Accounts**.
25. Participate fully in discussions relating to any changes deemed necessary to the job description, reaching mutual agreement to any reasonable changes with the Council reserving the right to implement reasonable changes to the job description after consultation with the post holder, if not agreed by mutual consent.
26. Such other duties as the Council or the Chief Executive may from time to time require and to assist the Chief Executive including personnel and staffing matters.

## SELECTION CRITERIA

### ESSENTIAL / \*DESIRABLE

#### Qualifications

- i. An appropriate professional qualification or at least 10 years' experience in a senior management role
- ii. Educated to degree level or equivalent
- iii. Evidence of Continuing Professional Development (CPD)
- iv. A recognised post-graduate management or professional qualification is \*desirable

#### Management Skill and Experience

- i. Proven track record of successful participation in corporate management and the development of corporate objectives, policies and strategies.
- ii. Substantial track record of working and managing successfully at senior level, including strategy development and implementation, managing budgets, resourcing, motivating and developing teams, managing change and performance improvement. Ability to demonstrate leadership and efficient and effective management of multi-disciplinary teams including business case development and resource management.
- iii. Ability to operate effectively within the local government democratic processes, with the political acumen and skills to develop productive working relationships with members, citizens and colleagues across the Borough Council, that command respect, trust and confidence.
- iv. Able to understand strategic high profile issues, understand and articulate linkages cross the Council and other organisations and set clear direction and goals in order to deliver effective long-term development strategies designed to deliver the **Council's aims. Able to lead, influence and implement strategic policies and decisions.**
- v. Able to demonstrate significant senior management capacity and ability to lead, manage and direct the successful delivery of large complex projects through others **in support of the Council's strategic aims.**
- vi. Able to command respect, influence and negotiate at a strategic professional and political level to ensure delivery of complex high profile projects.
- vii. Able to work collaboratively as a member of the **Chief Officers' Management Team**, taking shared responsibility for the work and success of the directorate and the Council.

#### Negotiating Skills

- i. A track record of working in and forging successful partnerships with both internal and external organisations, government and other local authorities to successfully deliver commercial and cross sector projects to meet corporate objectives.
- ii. Extensive experience of working, influencing and engaging at a local political level.
- iii. Substantial track record of working and managing successfully at senior level, including strategy development and implementation, managing budgets, resourcing, motivating and developing teams, managing change and performance improvement.



## Planning and Development Skills

- i. Evidence of establishing a performance/service management culture, including service planning, managing priorities, target setting, performance monitoring, service measures and key performance indicators.
- ii. Evidence of a programme/project governance understanding and the ability to introduce and manage a more robust approach to the project lifecycle, from business case development, through to benefits delivery.

## Financial Skills

- i. Financial and commercial awareness, with strong analytical skills and an excellent aptitude for developing innovative business cases and solutions as the Borough Council evolves.
- ii. Evidence of strategic and operational budget and resource management, including ability to evaluate competing priorities within financial limits. Ability to identify and manage progressive and innovative budgetary arrangements as the department becomes more commercial.
- iii. Able to produce effective strategic and business plans, costed and supported by a coherent and well-developed performance network.

## Motivational Skills

- i. Experience of leading, inspiring and motivating a range of diverse professional groups of staff to achieve progressively higher standards of service delivery, service improvements and cost reductions within challenging organisational circumstances.
- ii. Able to demonstrate effective motivational leadership and vision to staff at all levels including a positive attitude to change in order to deliver effective outcomes.

## Communication Skills

- i. Outstanding negotiation, interpersonal and communication skills to relate effectively to employees, managers, members, general public and other stakeholders and command their respect, trust and confidence.
- ii. Able to establish strong positive relationships across the organisation at all levels and with external organisations including developing and maintaining personal and professional credibility.
- iii. Highest standards of conduct and probity with good political awareness.

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### FOR OFFICE USE ONLY:

Signed Employee \_\_\_\_\_ (\_\_\_\_\_)

Signed Line Manager \_\_\_\_\_ (Kathy Rice, Chief Ex)

Signed Chief Officer \_\_\_\_\_ (Kathy Rice, Chief Ex)

Date 11.2015/07.15

Evaluation (date) N/A

## **DIRECTOR OF HOUSING & PROPERTY**

### **LIST OF QUALIFICATIONS, SKILLS AND EXPERIENCE**

1. An appropriate professional qualification or experience with more than **10 years'** experience in a senior management role.
2. Educated to degree level or equivalent
3. Evidence of Continuing Professional Development (CPD)
4. A recognised post-graduate management or professional qualification is desirable
5. Management Skills and Experience
6. Negotiating Skills
7. Planning and Development Skills
8. Financial Skills
9. Motivational Skills
10. Communication Skills

A person shall not be appointed unless he/she is able to meet the above essential criteria and demonstrates the ability to transform the Department so that it become a more commercial, effective and efficient work environment, whilst at the same time being able to maintain a public, customer orientated service focus.

## **DIRECTOR OF HOUSING & PROPERTY**

### **SHORTLISTING CRITERIA**

In order to establish the shortlist, applicants will be assessed under the following five headings:

1. Qualification
2. Duration and Level of Experience
3. Scope of Experience
4. Evidence of Achievements
5. Written Communication

The onus will be on applicants to show on their application form how they meet the criteria.

#### **1. Qualifications**

Applicants will be required to demonstrate that they are qualified as per the list of qualifications contained in the application pack.

#### **2. Duration and Level of Experience**

Applicants will be required to prove that they have a substantial track record of working and managing at a senior level, which includes experience of strategy development and implementation and management of budgets, resourcing, motivating and managing teams and performance improvement with the ability to lead, influence and implement strategic policies and decisions:

- i) Council employee  
A serving Director/Assistant or Chief Officer or three years in a senior management level post (interpreted as having a salary at maximum Spinal Column Point 49 or above)
- ii) Employees of large public sector organisations  
A serving Director/Assistant or Chief Officer or equivalent or three years as Head of a Department
- iii) Employees of small public sector or voluntary sector organisations  
Three years as Director or equivalent
- iv) Employees of Government Departments  
Three years in a senior management post in functions associated with the provision of local services

- v) Applications from large private sector organisations  
A current Director actively engaged in day to day business or three years as Head of Department
- vi) Applications from small private sector organisations  
Three years as Director actively engaged in the day to day business

### **3. Range of Experience**

Applicants will be required to demonstrate senior management experience in the following areas:

- i. A range of activities including:
  - Strategic Planning
  - People Management
  - Commercial Awareness
  - Budget Setting/Budgetary Control
- ii. Management of Compulsory Competitive Tendering, Best Value or Market Testing processes; or
- iii. Working with key decision makers in the public, private and/or voluntary sectors

### **4. Evidence of Achievements**

Applicants will be expected to explain or describe how their achievements have contributed significantly to the effectiveness of their organisation.

### **5. Written Communication**

Applicants will be expected to demonstrate appropriate competence in written communication.

**Note:** *the shortlisting of candidates will be based on how well applicants show or prove clearly and convincingly on their application form that they satisfy the above criteria.*

## **POST OF DIRECTOR OF HOUSING & PROPERTY**

### **SUMMARY OF TERMS & CONDITIONS OF EMPLOYMENT**

The Director of **Housing & Property's** conditions of service generally will be those determined by the Council from time to time or as recommended by the Joint Negotiating Committee for Chief Officers of Local Authorities. The following specific conditions will apply: -

#### **Advice on Political Groups**

The Director of Housing & Property shall not be required to advise on any political group or the Council as to the work of that political group, nor attend any meeting of political groups.

In the interests of the smooth running of the Council the Director of Housing & Property will be required to advise any Councillor or group of Councillors in relation to the work of the Council **and it's procedures, if requested by the Council or a Member of Council.**

#### **Canvassing**

Canvassing of Officers and/or Elected Members of the Council, directly or indirectly, shall disqualify the applicant for such appointment under Douglas **Borough Council's** Standing Order 128. This does not prevent an applicant from seeking further information on the post from Officers or Members, for reference purposes, other than those serving on the Committee or the Department involved.

#### **Conduct of Negotiations**

No significant negotiations relating to the functions or duties of the Council shall be commenced or carried on by any other Officer of the Council except with the knowledge and approval of the Chief Executive.

#### **Criminal Convictions**

The successful applicant must disclose any criminal convictions made against them after employment commences.

#### **Disclosure**

Applicants shall disclose in writing whether or not to the best of their knowledge they are related to any elected Member of Douglas Borough Council or any employee of the Council.

