

Kent County Council

Job Description

Job Title	Head of Property Strategy
Directorate	Strategic and Corporate Services
Unit/Section	Infrastructure
Proposed Grade*	KR15
Responsible to	Director of Infrastructure

Job Purpose

Working as part of the wider infrastructure division play an active role as a member of the Infrastructure management team. Develop and lead the development and implementation of the asset management framework, property transformation change programmes and investment strategies across the Councils property portfolio in line with KCC strategic objectives. Be responsible for and oversee the formulation of the appropriate policy and procedure framework within which both the property functions will operate to ensure that the services are carried out in line with KCC statutory responsibilities, deliver value for money and meet current and future business outcomes. Lead on the development of commercial strategies to maximise capital receipts and KCCs investment earnings, helping to reduce the size of KCCs estate through strategy development and execution. Work collaboratively with the Head of Property Operations and ensure that the management teams work collaboratively and in cross functional project groups to achieve strategic outcomes.

Accountabilities

1. Act as KCC's commercial lead on all matters relating disposals, acquisitions, investment, policy, change programmes and the development and implementation of the Councils asset management framework ensuring that the council has the right advice to protect its estate and property interests or where there are property related implications for consideration, in order to assess their, risk exposure and actions, enabling KCC to make correct and timely decisions.
2. Develop and lead on the development of property transformation and change programmes. Drive and promote a culture of continuous improvement to consistently meet the needs of a modern, efficient and effective Council.
3. Ensure that Kent County Council's asset management approach and policies drive high performance through application and management of appropriate key performance measures and implementation of appropriate service improvement
4. Develop property solutions to support new integrated models of business and service delivery through working across the Council, both within and beyond Infrastructure and through partnership working; enabling a culture of innovation, driving improvement and being the leader in shaping a modern customer/client-centric public services business.
5. Ensure that robust process and procedures are in place to ensure that the asset management and other property systems are operating effectively to provide data sets and business intelligence to effectively monitor and report on the performance of the property portfolio.
6. Lead on the development of the overarching asset strategy and ensure that it is considered in the Asset Management Plan (AMP). Coordinate work of the Asset Strategy and Policy Manager, Asset Review Manager and Acquisition, Disposals and Investment manager and ensure that they align and deliver the requirements as set out in the property Strategy.

7. Set the Disposal Acquisition, and Investment strategies and lead on complex negotiations ensuring that the team produce business cases and balance the requirements of revenue minimisation whilst maximising capital receipts.

8. Maximise social value through the procurement Process – for example local employment, buy Kent first, community development, KCC as Good Employer, green and sustainable.

9. Ensure service providers are accountable for the delivery of KCC's Strategic Outcomes through effective contract management, effective relationship management and clarity of outcomes.

10. Direct the Business Operations team liaising with the Head of Property Operations to ensure that the management information provided enables the estate to be managed within allocated budgets.

11. Manage your direct reports to deliver the required service outcomes. Form and lead multi-disciplinary teams to achieve project targets, ensuring that the team has the correct skills base to effectively deliver the requirements.

12. Adopt such key principles to ensure the Strategy teams compliance with relevant legislation including but not limited to GDPR, Financial Regulations, Local Government Act 1972, the Government's Prevent Agenda, Safeguarding Best Value 2012, Care Act 2014, Public Services Act 2012, Equality Act 2012 and best practice such as National Commissioning Standards for Adult Social Care

Footnote: This job description is provided to assist the job holder to know what their main duties are. It may be amended from time to time without change to the level of responsibility appropriate to the grade of post.

