

Role Title	Director of Commercial Estate and Investment
Business Hub	Property and Delivery
Competency Level	Chief Officer
Pay Scale	TBC
Purpose	
<p>With a focus on delivery and maximising return on investment, and as a member of the newly formed Place Directorate Senior Leadership Team, turn plans into reality by playing an influential role in accelerating the quality design and development of new neighbourhoods and the physical transformation of the Borough's town centres, delivering 18,000 new homes, 50% affordable housing and the Council's £0.6 billion capital investment strategy whilst ensuring local communities are connected and benefit from Waltham Forest's economic and housing growth.</p> <p>To act as lead officer providing strategic direction, leadership, operational management and financial control for the planning, delivery and commercial management of the Council's property estate and asset management functions including:</p> <ul style="list-style-type: none"> • Direct and lead on the delivery of the Council's Strategic Asset Management Plan to ensure the Council's assets deliver financial and social return on investment and outcomes • Lead the development and implementation of an Investment Strategy • Develop a proactive development pipeline for the Council and Sixty Bricks <p>Direct and lead a high quality Operations Service, including Facilities Management, Property Management, Residential Sales and Commercial Estate financial control and reporting</p> <p>Work with the Corporate Director of Property and Delivery and other colleagues to design and deliver dynamic investment and asset management strategies and programmes that support the Council's ambitions for growth ambitions and optimise Return on Investment and the value of the corporate estate.</p> <p>Define capital investment requirements to support the diversification, maintenance and continued compliance of the Council's estate. Lead on the development of property maintenance and improvement programmes which deliver the Council's asset management and investment plans enabling it to achieve its vision to deliver efficient and effective services which take account of changing markets, demand and funding.</p> <p>Demonstrate and champion a commercial culture and the delivery of customer-focused property and delivery services, ensuring Return on Investment and securing financial and social benefits for the Council, residents, businesses and communities.</p> <p>Support the Cabinet, Strategic Director – Place, Corporate Director – Property and Delivery, Chief Executive and Management Board, to achieve the aims and desired outcomes of the Council.</p>	
Generic Accountabilities	End Results/ Outcomes
<p>Direct, develop and control the service. Responsible for all operational decision making and management of the service.</p>	<p>Activities within the service are directed and controlled to ensure the required outcomes and standards are delivered either directly; through commissioned or funded services; or via community empowerment.</p> <p>Member input, community consultation and customer feedback inform the design, development, delivery and performance management of the service.</p>

	<p>Service quality, customer satisfaction, efficiency and continuity are maximised.</p>
<p>Service strategy and policy formulation and implementation are aligned to the Councils overall corporate strategy and objectives.</p> <p>Actively contribute to the corporate management and strategic direction of the council as part of the Directorate Management Team.</p>	<p>Service strategy is developed, agreed and implemented.</p> <p>Service priorities are established.</p> <p>Changing priorities and external requirements are anticipated and assessed.</p> <p>Innovative approaches and responses are developed and delivered.</p>
<p>Ensure the development and implementation of policy, systems, processes, performance criteria governance frameworks, and procedures within area of responsibility meet strategic / operational requirements, internal and external reporting requirements and ensure compliance with external legislation and regulations.</p>	<p>Policies and controls ensure that the area of responsibility is compliant with all relevant legislation, codes, regulations, guidelines, standards and best practice.</p> <p>Governance frameworks have clear accountabilities and effectiveness is measurable.</p> <p>Compliance is monitored and ensured.</p> <p>Action is taken to resolve any issues identified.</p>
<p>Accountable for the strategic and operational planning and delivery of the service targets and objectives. Ensure the service's plan and performance (either directly or through commissioned / managed services) result in the implementation of agreed Council strategies, policies and outcomes. Input to the strategic planning of the wider organisation.</p>	<p>Policy direction is translated into service outcomes.</p> <p>Service and business plans and targets are developed, communicated, cascaded and monitored.</p> <p>Robust performance and quality management systems and procedures are in place and meet all requirements.</p> <p>Performance, quality and contractual compliance are managed effectively.</p>
<p>Advise Management Board and Members on issues relevant to the service. Provide challenge and advice to colleagues, managers</p>	<p>Act as lead professional adviser in area of responsibility.</p> <p>Strategic advice, critical challenge and moderation are provided in relation to all aspects of the service and wider council / partner activities as appropriate.</p>

