



HILLINGDON

LONDON

Job Profile

JOB TITLE: Assistant Director of Property Services

GRADE: HOS

POST NO: 29062

JOB TIER: Director

DBS CHECK: N/A

DIRECTORATE: Place

STATUTORY FUNCTIONS: Yes

REPORTING STRUCTURE

Reports to: Director of Operational Assets

Direct Reports: 4

Indirect Reports: 9

ROLE PURPOSE:

The Assistant Director, with a strong background in commercial property, will be crucial in guiding the evolution of the borough's structures and areas. This role includes offering both technical guidance and strategic counsel to the council.

The individual in this position must set a clear direction for their team and ensure that all essential functions are met while focusing on: Crafting and implementing the asset management strategy of the council to maximize the use of housing and corporate assets, which includes assessing current sites for repurposing, redevelopment, or sale as they become available. Spearheading strategic initiatives such as housing regeneration projects, the Civic centre repurposing and development of surplus space, solar energy projects and enhancing other corporate properties.

Overseeing the portfolio of council properties that are leased out, maintaining lease compliance, and handling the renewal and negotiation of new leases. Conducting

evaluations of corporate assets with the aim of consolidating them to minimize the carbon footprint, aiding the council's efforts toward carbon reduction. Engaging in 'horizon scanning' to identify novel practices, innovative solutions, and contemporary strategies across the directorate's domains, while also staying informed about changes in legislation and industry trends.

LEADERSHIP OF THE DESIGNATED SERVICES:

Responsible for ensuring the vision and direction of the Directorate is delivered, along with the strategic and corporate goals for the following services:

- Estates management, to include:
 - Leases
 - Garages
 - Community assets/landlords' compliance
 - Farms
 - Business rates reviews and control
 - CPO
 - Leasehold enfranchisement
- Strategic projects, currently including:
 - Solar farms
 - Disposals
 - Civic Centre repurposing of surplus
 - Housing acquisitions
- Valuations
 - To be the council's expert valuer of properties and assets

A. Job Description

1. Leadership & People Management

- Oversee all services under the portfolio - deliver dynamic and visionary leadership through clear expression of goals and guidance.
- Tasked with guaranteeing that selection, training, and performance monitoring of employees adhere to the Council's HR policies.
- Ensure that every member of staff receives adequate leadership and communication to stay aligned with and actively partake in the Council's ethos and campaigns.
- Empower and nurture the Council's personnel to embrace a true commitment to the Council's vision and targets, fostering a measurable dedication and connection to residents of Hillingdon, and instilling pride in

representing the London Borough of Hillingdon.

- Foster and enhance a favourable representation of the Council and the Borough, endorsing it as a desirable collaborator and as a prime location for living and working.

2. Accountability

- Exhibit responsibility for the outcomes of the specified services and meet the objectives set forth in the Council Plan, striving to attain high levels of resident satisfaction.
- Promote a culture of accountability across the directorate by:
- Allocating responsibilities and accountabilities efficiently and suitably from senior management down through the staff.
- Making service managers answerable for favourable outcomes concerning their given responsibilities and objectives.

3. Community Engagement

- Lead by example, provide guidance, and steer the organization so that it is attentive to Hillingdon's community needs while fostering genuine engagement and a sense of involvement among the people.

4. Service Delivery

- Maintain the continual provision of exceptional, cost-effective services for both individuals and enterprises in Hillingdon by:
- Creating and upholding a culture of excellence and customer service through leadership and guidance, ensuring that the outcomes meet the Senior Management Team's standards.
- Contribute to enterprise-wide efforts aimed at elevating the calibre and uniformity of service provision.

5. Service Planning & Development

- Guarantee that annual Directorate / Service Plans are in harmony with the Council's strategy, established, shared with staff members, and executed.
- Ensure that existing Service Level Agreements (SLAs) are fulfilled according to the prescribed performance and response standards, including the

implementation of an escalation procedure when SLAs are not achieved.

- Ensure all departments and services conduct workforce planning; this includes creating succession strategies for all critical positions.

6. Finance & Resource Management

- Responsible for ensuring the effective management of all allocated budgets.
- Responsible for ensuring all purchasing and procurement is conducted in line within Council procedures with appropriate use of the Council's financial systems.
- Responsible for ensuring that all workforce expenditure is compliant with Council procedures and that temporary resource is purchased through the Council's agency contracts.

7. Continuous Improvement

- Support the Corporate Director in the ongoing evolution and development of the Council to meet internal and external pressure for change.
- Be the agent for change and innovation across your services.
- Ensure continuous monitoring of Service and individual performance and productivity to ensure the delivery of any Service Level Agreements (SLA's) are maximised.
- Lead on the implementation of improvement initiatives and change programmes using the Council's Project Management and Service Improvement methodologies.
- Build and sustain a performance improvement culture across LBH and:
 - Ensure support and resources to deliver specific performance improvements through the Business Improvement Delivery (BID) programme
 - Ensure protocols are met which facilitate consistent interactions and build strong working relationships across the Directorates and between the Council and Members
 - Ensure that individuals can link their decisions and actions with the consequential effect on performance of themselves, their colleagues and the council as a whole

8. Compliance

- Ensure legal, regulatory and policy compliance under GDPR and Health and Safety in your service areas, identifying risks and managing/escalating these as appropriate.