#### **Holiday Entitlement**

Annual leave is 30 working days, in addition to statutory and other public holidays. The leave year commences on 1<sup>st</sup> April and leave entitlement is proportionate to the completed months of service during the year of entry.

#### **Hours of Work**

The normal working week is 37 hours, Monday to Friday, but the post holder may be required as and when necessary to work in excess of the normal hours in performance of



the duties and responsibilities of the post. The remuneration for the post reflects this aspect of the role.

### **Prior to taking up appointment**

Before taking up the duties of the post, the person appointed will

- Satisfactorily pass a medical examination to be carried out by the Council's nominated medical referee
- Produce original evidence of qualifications
- Enter into a formal agreement setting out the terms of appointment

In addition employment is subject to the provisions of the Local Government Acts 1916 to 2006, as amended from time to time, and any other relevant local government legislation.

### **Retirement**

Douglas Borough Council currently has a normal retirement age of 65. With effect from January 2020 the retirement age will be removed.

### **Salary**

The remuneration for this post is paid within the salary bands fixed by the Joint Negotiating Committee for Chief Executives of Local Authorities as varied by a Local Agreement.

Increments on the salary scale are awarded on 1<sup>st</sup> April each year.

The approved salary scale will be deemed to be an inclusive salary scale and all fees and other emoluments received by virtue of office except those for which other provision is made **by or as a result of these conditions shall be paid by the Chief Executive into the Council's General Account.**

Remuneration will be paid on the 15<sup>th</sup> of each month directly into the postholders bank/building society account, via the Bank Automated Clearing System (BACS).

### **Sickness Payments**

Entitlement to sick pay will be in accordance with the conditions included in the Scheme adopted by the Joint Negotiating Committee for Local Government Services.

### **Smoking Policy**

Douglas Borough Council operates a 'Smokefree Workplace' policy in all Council premises and vehicles.

### **Superannuation**

Employees have the option of joining the Isle of Man Local Government Superannuation Scheme with contributions of 7.2% **being deducted from gross pay from each month's salary.** The Employer will pay a percentage as determined by the Actuary. The ranges will be increased on an annual basis by the inflation as applied by the scheme regulations

The Isle of Man Local Government Superannuation Scheme is currently defined by analogy to (based upon, but **separate** from) the UK Local Government Superannuation Scheme. CAPITA administers the Isle of Man Local Government Scheme on behalf of the Borough of Douglas. Arrangements exist for the transfer of most pension rights.

**BEFORE** making a decision on transfer of pension rights you are advised to check with CAPITA on the terms of the transfer as pensions schemes are complex.

**Pension Scheme: all enquiries to:**

Employee Benefits  
CAPITA, PO Box 319  
Mowden Hall, Staindrop Road  
**DARLINGTON** DL98 1AJ

or emailed to [loMeng@capita.co.uk](mailto:loMeng@capita.co.uk) or alternatively you can telephone 01624 672730.

**You may also wish to seek the advice of a qualified Independent Financial Adviser before taking any decision.**

**Termination of Employment**

The period of notice on either side will normally be four calendar months' written notice of termination of employment, such notice to commence on the first day of any month.

**Travel and Subsistence Allowances**

The postholder will be entitled to payment of travel and subsistence allowances and other necessary out-of-pocket expenses in accordance with approved scales.

**Whole Time Service**

The postholder shall devote their whole time service to the work of Douglas Borough Council and shall not engage in any other business or take up any other additional appointment without the express consent of the Council.

The postholder will not subordinate their duty as Director of Housing & Property to their private interests or put themselves in a position where their duty and private interests conflict.

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Further details and documents relating to the Terms and Conditions of the Joint Negotiating Committee for Chief Officers of Local Authorities, Constitution, Conditions of Service and Salaries (as amended from time to time by the Council) and the Douglas Borough Council Staff Handbook are available for inspection at the Town Hall.

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## EQUAL OPPORTUNITIES POLICY

The objective of Douglas Borough Council is to maintain operational standards so that all its employees and employment applicants are treated equally irrespective of race, sex, sexual orientation, religion, disability, age, marital status or ethnic origin. Employees are instructed to ensure the following:

1. There shall be no discrimination in respect of gender, race, religion, disability, age, marital status or sexual orientation.
2. Douglas Borough Council welcomes applications from candidates regardless of gender, ethnic origin, disability, religious belief, sexual orientation or any other irrelevant factor.
3. Douglas Borough Council is bound by the Rehabilitation of Offenders Act 2001
4. Promotion, training and development shall be determined on capability and merit only.
5. All employees have personal responsibility for the practical application of this Policy, which applies to the treatment of customers, suppliers and the general public as well as to fellow employees.
6. Any member, employee, manager or supervisor that is involved in recruitment, promotion or training has specific responsibility for the practical application of this Equal Opportunities Policy.
7. In the event that an employee considers he/she has been unfairly discriminated against that employee should refer to the Grievance Procedure as provided by the Douglas Borough Council.
8. Any employee who has been determined to have committed an act of unlawful discrimination shall be subject to disciplinary action according to the **Council's Disciplinary Rules and Procedures**.
9. If there is any doubt about the terms of this Policy or the application thereof employees should consult the Human Resources Department.

Douglas Borough Council is opposed to all forms of unlawful or unfair discrimination. All employees irrespective of the nature of their employment contract and job applicants (actual or potential) will be treated fairly and selection for employment, promotion, training or any other benefit will be on the basis of aptitude and ability.

Douglas Borough Council recognises the provision of equal opportunities in the workplace is not only good management practice but also makes for good business sense.

Douglas Borough Council are committed to promoting a good and harmonious working environment where all men and women are treated with respect and dignity and in which no form of intimidation or harassment will be tolerated.

Douglas Borough Council complies with the provisions of the Control of Employment Act 1975. Any potential employee who is not registered as an Isle of Man worker requires a work permit before being eligible for employment in the Isle of Man.

## DOUGLAS BOROUGH COUNCIL

### RELOCATION EXPENSES SCHEME (available to off-Island Applicants only)

The Relocation Grant has a maximum amount but a lesser amount can be negotiated paying regard to particular circumstances including the availability of recruits following advertisement.

#### Policy

1. The maximum Relocation Grant payable is £10,000.
2. If the Director of Finance believes there is sufficient reason to exceed the current maximum, a request must be submitted to the Executive Committee for its approval (Relocation Grants in excess of £10,000 are normally liable for National Insurance and Tax Deductions).
3. Chief Officers and Assistant Chief Officers appointed on a permanent basis or Limited Term basis of 3 years or more, are eligible for the Relocation Grant.
4. The Relocation Grant will be payable in 2 equal instalments. The first instalment on taking up **the appointment, the second on completion of three months' service. Payment will be made, via the Payroll, with the first and third monthly salary payments.**
5. Payment will only be made to an Officer where an undertaking is signed that any payments so made will be repaid to Douglas Borough Council if the Officer:-
  - i) **voluntarily leaves their appointment before completing 3 years' service; or**
  - ii) **is dismissed for reasons of discipline before completing 3 years' service**

**The amount to be refunded will be directly proportional to the number of months' uncompleted service during the first 3 years.**

**e.g., an Officer who resigns after completing 11 months and 25 days' service would be required to refund 25/36 of the Relocation Grant paid.**

6. Chief Officers/Assistant Chief Officers appointed on a Limited Term of 12 months or more but less than 36 months have no eligibility for the full Relocation Grant but may receive the Recruitment Grant on a pro-rata basis for the period that the contract exists.

**e.g., 2 years = 2/3 of the Relocation Grant paid monthly (in this case 24 monthly payments).**

7. The Relocation Grant will not be Superannuable nor liable for Income Tax or National Insurance Contributions where **it does not exceed** the normal maximum of £10,000.

## **DELEGATED AUTHORITY**

Authority for determining the payment of a Relocation Grant/Housing Assistance Claim will lie with the Chief Executive (Establishment Officer) or the Executive Committee (where appropriate).

## **PAYMENT OF ENTITLEMENTS**

Payment of all entitlements will be paid via the Payroll and in accordance with the rule of the Scheme.

## **HUMAN RESOURCES DEPARTMENT**

The Scheme will be monitored by the Human Resources Section.

## **RECORDS/AUDIT**

Accounting Officers must keep detailed records of all claims passed for payment.

Records should differentiate between the types of payment provided for under the Scheme to enable the total cost of each to be assessed easily and the effectiveness of the Scheme to be monitored on an annual basis.

## **REVIEW OF THE SCHEME**

The Scheme is subject to review as recommended by the Executive Committee.

