

Role Profile – Service Director Property and Business Support Services



JNC2

Role Purpose

Strategic leadership and delivery of a medium sized and related group of services to deliver against objectives and ensure that agreed service outcomes are met. Collaboration with other directorates/services is necessary to achieve agreed objectives. These services are most often focussed internally, delivering cross-council service provision.

These roles will form part of the senior management at the Council, and typically have medium sized teams that are delivering sets of specialised related services to form a division or function.

Roles that do not have large management responsibilities are likely to be 'Change Leaders' shaping innovation for their services and promoting the Council externally. They will often report to roles with a different professional background and so will exercise a substantial degree of independent professional responsibility and discretion, but a major part of their role will be to influence and work with directorates/services across the Council to enable successful service performance through collaborative working.

The focus is on the delivery of medium-term results within functional policy and precedent and outputs are subject to periodic review against targets.

These roles typically report to an Exec Director.

Core Accountabilities

- Lead and control all operational activities, providing specialist advice to promote the development and delivery of working arrangements that facilitate a partnership approach to the planning, delivery, risk management and monitoring of services, ensuring that activities are delivered to the required standard
- Contribute to the development of strategic recommendations whilst formulating and implementing targets and objectives to deliver the Council's strategic directives within own area of expertise.
- Lead, motivate and develop staff within managed area ensuring that they are effectively deployed and developed to support a culture of high-quality performance and continuous improvement to achieve outcomes that meet the Council's strategic objectives and the needs of residents. Identify and resolve performance issues in order to support a culture of performance and productivity.
- Plan, lead and monitor the use of available financial, physical, and human resources, integrating operational activities to improve efficiencies and to align the use of the resources with the strategy for the overall managed area. Develop and recommend appropriate organisation structures, compliance standards and work processes within managed area to meet the service and legislative requirements.
- Play an influential and innovative role in advising colleagues and stakeholders across the Council including sustaining a range of strategic partnerships with other key stakeholders to support the shaping of service delivery models, resolve high risk and complex issues and promote the best interests of the Council and its residents, ensuring the delivery of improved outcomes.
- Provide significant support to Elected Members including the analysis of risks and opportunities on strategic issues that affect the Council and its reputation, preparing, and presenting operational reports and making recommendations on issues relevant to the service area, to enable senior management to make informed decisions.
- Provide specific business, technical and service area expertise across the Council proposing recommendations and solutions to specific issues affecting the managed area.
- Anticipate and analyse potential risks or issues relating to the managed area, in order to identify alternative methods of delivery and support the implementation of required organisational changes in response to a changing local and national context, ensuring that policies support the delivery of Council objectives and plans, and comply with relevant legislation and statutory requirements, whilst mitigating potential risks.
- Develop and promote standards and processes to ensure quality, usability, consistency, and legislative compliance within the managed area, assuring the continuous improvement of these standards to ensure that they remain fit for purpose.
- Head significant project programme boards to ensure vision and future shape of services are at the forefront of the work.

- Provide specific business, technical and service area expertise across the Council proposing recommendations and solutions to specific issues affecting the managed area.
- Develop and promote standards and processes to ensure quality, usability, consistency and legislative compliance within the managed area, assuring the continuous improvement of these standards to ensure that they remain fit for purpose in line with the council's strategic plan.

Indicative Knowledge / Skills / Experience	Dimensions of role
• Degree in a relevant subject, relevant professional accreditation or the equivalent demonstrable knowledge, skills and proven experience of strategic development in the managed area. • Authoritative knowledge and expertise in a specialist area typically gained through significant post qualification experience in complex, political environments. • Comprehensive understanding of local government's social and political role including knowledge of all relevant legislation, statutory guidance, local policy and procedures, national codes, and multi-disciplinary practice. • Substantial level of senior level leadership experience, providing depth and breadth of knowledge to act with credibility at this level. • Experience of leading complex projects or partnerships. • Proven people management experience, including managing professional, qualified staff in a complex function. Ability to predict and plan for future. • Strong leader, persuasive and engaging who can hold people to account but also coach and develop a team. • Extensive experience providing a depth and breadth of knowledge across an organisation or acting as the organisation subject matter expert in own specialist area. • Strong financial and commercial acumen with significant experience in managing budgets and financial expenditure. Ability to identify and develop income generation opportunities. • Strong influencing and stakeholder management skills and the ability to build relationships at a political, senior and management level.	• The role will control the financial expenditure and integrity of the managed area to assure compliance with regulations, Council policies and value for money. • The role will lead a medium-large/complex team and will be responsible for the effective delivery of services. • The role will plan and organise for a medium-large and complex area with activities. Financial information • Capital – CECR £1m annual – Delivering £100m capital programme, mainly schools • Revenue - £6m (BS, Corp property and Corp fees) • £40m capital receipts target over 5 years • £5m annual income target (rent, recharges, investment) • Investment and deployment of portfolio management fund