9. Partnerships

- Take responsibility for the council's commitment to working in partnership with stakeholders with the aim of maximising positive and sustainable investment in the Borough
- Develop and sustain working relationships with private and public sector partners at the highest level
- Secure the development of the voluntary sector in Hillingdon by leading and supporting partnerships

10. Contacts

- Develop and maintain effective channels of communication at all levels including:
 - Leader & Cabinet
 - Other Elected Members
 - All officers within the Council
 - Service users / residents and their representative bodies
 - Hillingdon partners – public and private sector
 - Other London Boroughs and Local Authorities
- Contribute to a range of interagency, regional and national strategic forums and review service delivery approaches and practice to effectively meet needs as defined above.

11. Miscellaneous

- Participate in the out of hours emergency rota (Gold, Silver) as required
- Complete other reasonable tasks in order to fulfil role purpose or as required by the Corporate Director or Chief Executive.

12. Key Performance Indicators

- Deliver against any agreed Service plans for own portfolio of services.
- Deliver against allocated budgets and MTF saving targets.
- Deliver against own PADA objectives agreed with Corporate Director.

B. Person Specification

Director of Property Services

This person specification will be used for recruitment to this post the basis of the application form, and candidates will be also assessed against aspects of this person specification at interview.

1. QUALIFICATIONS	ESSENTIAL ✓	DESIRABLE ✓
Degree in a relevant subject or equivalent experience	✓	
Management and Leadership qualification	✓	
Evidence of CPD	✓	
2. STATUTORY or ROLE SPECIFIC REQUIREMENTS	ESSENTIAL ✓	DESIRABLE ✓
Membership of relevant professional body/institution in at least one of the service areas to be managed.		
Comprehensive knowledge of relevant legal, statutory and regulatory requirements relating to land disposals and acquisitions, design schemes, building programmes and lease management.	✓	
Awareness of strategic issues and challenges relating to capital programmes, estates management and regeneration/redevelopment nationally, regionally and locally.	✓	
Track record of successfully producing or delivering capital programmes, estates management or property development programme strategies and policies.	✓	
3. EXPERIENCE	ESSENTIAL ✓	DESIRABLE ✓
Experience of successfully leading and managing services at a senior level in a large complex organisation	✓	
Experience of leading and managing change in a large complex organisation	✓	
Experience of successfully managing complex budgets for large, diverse business units	✓	
4. KNOWLEDGE & SKILLS	ESSENTIAL ✓	DESIRABLE ✓
Ability to lead and manage diverse services in a period of rapid change	✓	
Ability to be highly innovative in identifying opportunities for change	✓	
Ability to understand and effectively work within the Council's constitution	✓	
Ability to communicate effectively with a wide range of internal and external audiences and to persuade and influence others to deliver the Council's objectives	✓	
Ability to work effectively with a diverse range of partners to deliver successful shared outcomes for residents	✓	
Ability to establish credibility with a range of internal and external stakeholders including the Leader and Cabinet, other Elected Members, senior officers in partner organisations, residents and external businesses	✓	
Understanding of the Equality duty as it relates to local government in both employment and service delivery within a large complex organisation	✓	

C. Role specific information

Primary Duties:

- Carry out and supervise all asset valuations, which cover Right to Buy assessments, the valuation of property for insurance and acquisitions, and the appraisal of leasehold enfranchisements.
- Direct and execute a program for disposing of assets to meet the Council's strategic goals and MTFF targets.
- Guide the initiation of a property acquisition scheme, aiming for the expansion of 300 homes in the fiscal year 2024/25, with consistent progress in subsequent years.
- Initiate new ventures related to business development.
- Negotiate terms concerning lands acquired by HS2.
- Administer Estate Management activities for both Commercial and Community Assets. This includes handling rent evaluations, renewing leases, and other related duties.
- Supervise the appeal process and management for Business Rates on Corporate Properties, ensuring sizeable yearly reductions and rebates.
- Take charge of farm-related management within the estate's portfolio, including overseeing sales and driving development initiatives.
- Examine the garage estate to identify potential revenue-generating and developmental options.
- Assess Right to Buy proposals to aid tenants with their purchasing efforts.
- Appraise properties intended for HRA Buybacks and work towards refining the approval sequence.
- Manage lease extensions and perform precise Asset Valuations for financial reporting.
- Conduct Insurance Valuations to guarantee proper maintenance of insurance costs.
- Offer support on property issues across different service areas, ensuring efficient management of a significant volume of cases.

Required Skills:

- Skilled specialism in Residential and Commercial Valuation, Reinstatement Cost Assessment, and Leasehold Enfranchisement Valuation.
- Demonstrated leadership in substantial programs of disposal and asset purchase.
- Proficiency in Estate Management practices and intricate negotiation processes.
- In-depth understanding of Business Rates systems and how to handle appeals successfully.
- Previous experience managing varied property holdings, which include agricultural estates and garages.
- Competency in legal valuation requirements, along with insight into Leasehold Enfranchisement.
- Adept at conducting detailed Asset and Insurance Valuations.
- Collaborative skills for working with various departments on cases pertaining to property.