Kent County Council
Person Specification

Qualifications	Educated to Degree level education or equivalent professional qualification
	Property or contract management related qualifications or appropriate experience
Experience	Experience of operating at a strategic level and of implementing effective commissioning frameworks to manage a broad range of services and meet strategic outcomes
	Experience of contract management
	Experience of developing and maintaining effective strategic level partnerships within a property context
	Experience and a proven track record in leading and managing effective property services across a complex/varied property portfolio in either the public or private sector
	Experience of leading large multidisciplinary teams
Skills and Abilities	Leadership and Management skills, including planning, organizing, motivating staff, and controlling complex activities with large budgets and multiple inter-dependencies
	Ability to gain trust and buy in from Senior Staff and Members, to turn strategic outcomes into real plans for action
	Ability to confidently, flexibly and sensitively lead within a transforming environment
	Ability to network, and build successful relationships with key suppliers and stakeholders
	Ability to analyse, interrogate and challenge detail, in order to obtain evidence to support ongoing performance conversations with key suppliers
	Contract management skills, including the ability to successfully specify, negotiate, commission, monitor and remediate performance issues
	Ability to prioritise strategy and communicate this effectively to a wide variety of stakeholders both within and outside of the council
	Strong commercial acumen and ability to apply this in practice when working with key commissioners, suppliers and voluntary organizations
Knowledge	Detailed knowledge of contracts management – including service level agreements, KPIs, performance measurement and payment mechanisms
	Deep and detailed knowledge of a range of property disciplines including asset management strategy, Property policy, Disposal and investment management and change management
	Understanding of commissioning models and frameworks, and the issues in their successful and unsuccessful operation in the public sector
	Knowledge of Procurement regulations and their application in the public sector
Behaviours and Kent Values	<p>Kent Values:</p> <p>Open Acting with integrity, honesty and transparency; healthy attitude to risk; welcoming and expecting change and evolving technology; working in new ways; willing to learn; working as a whole-Council and treating people fairly and with respect.</p>

	<p>Invite Contribution and Challenge Working collaboratively and innovatively to find new solutions that put the interests and wellbeing of customers first; open to challenge and actively encouraging and expecting contribution.</p> <p>Accountable Self-sufficient, taking personal and professional responsibility for our actions; looking for ways to save money; looking for commercial opportunities, focused on outcomes.</p> <p>If this document is being used for recruitment purposes, examples of Behaviours which support the Kent Values will need to be demonstrated within the context of this post.</p>
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CORPORATE RESPONSIBILITIES

All corporate directors, directors and senior managers have an explicit responsibility to deliver the collective agenda of the Council. These are fundamental elements of their role not an addition and are summarised as follows:

Whole Council

- Seek to improve the lives of all residents in Kent and economy of Kent
- Act as corporate parent to the Council's looked after children
- Take an active role in promoting and ensuring the Council's responsibilities for safeguarding are met
- Understand, communicate and contribute to the delivery of KCC's strategic aims
- Meet statutory obligations and promote and ensure compliance with policies and procedures and the Council's Code of Conduct (Kent Code)
- Advise elected members and support the democratic process
- Promote the Council brand and enhance the overall reputation of the Council
- Understand and monitor the measures of performance, including customer insight, which define successful outcomes for KCC services
- Maintain and ensure a relentless focus on the customer
- Act to support the Council-wide need to deliver services within budget, thereby avoiding an overspend that could damage the financial viability of the Council
- Overcome professional and service silos to achieve the County Council's objectives

Integration of Services

- Focus resources where they have the biggest impact
- Deliver services that are flexible and adaptable
- Integrate services within KCC and work with partner agencies to ensure a seamless customer experience
- Fully and inclusively engage all staff in the delivery of services, demonstrating the Council's leadership values and competencies

Embedding Commissioning and Engaging relevant markets

- Establish an outcome focused organisation
- Meet the financial regulations and standing orders of KCC
- Challenge the status quo and engage with the market to constantly improve
- Ensure all services are delivered effectively and efficiently
- Proactively and continuously seek to improve service delivery
- Proactively manage risk to avoid inertia whilst not exposing the Council to needless and avoidable challenge or loss

Managing Change

- Understand and support the Authority's overall change agenda
- Deliver required outcomes of service specific change on time and to budget
- Understand the quality of staff, support their development, nurture those with talent
- Identify the skills for the future and the level of staff through robust workforce planning
- Identify and deal with underperformance
- Deliver to agreed budget and income targets