Key Behaviours

Lives South Gloucestershire Council's values
Demonstrable evidence of level 3 behaviours :

ADAPTABLE

WORKING TOGETHER

CUSTOMER AND COMMUNITY FOCUSED

DELIVERING RESULTS

EMPOWERING OTHERS

LEADING OTHERS

Additional job specific information

The additional information below sets out the role specific accountabilities for this role.

There is a political priority to invest in and best use the council's estate to drive better outcomes for residents. The role will focus on developing more commercial and collaborative approaches, driving more innovative delivery models will be a key feature going forward – both externally to deliver schemes but also internally in how the division works across the council. Key to this will be working with colleagues across the council to support regeneration.

A background in a relevant professional discipline, for example, RICS whilst not essential would be desirable.

The post-Covid recovery presents an opportunity for the council to generate further efficiencies and service improvements from the estate.

- Lead and be accountable for the management of the Council's property portfolio and oversee the delivery of property programmes. To be the main source of professional property advice to the Council, chief officers, and departments for all property disciplines
- Provide the Council with strategic property advice by developing property initiatives and prepare the Council's asset strategy to support the objectives of the Council Plan.
- Provide advice on strategic property needs to the Director, contributing to the development of the business plan by identifying potential changes to strategic property processes/systems which will improve delivery/reduce cost.
- Fulfil the role of the Council's Strategic Asset Manager leading the development, review and implementation of a corporate Asset Management Strategy for the future which sets out how the Council's estate will support strategic objectives and future developments and property initiatives highlighting the need for strategic acquisitions investment and disposals and collaboration with external stakeholders to deliver innovative and effective use of property assets.
- Ensure the link between the asset strategy and the development of the capital programme, advising members on the priorities for capital investment in property and other property related issues. Ensure the inclusion of service specific requirements in the asset strategy through liaison with Commissioners, Directors and Senior Managers and the development/leadership of a process to collate demands/investment needs.
- Ensure the regular undertaking of strategic asset reviews which identify the potential for more efficient use of the property asset, opportunities for asset sharing with partners, commercial opportunities to generate income and for asset transfers to the community.
- Development and implementation of the Council accommodation strategy to support the Council in continuing to take a planned and structured approach to determining its future property needs and planning for investment in maintenance, repair and upgrading of accommodation.
- Ensure asset strategies, outputs and contribution to the Council are accurately measured using quantitative and qualitative metrics.
- Provide advice, information and data to all to assist the submission of bids for capital funding. Development of the specific projects includes regular discussions with schools/academies/early year's settings and requires an understanding of their requirements/budgets as well as the ability to monitor/drive the progress of individual projects from the clients' perspective.
- Establishment, review and enforcement of corporate property policies and standards, the prioritisation and commissioning of the Council's programmes for maintenance, estate management, valuations, energy and carbon management, property reviews and the provision of specialist advice to Commissioners, Directors, Members and Cabinet.
- Establish, procure, monitor and review the provision, through frameworks, contracts and commissions, of appropriate property professionals to ensure the delivery of the Council's property programmes.
- Ensure the provision of integrated and accurate property data and assets records.
- Ensuring the provision of a cost-effective energy service to the Council's buildings. This to include the work needed to reduce consumption, costs and manage carbon reduction commitments.
- Public engagement when required to maintain positive engagement on property related matters.

Organisation Chart: Role reports to Director, Chief Executive & Corporate Resources Department.