<p>and partner organisations.</p>	
<p>Develop and manage stakeholder relationships. Ensure the service has good relationships with Council Members, other service areas, customers, the public and the media.</p>	<p>Good working relationships with associated and affected interest groups / key stakeholders are established, promoted, fostered and sustained.</p> <p>Customer comments and complaints are used to improve service performance.</p> <p>The Council is represented on local, regional and national forums.</p>
<p>Develop opportunities for partnership working both within and outside the council. Lead on relevant partnerships between the Council and other public, private, voluntary and community sector bodies. This includes the Councils joint venture with NPSL.</p>	<p>Where appropriate, delivery of the service is achieved / supported through partnerships.</p> <p>Partnership working is led effectively.</p> <p>Best practice is identified, shared and promoted.</p>
<p>Provide leadership and direction for the service, to ensure the delivery of timely and appropriate services to customers.</p>	<p>The service is led by a professional, motivated and effective management team.</p> <p>Recruitment, induction development, performance review, employee relations and all HR processes and planning are completed to the required standards and timescales.</p> <p>Deficiencies and underperformance are actively resolved.</p> <p>Effective team meetings take place.</p>
<p>Identify, secure, deploy and manage the resources necessary for the service to meet/ exceed its objectives.</p>	<p>Appropriate organisation structures and processes are developed and implemented to meet changing organisational requirements.</p> <p>Resources are effectively and efficiently deployed to achieve service objectives.</p>
<p>Direct and control the financial expenditure and integrity of the service.</p>	<p>Budgets and financial risk are monitored and managed in compliance with organisational requirements.</p> <p>The service is delivered within agreed budget.</p> <p>Funding from external sources is identified and secured where appropriate.</p> <p>Value for money is maximised.</p>

Direct and implement a comprehensive risk management programme for the service.	Operational, financial, regulatory and political risk are identified and managed in accordance with Local Government and national working practices.
Ensure that the capacity to respond positively to change is enhanced, “traditional thinking” is challenged and innovative solutions are pursued throughout the area of responsibility.	<p>Necessary changes to culture and practice are implemented and sustained.</p> <p>Conditions for others to perform and to innovate are created.</p> <p>Improvement of the service is focussed and driven to meet strategic objectives and improve service user outcomes.</p>
Plan and direct / sponsor significant strategic programmes, projects and initiatives, both within the service area and across the council / partnerships.	<p>Major change /complex multi-disciplinary programmes are monitored and directional control provided.</p> <p>Resources required to deliver the project / programme are secured.</p> <p>Projects / programmes have clear and assigned accountabilities and achieve their objectives.</p>
Role Specific Accountabilities	
Direct and lead the delivery asset management and property strategies and programmes in particular the SAMP	<p>The vision, purpose and priorities for the effective management of the Council’s property estate are articulated and communicated to ensure staff engagement and alignment of activity to purpose and objectives, including:</p> <ul style="list-style-type: none"> • Rental income is maximised and asset values are protected and enhanced • Property portfolio is actively managed. Including acquisition opportunities • Capital receipts and revenue are generated • Regeneration opportunities are secured • Site assembly and vacant possession are expedited • Valuation and other property services delivered to high standard <p>The Commercial Estate and Investment functions and programmes remain relevant and continually look to enhance their design to reflect best practice and enable innovation.</p> <p>Customer and client experience is continually assessed and improved.</p> <p>The Council complies with statutory obligations in respect of its property, assets and estate management. Council staff are aware of their responsibilities in this regard,</p>

	<p>Business as usual work streams are well governed and managed with a clear set of agreed measurable objectives and employee appraisals reflect these.</p> <p>The management and delivery of the Council's Strategic Asset Management Plan (SAMP) and investment programme is effectively led and communicated.</p> <p>Refresh and update the SAMP to reflect existing and emerging Council priorities</p>
<p>Direct and lead the operational and day to day management of the Council's Corporate and Commercial Estate</p>	<p>Develop and manage the operating model and client function to oversee the professional and high quality delivery of facilities management services across the estate, including:</p> <ul style="list-style-type: none"> • Ensuring the estate is safe and compliant • The estate is proactively managed; • Financial controls are in place and contracts are effectively managed <p>Deliver a professional, proactive and high performing property management service of the Commercial Estate, including:</p> <ul style="list-style-type: none"> • Ensuring the estate and leases are compliant; • Robust processes and procedures are in place and followed in the delivery of the Commercial Rents Invoicing service; • Proactive debt management
<p>Lead a team of property professionals and property partnerships</p>	<p>Deliver projects, programmes, strategic and detailed business cases that improve return on investment from the Council estate and maintain compliance, including One Public Estate - Community Health hub blueprinting, Whipps Cross Hospital</p> <p>Project, programme and portfolio level risks and issues are proactively identified, mitigated and escalated</p> <p>Stakeholder engagement and communications are effectively planned and executed at project, programme and portfolio level(s)</p> <p>PMO reporting standards are complied with across the property and capital funded infrastructure portfolio</p>
<p>Promote service innovation that supports the delivery of Council outcomes within the resources available, securing Value For Money and Return on Investment</p>	<p>Promote best practice, bench-marking. Seek new ideas to create innovation within service delivery.</p>
<p>Drive the transformation and modernisation of the Council's property estate</p>	<p>The Borough's asset management and property investment programmes are delivered as planned and the growth aspirations and outcomes are achieved working with a range of partners and stakeholders.</p>