## **FURTHER ADVICE**

Further advice and guidance is available from the Human Resources Section.

## **EXPENSES COVERED BY THE RELOCATION GRANT**

It is intended that the Relocation Grant will provide some assistance towards the usual expenses (inclusive of VAT) connected with the relocation such as:-

- Buying and selling of property expenses
- Removal of all effects, including storage
- All travel to and from old address, including preliminary visits
- Relocation of dependents (see note below)
- Temporary accommodation costs, during the first 3 months
- Associated miscellaneous expenses (e.g., telephone connection, household connections, etc)

**Note:** Dependents are defined as:-

*'Members of a person's family or household, which includes spouse or partner, children, parents and servants'.*

## **RELOCATION EXPENSES SCHEME INTEREST FREE ADVANCE OF SALARY**

The interest free advance of salary of up to £2,000 is available to assist with unexpected expenses or hardship arising from relocation, e.g., delayed sale of UK property, storage of household effects, etc.

- i) The advance may only be claimed during the 12 months following the Director/Assistant Chief Officer appointment.
- ii) It is repayable within 2 years of the date of the advance. Repayments will commence 6 months after the date of the advance and minimum monthly repayments will be 1/18 of the total advanced. Repayments will be deducted monthly from the Director/**Assistant Chief Officer's salary**. **The advance may be repaid earlier by agreement.**
- iii) In the event of the Director/Assistant Chief Officer leaving employment before the advance has been repaid, the remaining amount due will become payable on or before the last day of service.
- iv) The Director/Assistant Chief Officer **must** sign an undertaking to that effect before the advance is made.
- v) The advance is only available to a Director/Assistant Chief Officer appointed on a '**without term' basis or for a limited term of 3 years or more.**
- vi) The payment of the advance will be made with the Director/**Assistant Chief Officer's salary**.



## **HOUSING ASSISTANCE SCHEME FOR DIRECTORS/ASSISTANT CHIEF OFFICERS RELOCATING TO THE ISLE OF MAN**

The Housing Assistance Scheme provides financial assistance towards accommodation costs for Directors/Assistant Chief Officers who are relocating from the UK to the Isle of Man and who as a result of this are incurring higher costs on the Island, which in the short term could lead to financial difficulties.

The Relocation Expenses Scheme exists separately from the Housing Assistance Scheme. It covers all other expenses associated with removal from the UK and all accommodation costs incurred within the first 3 months of employment.

As the Relocation Expenses Scheme provides an element in respect of temporary accommodation costs, claims for Housing Assistance cannot be made during the first 3 months of a Director/Assistant Chief Officer appointment.

Applications for Housing Assistance will be considered at any time within the 6 month period immediately following the third month of employment, i.e., between the fourth and ninth months of employment.

The authorisation of financial assistance under the Housing Assistance Scheme will be determined by the Chief Executive, or delegated Director/Assistant Chief Officer, where the provisions of the Scheme are met. The Housing Assistance Scheme will be funded by the relevant Department.

A Director/Assistant Chief Officer granted assistance under this Scheme will not be required to repay any of the amount granted under the Housing Assistance Scheme on resigning from post event if that is less than 3 years.

## **ELIGIBILITY TO CLAIM**

The Housing Assistance Scheme can only be applied where it has been agreed to offer a Relocation Grant with the post, which would have been agreed before the post was advertised. Housing Assistance will normally only be paid to one person in respect of each property.

e.g., two Council employees living together and both eligible to claim Housing Assistance, only one person should submit the application. If both submitted a claim, their individual entitlement would be 50% of the amount that would have been paid if only one of them had made a claim.

Where financial assistance in respect of housing costs has been granted from another source (i.e., a partner's employer), this should be declared on the application form and will be taken into consideration. Any income received from a property for which Housing Assistance is being paid, must be declared and will be fully taken into consideration when determining the amount to be paid.

## **CALCULATION OF PAYMENTS**

The amount of assistance will be dependent on the Director's/Assistant Chief Officer's personal circumstances and should be calculated on the following basis:-

### **Example A - Director/Assistant Chief Officer still paying UK Mortgage**

Director/Assistant Chief Officer who still has a UK mortgage property which is for sale and for which he receives no rental income, and is still paying either rent or mortgage on an Isle of Man property:-

UK mortgage	£400 per month
IOM rent/mortgage	£550 per month
Housing Assistance	£400 per month, lower figure, can be granted

There is a maximum limit of £500 per month and the assistance will only be paid whilst the UK property remains unsold or up to a maximum of 2 years. The Director/Assistant Chief Officer will be required to provide proof that efforts are being made to sell the property and of the actual mortgage/rent payments made.

### **Example B – No UK Property - higher accommodation costs on the Isle of Man**

Directors/Assistant Chief Officers who previously owned/rented a UK property for £450 per month immediately prior to relocation and is now either paying rent or mortgage on the Isle of Man of £600 per month. An allowance of £150 per month calculated on the difference between the two costs can be granted. The maximum amount which can be paid in these circumstances is £250 per month for a maximum of 2 years.

## **TREATMENT OF PAYMENTS MADE UNDER THE SCHEME**

Any payments made under the Housing Assistance Scheme will be paid on a monthly basis with normal salary for a maximum of 2 years. Such payments are not liable to Superannuation contributions but are liable to National Insurance contributions. Housing Assistance payments will not be liable to Income Tax deductions at source, however Directors/Assistant Chief Officers will be required to declare the full amount of any Housing Assistance received as a 'benefit in kind' on their Income Tax Assessment form each year.

## **CHANGE IN CIRCUMSTANCES – REVIEW**

A Director/Assistant Chief Officer who is receiving financial assistance under the Housing Assistance Scheme will be required to sign a declaration confirming the actual costs involved and agreeing to notify Douglas Borough Council of any change in circumstances. Failure to provide timely notification of changes may lead to the withdrawal of assistance. A copy of this form is attached.

## **RECORDS OF PAYMENTS MADE UNDER THE SCHEME**

The Payroll Section is required to keep a full record of all payments made under the Scheme including details relating to the initial and any subsequent assessments, in line the Financial Regulations.

## HOUSING ASSISTANCE SCHEME – APPLICATION FORM

### 1. PERSONAL DETAILS

<b>Full Name:</b> _____	<b>Payroll No:</b> _____
<b>Department/Section:</b> _____	<b>Job Title:</b> _____
<b>AMOUNT OF RELOCATION GRANT AWARDED:£</b> _____	

### 2. ACCOMMODATION DETAILS – ISLE OF MAN

Address

\_\_\_\_\_  
\_\_\_\_\_

Owned or rented? \_\_\_\_\_ Rent/mortgage per month: £ \_\_\_\_\_

Income from this property? \_\_\_\_\_ If yes, please state monthly amount \_\_\_\_\_

Do you or your partner receive any other financial assistance in respect of this property? (e.g., from another employer)

\_\_\_\_\_

### 3. ACCOMMODATION DETAILS – UK

Address

\_\_\_\_\_  
\_\_\_\_\_

Rented or owned? \_\_\_\_\_ Rent/mortgage per month: £ \_\_\_\_\_

**Please complete this section if the UK property is still owned by you**

Do you receive any rental income? If yes, please state how much per month. £ \_\_\_\_\_

How long has the property been up for sale? \_\_\_\_\_

Current sale price? \_\_\_\_\_

£ \_\_\_\_\_

How is the property being advertised? \_\_\_\_\_

(Please provide a copy of the Estate Agents contract or other information to confirm that the property is being actively marketed). If your UK property is not for sale, please explain your intentions with regard to the property.

---

#### **4. SUBMITTING A CLAIM**

Will any other person be making a claim for Housing Assistance in respect of the property listed at 2 above?

YES

☐

NO

☐

Should both claimants be engaged by Douglas Borough Council both will be eligible to submit a claim for Housing Assistance, entitlement would then be paid separately, i.e., 50% each.

If Housing Assistance is to be paid to both employees, both should complete and sign the form.

#### **5. ADDITIONAL INFORMATION**

Please detail any other information that may be relevant to this application.

#### **6. AMOUNT OF HOUSING ASSISTANCE CLAIMED (per month)**

The completed form should be submitted to the Payroll Section during the third month of employment. Financial assistance granted will be payable from the fourth month of employment.

