

Job Description:
Head of Estates

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| Function: | Government Services  |
| Position:  | Head of Estates  |
| Job holder: |  |
| Date (in job since): |  |
| Immediate manager (N+1 Job title and name): | Divisional/Account Director  |
| Additional reporting line to: |  |
| Position location: | London |

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| 1. Purpose of the Job  |
| Provision of strategic portfolio planning advice. Acts as a key member of the Innovation Board. Works in partnership with Authority to implement the short, long and medium term objectives of the Estates strategy, utilising intelligence and market insight through a team of dedicated Estate specialists. Acts a shrewd and informed advisor to the Authority to challenge decision making to ensure it is balanced and drives the right outcome for public spending plans.  |

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| 2. Dimensions |
| * Responsible for directing estimated £200m Hard FM spend p/a
* Accountable for over 250,000 assets - full asset register not available, the implementation phase will see Sodexo conduct a full asset survey and create the asset register
* Portfolio of over 750 buildings (reducing from 950)
* 90,000 Authority employees and contractors impacted by integrator
* Headcount c10 employees
* £14m revenue p/a
* 5 year contract
* Integrator – providing management services to the Authority (largest public sector department)
* Over 1.5m sqm NIA across the DWP estate
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| Characteristics  | ***Strategic Influence*** *– Strategic role, working in collaboration with the Head of Programme Management and Head of Estates to deliver a five year Authority property strategy, of which there is significant gain share potential.* ***Strategic Impact:*** *The strategic impact of the role is considerable hence the financial and staff dimensions stated. The role holder will be an integral part of shaping the integrator blue print across the estate*  |

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| 3. Organisation chart  |
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| **4. Context and main issues** |
| * In partnership with the DWP and working closely with the Head of Asset Management and Head of Programme Management to produce a full estates strategy for DWP which supports the delivery of the DWP’s business objectives
* To deliver an estate that best enables the DWP to deliver its services to its customers whilst delivering best value to the tax payer.
* To act as a trusted advisor to the DWP
* To act as a strategic partner with DWP in all areas of property and estate management, to develop and deliver an estates strategy that optimises the use of the estate and continually strives to deliver cost efficiency, budget certainty, best practice and consistency of service whilst mitigating the any impact on the Department.
* In the capacity of managing agent, manage the Authority’s supply chain members to deliver lease management and transactional services in accordance with the estates strategy.
* Part of the Senior Leadership team for the DWP supporting the transition and migration to an entirely new operating model for the DWP – contributing to the development and smooth implementation of solutions, and managing stakeholder communications with counterparts within DWP and the supply chain.
* Recruiting and developing a new team whilst forging relationships with representatives from the client
* Client relationship management in a complex operating model
* Collaborating with service operations and transversal functions to drive profitable performance and growth
* Supporting the Divisional Director to plan, develop and implement a 5 year contract business plan that will drive maximum Gainshare opportunities
* Ensuring all operational activity is carried out in compliance with all established standards and Group policies;
* Act as a Sodexo ambassador and SME of the integrator model for future pipeline opportunities
* Ensuring safety in complex and challenging operating environments to exceed industry standards and protect Sodexo and DWP’s employer brand.
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| 5. Main assignments  |
| * Manage a total cost of ownership for each site within the estate and work with all members of the management team to ensure best value is delivered to the Authority.
* Consolidation of total occupancy costs
* Understand and where appropriate support the development of government with regard to the wider government estate
* Work closely with account management, asset management and project management teams
* Deliver total cost of occupancy within budget
* Manage acquisitions and disposals (delivered through third parties)
* Manage lease events (delivered through third parties)
* Be accountable for the delivery of service excellence to DWP
* Input into the ongoing organisational design required to deliver Estate services aligned with the integrator/managing agent model, redefining as required to suit client requirements and internal resources.
* Build and lead a team of direct reports both onsite and remote teams ensuring they are given strategic direction, that HR processes are followed; the team are developed and engaged.
* Oversee the delivery of Estate services supported by service operations or other internal teams - engaging and involving internal stakeholders and putting mechanisms in place to coordinate and manage service delivery so that it is seamless and represents “one Sodexo team” to the client.
* Input and participation in client contract negotiations both in the initial bid phase and future contract
* Work in collaboration with Service Operations, SPS and other Sodexo units to develop systems and processes which will efficiently and effectively deliver client requirements
* Involvement in wider business specific projects
* Manage senior client expectations around the future development of the DWP account
* Ensure the account is performing within the agreed SLAs and contractual terms at all times to meet Sodexo commitments

Adhere to Health, Safety and Environmental Legislation ensuring the statutory requirements are met and all records maintained * Ensure all areas of the contract perform to budget and that business plans are achieved. Improve financial performance by utilising nominated suppliers, maximising labour productivity in line with Company models, policies and procedures and controlling costs
* Coach managers to ensure that the Focus on Five principles are adopted, employees performance is managed through the Sodexo performance management processes and talent development and succession planning activities take place
* Continuously seek ways to enhance quality through innovation and cost efficiency by monitoring performance against existing standards
* Conduct client reviews on performance on a monthly basis.
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| 6. Accountabilities  |
| * Financial and service quality performance targets for the DWP contract in particular concerning estate management are achieved (P&L, margins, cash)
* Successful set up and implementation of a new operating model/integrator account in Sodexo. Ensuring the estate portfolio is fit for purpose, building strong relationships and foundations with DWP.
* Delivery of robust estates advice and recommendations to the DWP which will ensure optimum savings and utilisation of the estate.
* Lead, recruit and develop a fit for purpose and engaged team to deliver the integrator services, supporting a complex TUPE transfer whilst minimising transformation costs to DWP.
* Operational talent identified and developed; succession plans for all segment leadership positions established (including own position); succession candidates developed in line with plans in collaboration with Segment HR
* A clear and effective way of operating is established between all internal teams within Sodexo and Government Services in relation to the DWP account.
* Safety and compliance of customer, team and estate
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| 7. Person Specification  |
| **Professional:*** RICS or similar professional qualification
* Comprehensive experience in the property industry
* Significant proven experience of managing diverse property portfolios including the development and delivery of estate strategies
* Strong financial acumen
* Management experience
* Proven track record delivering material cost savings through effective estate management
* Strong skills and experience in managing projects – so that plans are well executed and that stakeholders are fully engaged
* Experience of working in both Public and Private sectors
* Experience of working in a multi-site complex estate
* Desired knowledge of the FM estate industries

**Personal:** * Strong organisational skills & ability to prioritise & manage complex projects
* Excellent interpersonal skills, with an ability to work with people at all levels and across functions
* Client focussed mind set and able to build client relationships at all levels
* Using persuasion and influence to win support for the benefit of the business
* Self-motivated, proactive and work well under pressure
* Flexible and able to cope with ambiguity
* Team player
* Excellent time management and prioritisation skills
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| 8. Competencies  |
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| * Growth, Client & Customer Satisfaction
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| * Rigorous management of results
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| * Brand Notoriety
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| * Commercial Awareness
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| * Business Consulting
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| * Innovation & Change
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| 9. Management Approval  |
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| Version |  | Date |  |
| Document Owner |  |

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| 10. Employee Approval |
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| Employee Name |  | Date |  |

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