to deliver its growth ambitions and meet operational requirements	Councillors, Management Board, Residents and key stakeholders express high levels of satisfaction with the service.
Manage and lead key projects and programmes according to sound portfolio management principles and statutory compliance requirements	<p>Deliver excellence in project and programme management in accordance with national standards and Council standing orders and financial regulations</p> <ul style="list-style-type: none"> • The Scene • Central Parade, Walthamstow • Juniper House • Coronation Square • Fellowship Square Campus & feeder sites • EMD • Other town centre commercial and retail assets <p>Ensure good programme and project management protocols are developed and adhered to across differing service areas, programmes and projects.</p> <p>Capital spend and appropriate project and financial planning and reporting are undertaken.</p>
Secure investment, capital funding and commercial income	<p>The Borough achieves its full regeneration potential in partnership with private, public and third sector partners.</p> <p>The Council's property estate is effectively managed to optimise income and minimise voids.</p>
Robust commissioning, procurement and contract management to maximise the value return on investment from the Council's estate	Resources are secured and contracts managed effectively to realise the Council's ambitions for growth and investment.
<p>Nature of Contacts</p> <p>Members, the Chief Executive, Strategic Directors, Heads of Service and equivalent levels in external bodies, private sector and partner organisations to advise, discuss, challenge and influence. Establish and lead partnership working with internal / external services / organisations and liaise with national bodies.</p> <p>Manage complex political relationships. Manage relationships with key stakeholders and delivery partners including negotiation of complex political / strategic / commercial issues.</p> <p>Manage confidential, challenging and highly sensitive issues / situations, which involve significant negotiation, persuasion and influencing skills. Interaction with others and the ability to successfully influence and motivate are fundamental to the role.</p>	
<p>Procedural Context</p> <p>Reports to Corporate Director – Property and Delivery</p>	

Lead and control a council service.

Accountable for operational and strategic implementation of decisions and direction for the service and for project / programme management for cross cutting corporate and partnership initiatives.

Accountable for the integration of a range of professional /operational areas which are critical to the success of the organisation and for performance and service delivery across the service.

Breadth of vision and strategic and innovative problem solving involves thinking within a general framework of strategic direction in situations where there are often aspects which are ambiguous, intangible or unstructured. A significant degree of evaluative judgement is required in relation to risks and issues, with the ability to identify the potential impact of a wide range of changing and potentially conflicting internal and external factors. Conclusions and decisions seize opportunities and mitigate risks.

Direction setting, planning and prioritisation is over a number of years to ensure the service achieves its strategic goals, reviewing and adjusting to take account of the risks and opportunities presented by a changing political and regulatory environment.

Key Facts and Figures

Monitor and control the budget of a council service

Decisions will impact across own service, the wider Council and its partnerships.

Employees directly managed will be heads of service each responsible for substantial resources and operational service delivery.

Resourcing

Budget Responsibilities: Approximately £6m revenue plus £100m Investment Pot

Supervisory Responsibilities: Heads of Service and Assistant Directors

Knowledge, Skills and Experience

- Significant senior strategic management experience, including translating organisational drivers into strategic objectives, longer term plans, new ways of working and specific outcomes, for a portfolio of services in a large public sector organisation (preferably local government).
- Proven ability to manage a wide variety of activities across a range of professional areas of expertise and oversee their achievement of the organisations strategic goals.
- Extensive knowledge of the major issues facing local government.
- Extensive and comprehensive knowledge and understanding of the national policy context, requirements and future direction for relevant service areas.
- Proven track record of accountability for significant budgets and ensuring the delivery of services within agreed resources.
- Proven ability to drive through and deliver effective performance management within own organisation and understanding of the performance management process in partnership arrangements.
- Significant experience of creating, leading and sustaining partnerships both internally and externally to achieve shared objectives and synergies.
- Experience in persuading a wide range of stakeholders to work together, encouraging an organisational focus on the needs of the community.
- Authority and credibility to work effectively in a political environment and establish positive relationships with Members.
- Excellent interpersonal and communication and presentation skills, with proven ability to communicate effectively to a wide range of audiences both horizontally and vertically throughout the organisation.

- Proven track record of operating strategically to identify, initiate and oversee corporate projects and policy development.

Indicative Qualifications

Educated to degree level or equivalent standard.

Post graduate qualification /Relevant professional qualification

Relevant professional qualification / Membership of a relevant Chartered Institute e.g. RICs

The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities which may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.