Please ensure you have submitted documents (e.g., rental contract/certified copies of a mortgage agreement/Estate Agents contracts), relating to:-

Accommodation costs – Isle of Man

Accommodation costs – UK

*Please ensure you have read and understood the provisions of the Housing Assistance Scheme prior to submitting an application. Any queries should be directed to the Payroll Section or the Human Resources Section.*

## DECLARATION

I/We can confirm that I/we have read and understood this form and that the information which I/We have given is true and correct. I/We understand that should any of the details change which may affect the amount of assistance paid, I/We will inform the Human Resources Section within 5 working days and that failure to do so may result in the assistance being permanently withdrawn and any overpayment being fully recoverable.

<b>SIGNED (1)</b>	<b>DATE</b>
<b>(2)</b>	<b>DATE</b>
<b>ESTABLISHMENT OFFICER</b>	<b>*APPROVED/NOT APPROVED</b>
<b>SIGNED</b>	<b>DATE</b>

CC      Payroll Section/Human Resources Section

## **DOUGLAS BOROUGH COUNCIL STRUCTURE CHARTS**

- **CHIEF EXECUTIVE'S DEPARTMENT**
- **FINANCE DEPARTMENT**
- **ENVIRONMENT & REGENERATION DEPARTMENT**
- **HOUSING & PROPERTY DEPARTMENT**



## ABOUT DOUGLAS:

Douglas is the capital of the Isle of Man. The town is the business, leisure and entertainment centre of the Island and the seat of the Manx parliament, Tynwald which, at more than 1000 years old, is the oldest continuous parliament in the world.

The Isle of Man Government, headed by the Chief Minister, is also headquartered in Douglas, in Government Office.

Douglas originated as an insignificant medieval settlement at the estuary of the rivers Dhoo and Glass and grew slowly at first but with increasing speed when the advantages of its sheltered location, harbour and defensive capabilities were recognised.

By the 18th century it was beginning to thrive as a market town and port and eventually, in the mid-19th century, superseded Castletown as the Island's capital and seat of government. Today Douglas is acknowledged as the centre of the Island's diverse economy, notably finance, e-gaming, world-class aircraft and shipping registries and a flourishing space industry.

## CONSTITUTION:

The Constitution, and all its appendices, is the Constitution of the Douglas Borough Council ('the Council'). The Constitution ensures that the Council's decision making and governance arrangements help it to achieve its corporate aims, objectives and priorities effectively and efficiently. It also ensures that the Council meets its legal duties.

### Purpose of the Constitution

- Enable the Council to provide clear leadership to the community in partnership with the public, businesses and other organisations;
- Support the active involvement of the public in the process of local authority decision-making;
- Help Members represent their constituents effectively;
- Enable decisions to be taken efficiently, effectively and transparently, with due regard to probity and equity;
- Create an effective means of holding decision-makers to public account;
- Ensure that no one will review a decision in which he or she was directly involved;



- Ensure that those responsible for decision-making are clearly identifiable to local people and that they explain the reasons for decisions; and
- Provide for the effective and improving delivery of services to the community.

The Constitution is available for public viewing at the Henry Bloom Noble Library or the Douglas Town Hall and can be viewed/downloaded at [www.douglas.gov.im](http://www.douglas.gov.im)

## **The Council's Constitution – Summary and Explanation:**

The Council's decision-making processes seek to ensure:

- **accountability;**
- **transparency;**
- **effective decision-making;**
- **community leadership; and**
- **continuous improvement to services.**

The Constitution is divided into 14 Articles which set out the basic rules governing the Council's business. More detailed procedures and codes of practice are provided in separate rules and protocols at the end of the document. For instance, the Council's Standing Orders are included in Part 4 – Rules of Procedure.

## **What is in the Constitution?**

Article 1 of the Constitution commits the Council to explain the rights of the public and how the key parts of the Council operate. These are:

- Members of the Council (Article 2)
- The Public and the Council (Article 3)
- The Full Council (Article 4)
- Chairing the Council (Article 5)
- The Executive (Article 6)
- Regulatory and other Committees (Article 7)
- The Standards Committee (Article 8)
- Joint arrangements (Article 9)
- Officers (Article 10)
- Decision making (Article 11)
- Finance, contracts and legal matters (Article 12)
- Review and revision of the Constitution (Article 13)
- Suspension, interpretation and publication of the Constitution (Article 14)

## **How the Council operates**

The Council is composed of 18 Councillors (referred to as "**Members**" in this Constitution) elected every four years. The overriding duty and accountability of Members is to the whole community in the Borough, but they have a special duty to the constituents in their Ward, including those who did not vote for them.

Part 1 – Summary and Explanation

Page 2

Members agree to follow a Code of Conduct to ensure high standards in the way they undertake their duties. The Standards Committee trains and advises them on the Code of Conduct. The

Standards Committee is responsible for assessing and determining complaints that Members have breached the Code of Conduct or local protocol.

All Members meet together as the Council. Meetings of the Council are open to the public, although the public may be excluded when exempt or confidential information is to be discussed.<sup>2</sup> **Here, Members decide the Council's overall policies and set the budget each year; agree the Council's main plans, like the Corporate Plan; and approve the Council's contribution as a partner to the Douglas Community Partnership.**

Meetings of the full Council reflect the history and traditions of our Borough. The Mayor presides at meetings and acts as the interpreter of the rules of procedure. He/she has the power to control and to regulate the course of debate. In so doing the Mayor must act impartially. The Mayor has a vote and may have a second or casting vote where this is necessary.

The Council is responsible for electing the Leader. The Council is ultimately responsible for holding the Executive to account. The role of the Council is set out in Article 4.

## **How decisions are made**

Most day-to-day decisions are made by one or other of the three Policy Advisory Committees or senior officers of the Council under delegated authority acting within policy guidelines approved by Members.

Three Policy Committees undertake the development of those policy guidelines. These are the Housing and Property Committee, the Regeneration and Community Committee and the Environmental Services Committee. Their respective areas of responsibility are set out in Part 3 of the Constitution, **"Delegation and Assignment of Responsibilities."**

Meetings of the Council are, by law, publicised well in advance and open to the public, except where personal and confidential matters are being discussed.

## **The Council's Employees**

The Council has employees, by convention known **as "Officers", to give** advice, implement decisions and manage the **day-to-day delivery of the Council's Services. The Chief Officers Management Team made up of the Council's Chief Officers** and led by the Chief Executive and Town Clerk ensures that the Council thinks strategically and acts corporately.

To help communication within the Council and between Officers and Members, there are regular meetings between the Chief Officers Management Team, the Council Leader, Committee Chair and Portfolio Holders.

Some Officers have a specific duty to ensure that the Council acts within the law and uses its resources wisely.

**1 The Members' Code of Conduct is set out in Part 5 of this Constitution.**

2 These are defined in the Access to Information Procedure Rules set out in Part 4 of this Constitution.

3 These are the Head of Paid Service, and the Director of Finance as the Chief Finance Officer.

A protocol set out in Part 5 governs the relationships between Members and Officers. It is a relationship based upon mutual respect.

## **The Rights of the Public**

The public have a number of rights in connection with their dealings with the Council. These are set out in more detail in Article 3. Some of these are legal rights, whilst others depend on the Council's own processes.

Members of the public have the right (subject to the payment of the appropriate fee (where applicable) and or any statutory conditions being satisfied) to:

- **vote at local elections**, if they are registered;
  - **contact their local Member about any matters of concern to them;**
  - **obtain a copy of the Constitution;**
  - **attend meetings of the Council except where, for example, personal or confidential matters are being discussed;**
  - **inspect agendas and reports except where, for example, a report has been written about a confidential matter;**
  - **complain to the Council under its internal complaints process;**
  - **complain to the Standards Committee if they have evidence which they think shows that a Member has not followed the Council's Code of Conduct; and**
  - **inspect the Council's accounts and make their views known to the external auditor.**
- Rights of the public to inspect agendas and reports and attend meetings, is available at the Council's offices.

## **COMMITTEES:**

Council business is conducted through an executive and three policy committees, each with a portfolio of responsibility. The three policy committees are:

- Housing;
- Regeneration and Community;
- Environmental Services.

Current members are:

### **Executive Committee:**

- Mr Councillor David Christian, MBE, JP (Council Leader)
- Mr Councillor Stephen Pitts
- Mr Councillor Richard McNicholl
- Mr Councillor Ian Clague MBE
- Councillor Mrs Claire Wells
- The Worshipful The Mayor (*ex officio*)

### **Housing Committee:**

- Councillor Mrs Claire Wells (Chair)
- Councillor Mrs Carol Malarkey
- Mr Councillor Colin Cain
- Mr Councillor John Skinner
- Councillor Mrs Elizabeth Quirk
- The Worshipful The Mayor (*ex officio*)

### **Regeneration and Community Committee:**

- Mr Councillor Stephen Pitts (Chair)
- Councillor Miss Debbie Pitts, JP
- Councillor Mrs Helen Callow
- Councillor Mrs Raina Chatel
- Councillor Ms Karen Angela
- The Worshipful the Mayor (*ex officio*)

#### **Environmental Services Committee:**

- Mr Councillor Richard McNicholl (Chair)
- Mr Councillor Falk. Horning
- Councillor Miss Natalie Byron
- Mr Councillor Andrew Bentley
- Councillor Ms Janet Thommeny
- The Worshipful the Mayor (*ex officio*)

The structure is completed by a Pensions Committee, a Standards Committee and a Allotments Committee. Current members are:

#### **Pensions Committee:**

- Councillor Ms Karen Angela (Chair)
- Mr Councillor Falk Horning
- Councillor Mrs Carol Malarkey
- Mr Councillor Colin Cain
- Mr Councillor John Skinner
- The Worshipful the Mayor (*ex officio*)
- Mr Andrew Thomas (Independent Member)

#### **Standards Committee:**

- Councillor Mrs Carol Malarkey (Chair)
- Councillor Miss Natalie Byron
- Councillor Mrs Raina Chatel
- Mr Councillor John Skinner
- Mr Derek Booth (*Independent Member*)

#### **Allotments Committee:**

- Mr Councillor Stephen Pitts (Chair)
- Councillor Miss Debbie Pitts, JP
- Councillor Mrs Helen Callow
- Councillor Mrs Raina Chatel
- Councillor Ms Karen Angela
- The Worshipful the Mayor (*ex officio*)
- Miss Hilary Cleverley (Independent Member)

**Mr Councillor Jonathan Joughin, JP**  
**The Worshipful the Mayor**

Ward: Victoria



**Mr Councillor David Christian, MBE, JP**  
**Leader of the Council**

Ward: Hills



**Councillor Mrs Carol Malarkey**

Ward: Hills



**Councillor Mrs Claire Wells**

Ward: Hills



**Mr Councillor Stephen Pitts**

Ward: St. George's



**Councillor Miss Natalie Byron**

Ward: St. George's



**Councillor Mrs Helen Callow**

Ward: St. Georges



**Mr Councillor Richard Henry McNicholl**

Ward: Murrays



**Mr Councillor John Skinner**

Ward: Murray





**Mr Councillor Falk Horning**

Ward: Murray



**Mr Councillor Colin Cain**

Ward: Derby



**Councillor Miss Debra Pitts**

Ward: Derby



**Mr Councillor Andrew Bentley**

Ward: Derby



**Councillor Ms Karen Angela**

Ward: Athol



**Councillor Mrs Elizabeth Quirk**

Ward: Athol



**Councillor Ms Janet Thommeny**

Ward: Athol



**Councillor Mrs Raina Chatel**

Ward: Victoria



**Mr Councillor Ian Clague MBE**

Ward: Victoria



## **COUNCIL MEETINGS:**

The Council meets monthly in public at the Town Hall in Ridgeway Street. Copies of the agenda are made available and members of the public are welcome to attend and observe Council business being conducted.

Meetings of the Executive Committee, Housing and Property, Regeneration and Community, and Environmental Services Advisory Committees are held monthly. The Pensions Committee meets formally at least six times a year, the Standards Committee four times. These meetings are not open to the public.

Meetings of the full Council reflect the history and traditions of our Borough. The Mayor presides at meetings and acts as the interpreter of the rules of procedure. He/she controls the meeting and regulates the debate. In so doing the Mayor must act impartially. The Mayor has a vote and may have a casting (or second) vote when necessary.

## **MAYORALTY:**

In 1891 some 35 per cent of the Manx population was living in Douglas, placing additional demands on the town. The Douglas Municipal Corporation Act of 1895 provided for the election of **18 councillors for the town's six wards with six aldermen elected by the councillors. This legislation** enabled the formation of the Municipal Borough of Douglas in 1896.

The first Mayor of Douglas was Alderman Thomas Keig JP, a cabinet maker and amateur astronomer who helped pioneer photography in the Island. Since then 83 men and women have served the Borough as Mayor.

For the 2019-2020 municipal year the holder of the office is His Worship the Mayor of Douglas, Mr Councillor Jonathan Joughin.

His Worship the Mayor of Douglas Mr Councillor Jonathan Joughin has served on the Council since October 2016. He represents Victoria ward and is *ex officio* on all committees. Councillor Joughin also served as Mayor for the 2018 – 2019 municipal year.

**FOR FURTHER INFORMATION AND TO VIEW/DOWNLOAD A COPY OF THE COUNCIL'S CORPORATE PLAN PLEASE VISIT THE COUNCIL'S WEBSITE:**

**[www.douglas.gov.im](http://www.douglas.gov.im)**



# Douglas



Douglas Borough Council



Douglas: Our Town, Our Future  
CORPORATE PLAN 2017 - 2021



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## Get in touch

Phone Number: 01624 696300  
Email: [enquiries@douglas.gov.im](mailto:enquiries@douglas.gov.im)  
Web: [www.douglas.gov.im](http://www.douglas.gov.im)

Town Hall  
Ridgeway Street  
Douglas  
Isle of Man  
IM99 1AD

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# Introduction



This corporate plan sets out our priorities, objectives, responsibilities and aspirations for the next four years. Importantly it is a document that articulates the Council's commitment to the people whom it serves: ratepayers, residents, businesses, visitors and investors. The plan is

founded on six pillars:

- Desirable place to live, work and visit;
- A place with improving infrastructure;
- Position Douglas to succeed in the global economy;
- Sense of community;
- Environmental stewardship;
- Good governance and financial sustainability.

They define what we propose to do to ensure that Douglas is a town where people will want to live, work, visit and, crucially, invest. And what steps we will take to be 'match-fit' to respond to a changing economic outlook.

Despite relentless financial challenges to deliver more for less and global economic uncertainty Douglas remains ambitious. Indeed, ambition combined with innovation have long shaped the Council's approach to service delivery and this latest corporate plan reflects those enduring qualities that have shaped Douglas Borough Council since 1896.

The Council may be ambitious, but it is also realistic and mindful that more and more demands will be placed on local authorities as government strives to balance its budgets. This requires a cultural shift and a sober analysis of our performance to date. This corporate plan is, therefore, born out of the recognition that the Council must remain committed to fiscal discipline and be more entrepreneurial, not only connecting and partnering with existing businesses but also actively seeking to attract new enterprises and investors if it is to secure a resilient economic future for the capital of the Isle of Man.

This is the Council's third corporate plan. Its second, for the period 2012-2016, recorded noticeable achievements and successes, principal among which were:

- New premises for the Henry Bloom Noble Library resulting in more than £100,000 in savings;
- The £2 million refurbishment of Douglas Borough Crematorium and Cemetery;
- Establishing a recycling facility at Ballacottier Service Centre;
- Assuming the management of Drumgold Street and Chester Street car parks;
- Achieving six Green Flags in 2016 in recognition of the quality of the Council's open spaces;
- Formation of Douglas Town Centre Management to drive regeneration and investment and revitalise Douglas's retail and leisure experience;
- Progressing a five-year LED street lamp conversion programme across the Borough to deliver savings estimated at around £157,000 per year;
- Reinstating an apprenticeship programme, providing six apprentices with on-the-job training.

Similarly, at the conclusion of this corporate plan, I am confident there will be more successes achieved on which to build for the next four years.

This document is the outcome of business plans submitted from across the Council's functions and I am grateful to Members and officers for their contributions, not only for their input but also for their commitment and vision. This collective effort articulates the guiding principles that will shape how we transform and deliver our services over the next four years. I am confident it will also provide our customers with the reassurance that Douglas Borough Council has the unshakeable determination, ambition and highly motivated workforce to engage positively with all sectors of the community to create brighter prospects for **our town, our future.**

Council Leader Councillor David Christian MBE JP

# Our Vision

Working towards creating and maintaining an aspirational, dynamic Douglas that is responsive to the needs of its communities and sympathetic to its unique heritage and environment, and is committed to a brighter prospect for our town, our future.

## Principles

In striving to meet its objectives, and in addition to statutory requirements, the Council will act in accordance with the following principles:



### Openness

The Council will act openly and transparently throughout the conduct of its business and will not fail to disclose information except when disclosure may not be in the ratepayer's interest, and even then only for such length of time as may be wholly necessary.



### Integrity

The Council will be balanced, straightforward and complete in all its dealings; it will conduct its business fairly and will be impartial to any other party's race, age, religion, gender, sexual orientation or disability.







### Accountability

The Council will maintain a clear structure of accountability for actions taken by it or on its behalf, and will follow a clear structure of delegation of powers as set out in the Council's Constitution.



# Corporate objectives

## Douglas: our town our future

		
 Desirable place to live, work and visit	 A place with improving infrastructure	 Position Douglas to succeed in the global economy
<ul style="list-style-type: none"><li>• A clean, green and safe place to live, work and visit</li><li>• Supporting events to promote business, civic pride and enjoyment within the borough</li></ul>	<ul style="list-style-type: none"><li>• Regenerating the built environment of Douglas, creating a vibrant, diverse economy, and supporting businesses to grow</li><li>• Develop a reputation as a destination, and increase the range of tourism attractions</li><li>• Explore opportunities to deliver services, where expansion leads to economies</li></ul>	<ul style="list-style-type: none"><li>• Lead on economic issues and promote the Council's ability to partner, innovate and change</li><li>• Invest in quality affordable housing to respond to the economic and community need</li><li>• A Council where continuous learning and development prevail</li></ul>



## Sense of community across the Borough

- Enabling and supporting community groups of all ages in local activities relating to heritage, culture and creativity
- Supporting elected Members in engaging with and leading the community they represent
- Engagement with the public at all levels within the organisation



## Environmental stewardship

- Improve energy performance and increase the use of renewable energy throughout the borough, both in the delivery of Council services and within the environment we live
- Further develop the refuse, re-use and recycle waste approach for the borough
- Continue to maintain and improve a green and bio-diverse environment, providing accessible, open activity spaces and encouraging the use of sustainable transport, cycling and walking



## Good Governance and Financial Sustainability

- Ensure that the role of elected Members, the Council and its Constitution are promoted together with the benefits and importance of a democratic society
- Engaging, collaborating and consulting with the public to improve Council services and to operate in an open and transparent way
- Embracing Performance Measurement to deliver ratepayers', financial and qualitative priorities

# Department strategic objectives supporting the delivery of the Corporate objectives

## Desirable place to live, work and visit

The Council will continue to focus on quality of life and promoting civic pride. It will ensure that Douglas is a place of choice to live, work and visit; inspire enterprise and invite wider engagement with all sectors of the community so that it may better understand and be responsive to the issues that matter to the people of Douglas.

Delivering good quality social housing, high standards of street cleansing, clean and green public spaces and employing CCTV technology to ensure a safe and secure environment will remain priorities.

To achieve these aims the Council recognises it cannot succeed in isolation. It will continue to promote partnership working with the public, private and third sectors to bring communities and neighbourhoods together to share knowledge and experience so that it may deliver services relevant in size and scope and create a dynamic, vibrant capital.

- CE** Recruit, retain, develop and motivate employees with the necessary skills and high levels of performance to deliver customer focused services, making the Council a stimulating and challenging place to work, and to become an employer of choice.
- CE** Improvement in the use of technology, information and data to better understand and deliver relevant, cost effective and efficient services to users of the Town; and delivery of street scene technology to better support the public and retail organisations.

- E&R** Maintain the Council's membership of the Douglas Community Partnership. Encourage and support the community in looking after the environment of Douglas and use enforcement powers when necessary.
- E&R** Manage and maintain Douglas' parks, gardens, play areas and open spaces to recognised high standards.
- E&R** Work with businesses and the Police to keep retail crime at a very low level.
- E&R** Continue to deliver high standards of street cleaning within Douglas in order to meet or exceed recognised standards.
- E&R** Expand recycling opportunities for both households and businesses throughout Douglas.
- E&R** Organise and support events that deliver footfall, vibrancy and community spirit in Douglas; and engage with charities, businesses, Government and community groups and use the Council's resources to support a wide range of events.

- H&P** Providing a good quality of life for residents and visitors by effective estate management and community engagement.

## Find out more about...the Council Members

The Council currently comprises 18 Members elected for a four-year term ending in 2020, reducing to 12 Members from 2020 onwards. Each Ward of the Borough of Douglas – Athol, Derby, Hills, Murrays, St George's and Victoria – is represented by three councillors who also hold specific roles and responsibilities within the Council's committee framework.

Public meetings of the Council are held on the second Wednesday of every month (excluding September) at 2.30pm and provide an opportunity to observe the Council's democratic decision-making process.

To find out more, including how to contact your councillor, visit [douglas.gov.im](http://douglas.gov.im) or scan this code with your smartphone.



# A place with improving infrastructure

The Council will remain committed to investing in town centre regeneration so that Douglas projects a thriving, open-for-business image that welcomes new enterprise and investment and provides residents, shoppers and visitors with a unique environment that reflects the capital's maritime and trading heritage.

The Council will continue its programme of investing in its assets, maintaining and growing its housing stock and developing leisure attractions that will enhance the visitor experience and promote the Isle of Man to a wider audience.

Underpinning all that it does to improve the town's infrastructure the Council will develop and extend CCTV coverage across the Borough to ensure the public feels confident, safe and secure in the capital at all times.



- CE** The use of technology to further improve efficiencies in operations across our internal and public facing functions
- CE** Commitment to improving the Town Centre security through the use of well managed CCTV monitoring and recording.
- CE** Improve access and the quality of Council public services through the implementation of simple to use, convenient digital services.

- E&R** Ensure a customer focussed and operationally efficient approach to off-street car parking to provide convenient, value for money and pleasant access to the Town Centre.
- E&R** Deliver a customer focussed Building Control Service that supports investment in the built environment; and review all planning applications that may impact on Douglas and submit the Council's views as required.
- E&R** Continue to deliver high quality public toilet provision in Douglas, identifying alternative sites for new facilities where needed.
- E&R** Provide visitor interpretation and facilities at all sites owned by the Council that are likely to assist in attracting or improving the experience of visitors to the Island.
- E&R** Deliver innovative solutions in seasonal and festive decorative lighting; including the development of the "Summerhill Glen Seasonal Illuminations" experience.

- H&P** Working in partnership with key stakeholders in respect of the Council's housing service, maximising opportunities for economies through review and shared services;
- H&P** Redeveloping and maintaining the Council's property portfolio to secure the long-term future of the properties and to sustain the quality of the built environment, including the historic Town Hall, depot facilities, car parks, and Library buildings, to support the operation of the Council's services, and a portfolio of commercially leased buildings.
- H&P** Provide, manage and maintain social and sheltered housing accommodation for tenants and their families, and work to ensure that those houses and apartments meet the Decent Homes Standard.

## Find out more about...the Digital Council

The Council is embracing digital technology so we can deliver quality cost-effective services that people want in a preferred easy-to-use format and so we not only connect but also engage in dialogue with our customers.

In all that we do, acting digitally will always be at the forefront so that we provide you with a positive easy-to-use online experience and the widest choice of access to our services, our Members and our people.

To find out more visit [douglas.gov.im](http://douglas.gov.im) and also check out our Facebook pages: 'Douglas Borough Council' and 'Douglas Town Centre Management'.





# Position Douglas to succeed in the global economy

The Council recognises that to secure resilient and sustainable economic growth for Douglas it must be more innovative and entrepreneurial, partnering with the public, private and third sectors to strengthen the capital's and the Island's global standing. It will work to forge positive links beyond the confines of the Isle of Man and be receptive to new ideas, new partners and new commercial opportunities, mindful at all times that Douglas must present an outward-looking, prosperous and socially responsible image.



- CE** Develop and implement a range of management development programmes that build organisational capacity and management / leadership skills, including an apprenticeship programme for young people living on the Island.
- CE** Deliver a range of skills, knowledge and development programmes that support our business needs as an employer.
- CE** Delivering a web presence that defines the Town's history, opportunities, and online services.
- CE** Greater digital inclusion through web and mobile technology, moving away from traditional face-to-face business.

- E&R** Lead and participate in the physical regeneration of the Towns physical infrastructure, creating an environment attractive to investment.
- E&R** Deliver a Town Centre Management Service to engage with business and support the economic well-being of Douglas Town Centre.
- CE E&R** Engage with a range of partners to use the Council's resources and assets to support events that will attract visitors to Douglas.
- CE E&R** Explore commercial opportunities for income through new initiatives and private sector sponsorship.

- H&P** Invest in quality affordable housing to respond to the economic and community need.
- H&P** Improving the image and environment of Douglas as the Capital to make it an even better place to live, work, and visit.
- E&R**
- CE**

## Find out more about...Social housing

Douglas is the largest housing authority in the Isle of Man with a housing stock of more than 2,300 properties: houses, bungalows, apartments and flats and sheltered housing complexes.

We are committed to investing in new housing and maintaining our existing stock in good order so we can provide a quality affordable housing service accessible to all our tenants, including the vulnerable and elderly. And to better understand and respond to the needs of our tenants our housing committee includes an independent member, to serve as the voice of our tenants, give them greater visibility and help to determine the shape and scope of our future housing policy.

We do this because we recognise that good quality, affordable social housing is essential to a person's wellbeing and because we believe housing should not be just about providing a space to live in; it should be about providing somewhere people can call 'home'. To find out more visit [douglas.gov.im](http://douglas.gov.im) and search 'Housing'.

SCAN ME



# Sense of community

The Council will work towards enabling all sectors of the community to take part and take pride.

The Council will recognise and respond to its social responsibility obligations, engaging with the community in all its diversity and providing customers with a choice of how its services can be accessed.

To this end it will expand its online and social media offerings; broaden its wifi reach; deliver year-round community events through its Town Centre Management operation - independently and in partnership with sponsors and other agencies; support relevant island-wide charitable, heritage and cultural campaigns; encourage creativity and opportunities for individuals to reach their full potential and ensure its public buildings provide a welcoming, convenient and secure environment, accessible to all abilities.



- CE** Continued delivery of information relating to Council news and services through social media, web and localised technology portals including Wi-Fi hotspots and terminals.
- CE** Provide access to digital services (digital inclusion) through publicly available devices, internet provision, training, promotion and awareness.
- CE** Support the Members' Working Group on engaging with the public, to look at improved consultation / engagement strategies, such as regular Member surgeries; neighbourhood and resident forums; regular surveys and public consultation.
- CE** Improved participation by the public in Council business and meetings.
- CE** Engagement with the voluntary (third) sector

- E&R** Identify and support opportunities to encourage creative play.
- E&R** Promote Douglas Town Centre as a focus for the Island's community and a venue for events that highlight the cultural identity of the Isle of Man; and provide venues for hosting cultural events.
- E&R** Organise community events (e.g. Heritage
- CE** Day, Carnival, Tower of Refuge Walk, Fireworks,
- F** Christmas Lights Switch-On, Community fun day).

- F** Provide payment options that are customer-focussed and accessible to all.
- F** Provide a vibrant Library actively engaging with the public directly and through various media.

## Find out more about...the Henry Bloom Noble Library

The Henry Bloom Noble Library is a service provided by the Council which recognises that libraries have a vital community and educational role to play that extends far beyond the lending of books.

Swift to embrace change, the Henry Bloom Noble Library is as much a place for awakening - reawakening - a love of the written word, be that through hard copy, e-books or e-magazines, as it is a centre for lifelong learning, accessing the internet and developing digital skills.

To find out more visit [library.douglas.gov.im](http://library.douglas.gov.im)



# Environmental stewardship

The Council will embrace technology that reduces its energy consumption and will commit to making positive changes that will result in savings of benefit to its ratepayers.

It will progress its five-year LED street lamp conversion programme which, once completed, is set to achieve savings in excess of £150,000 a year. In tandem it will pursue a procurement policy that reduces vehicle and plant emissions, promote responsible waste management schemes to householders and commercial customers and engage with schools and the wider community in ‘reduce, re-use, recycle’ campaigns.

In support of its environmental objectives the Council will pursue a robust byelaws enforcement programme.



CE

H&P

E&R

Use of smart technology to reduce our overall energy use.

- E&R

 Provide a cost effective refuse and recycling collection service for both domestic and commercial customers.
- E&R

 Working with Government and other authorities, continue to pursue an all-Island Recycling Strategy.
- E&R

 Continue to organise educational open days and school visits promoting the importance of recycling and environmental sustainability.
- E&R

 Deliver a programme of low maintenance energy efficient public lighting improvements.
- E&R

 Continue to reduce vehicle emissions in line with the Council's vehicle and plant procurement policy.
- E&R

 Ensure that active travel is encouraged and facilitated as a component of all infrastructure projects undertaken by the Council; and actively engage with partners in the production of an Isle of Man Cycling Strategy and the development of a cycle network in Douglas.
- E&R

 Ensure all Council-run sites participate and engage in recycling.

## Find out more about...Recycling, reusing, reducing

The Council has long been an ardent promoter of the importance of recycling, reusing and reducing. We encourage households to subscribe to our kerbside collection service, to take a responsible, environmentally aware approach to the disposal of their domestic waste and to take unwanted recyclable items to our bring bank facilities.

The more waste we can recycle, the less has to be transported to the energy from waste plant for disposal by incineration, a process that incurs charges on the Council, so impacts on the rate.

In response, we have invested in a recycling facility at our Ballacottier service centre because the more we can take out of the waste stream, the better.

To find out more and view our educational recycling videos, visit [www.recyclenow.im](http://www.recyclenow.im)





# Good Governance and Financial Sustainability

The Council will ensure openness, fairness, democracy and inclusiveness remain the cornerstones of its Constitution; commit to all Freedom of Information requirements; equip its people with the skills and information to act in the best interests of the ratepayers and the wider community; support the Standards Committee in its work to uphold the principles of conduct expected of its elected Members, officers and staff; scrutinise and ensure transparency and accountability of its financial and decision-making processes; and measure the effectiveness and value for money of its services, ensuring that investment in the future is founded on professional financial advice to safeguard the Council's long-term economic resilience.



- CE** Comply with the Council's Constitution, Standing Orders, Corporate Governance Principles and Codes of Conduct, and ensure a transparent and accountable decision-making process.
- CE** Commitment to openness of information and data relating to Council activities including Council decisions, financial information and statistical data.
- CE** Introduce the management framework for Freedom of Information, engage with the process creating an open and accessible portal for the public.
- CE** Keep the Constitution under regular review to keep pace with changing legislation and emerging best practice.

- E&R** Ensure local byelaws and regulations are reasonable, necessary and enforceable, based on the statutory principles of Good Governance and Suppression and Prevention of Nuisance.
- F E&R H&P CE** Service plans to be in place for all Services, and performance measured against them.

- F** Administer the Council's financial management responsibilities.
- F** Manage the Isle of Man Local Government Superannuation Scheme for all Isle of Man local authorities.

## Find out about...Our partnership working

We may be the Island's largest local authority working to transform our town to make it a better place to live, work, visit and invest, but we cannot succeed alone. This is why we will always actively seek to work in partnership with central government, the business and third sectors and other local agencies on all matters affecting our town's future economic and social prospects, and to help to advance town centre regeneration.

It is also why we are signed up to the Douglas Community Partnership charter which pledges to create 'quality spaces for a proud and positive Douglas', and it is why our town centre management team are engaging with local businesses to improve the Douglas retail, leisure and visitor experience.

There is much to be gained from listening to our partners and the people of Douglas about what matters to them because everyone has a role to play in '**our town, our future**'. To find out more visit [www.douglas.gov.im](http://www.douglas.gov.im). You can also follow **Douglas Town Centre Management** on Facebook.



# Delivering for Douglas

Our corporate plan is a declaration of intent of how we will deliver for Douglas over the next four years, how we will work with our partners in government and in the private and third sectors and how we will listen and respond to the issues that matter to the people of Douglas. It is our carefully considered, strategic approach to serving our customers, our Members and our people as we face the challenge of adapting to new economic realities and delivering value for money in all that we do to support the capital of the Isle of Man to achieve new levels of success.

We are ambitious for the future, but recognise the value of learning from our past. Our agenda is bold, but realistic.

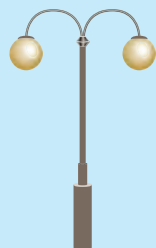
And that is how we have delivered and will continue to deliver for Douglas.



We won 6 Green Flag awards



## Looking after Our Town:



We maintain  
**4,300**  
street lights, this year  
we will replace  
**900 lamps**  
with new high efficiency  
LEDs. We have the best  
lit streets on the Island  
and compare in quality  
to much larger UK  
towns.



We've invested in more  
CCTV for the town centre,  
helping to keep the  
community safe.

Our wardens monitored  
the borough and issued  
fixed penalties for bye-  
law offences such as  
dog fouling, dilapidated  
properties and fly-tipping.

**1,850**  
Car park spaces provided to  
support the town's economy.

## Infrastructure investment over the last 4 years:

Creation of a new public library for the town, improving this valued service but still saving  
£100,000 annually

£2.2 million in refurbishment of the Island's only crematorium

£5.2 million in new sheltered accommodation

Significant investment in the regeneration of our town centre



## In the last year we entertained:

**30,000**  
people through a number of  
community events, including  
the Douglas carnival,  
Christmas lights switch on,  
the fireworks display and  
community fun day.



**1,000**  
children visited our  
library to take part in  
free, fun educational  
activity sessions.

## In one year we will:

Host more than  
**300**  
visitors at  
recycle centre  
education  
days

Empty almost  
**700,000**  
wheelie bins

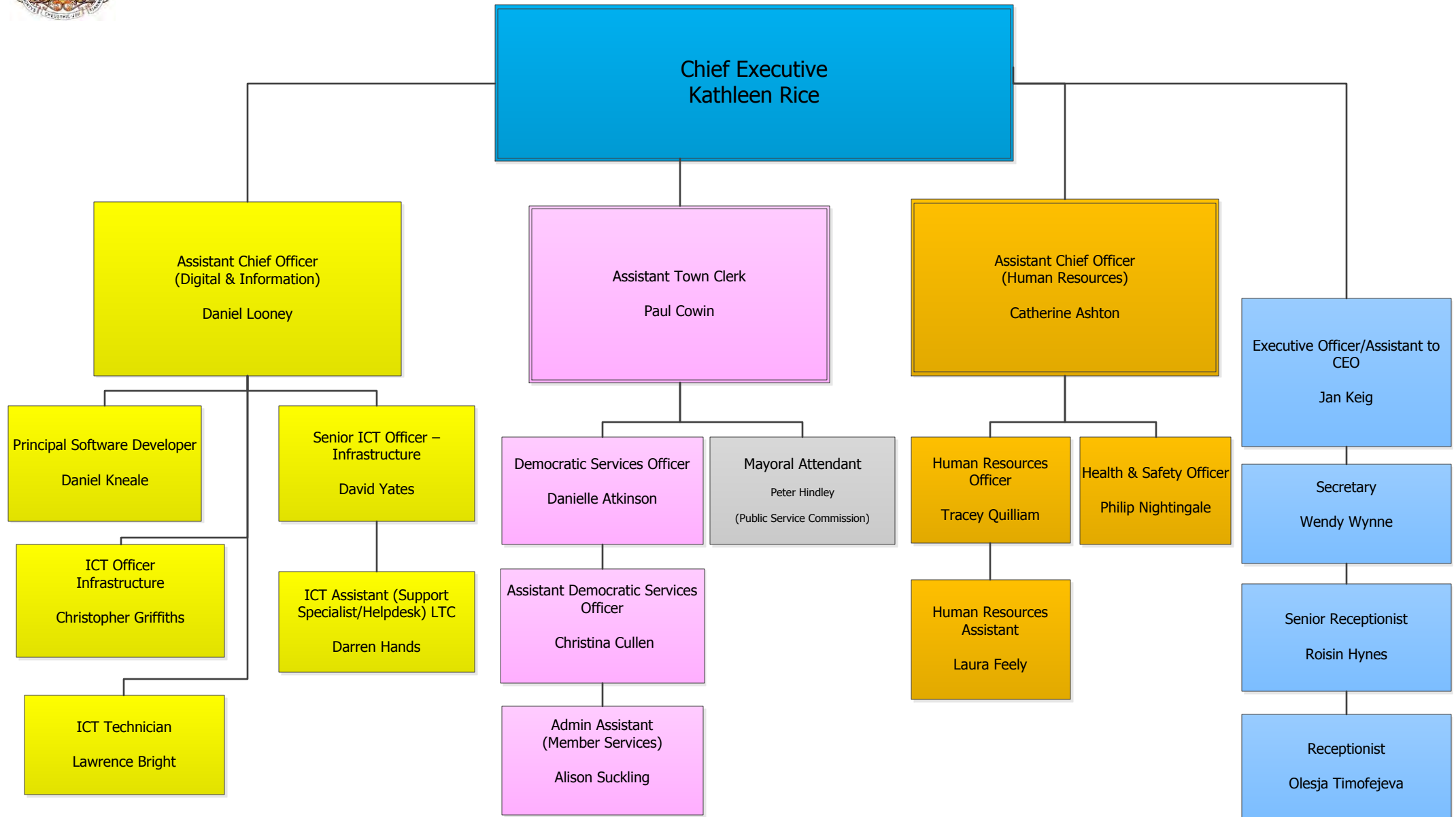
Recycle  
**665 tonnes**  
of kerbside waste





# Douglas Borough Council

Chief Executive's Department

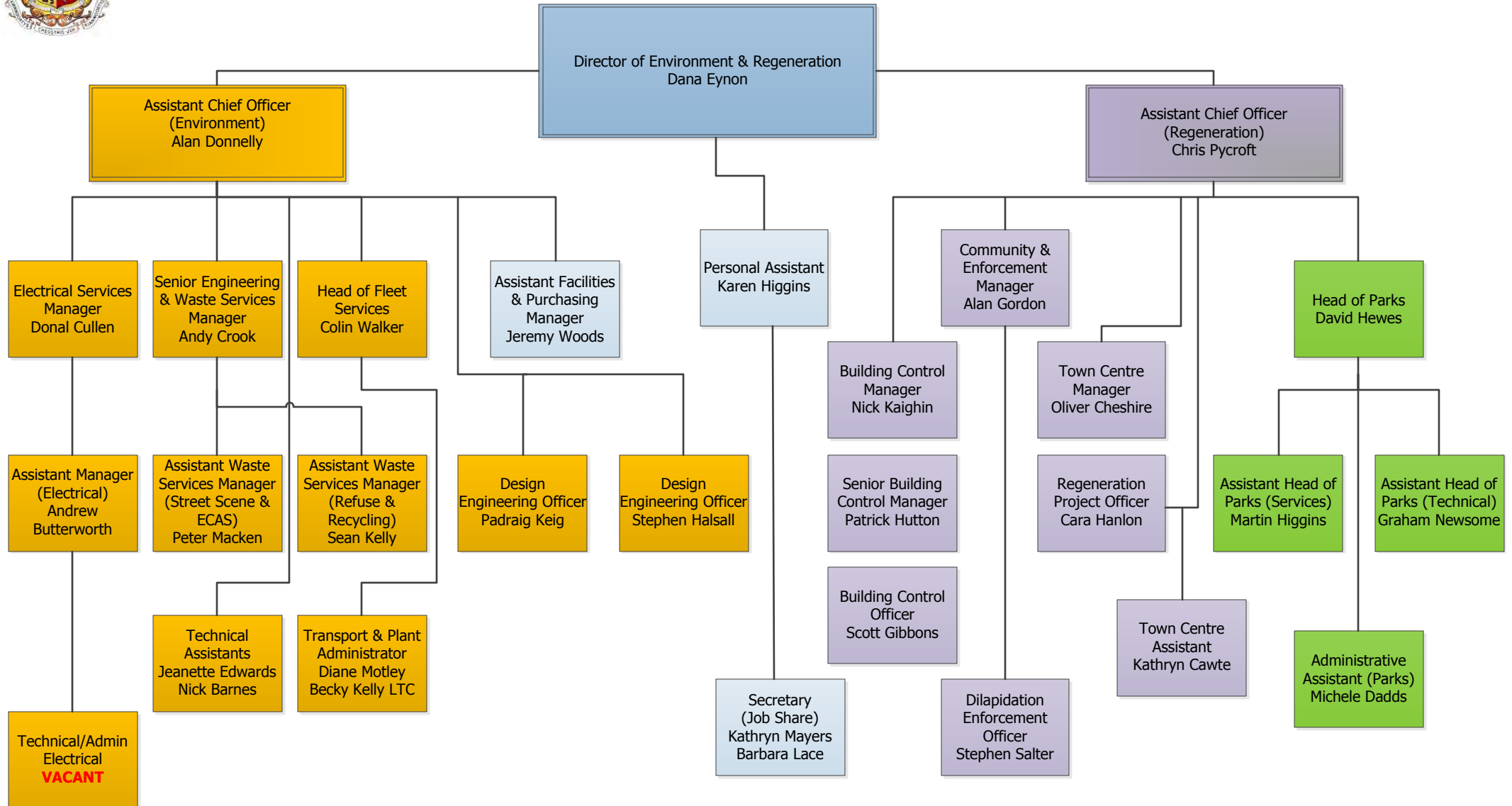


JULY 2019



# Douglas Borough Council

## Environment & Regeneration Department





# Douglas Borough Council

## Finance Department

