Role profile

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| **Role title** | **Head of Strategic & Commercial Estates** |
| **Department and directorate** | **Finance & Corporate Services** |
| **Grade** | **Translate** |
| **Reports to (job title)** | **Group CFO** |
| **Direct reports (job titles)** | **Head of UK Estates (operations), Venues Manager, Third party contractors** |

| ***Job Overview– purpose of the role*** |
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| *Describe as concisely as possible the overall purpose of the job and what success looks like.* ***Please limit this to a maximum of four or five sentences*** |

Head of profession for BMA’s entire UK estate encompassing leading the reconfiguration of the estate to meet the needs of the Association in the long term; maximising all income generation and cost avoidance opportunities for the estate (venues and tenanted); formalising the long term masterplan for the estate including plans to reduce the carbon footprint of the estate; leading all estates related Health & Safety and compliance matters to safeguard the association from threats of legislative non-compliance; and working alongside the other members of the senior leadership team, being the professional advisor to the Board executive for all estates related strategic and commercial matters.

| ***Duties and Responsibilities*** |
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| *What are the core duties/responsibilities required to be performed in the role? (e.g., to provide a full range of administrative support services to the department including x,y,z)*  ***Please provide a bullet point list*** |

* Leading and managing all aspects of the Association’s estate, its related resources, and facilities to provide a physical support environment commensurate with the Association’s strategic objectives.
* To provide long-term comprehensive and integrated physical estates ‘masterplan’ planning for the Association exploiting the full potential of the Association’s estate resources and building a vision for the estate that will deliver immediate and ongoing increased income reduced streams whilst maintaining and reducing costs of ongoing maintenance. This should include a reduction in the carbon footprint of the estate.
* Actively market and sell the estate to exploit all potential commercial opportunities (long lease, short lease, tenants, venues, licensed operations) – this will be a key deliverable of this role and will be subject to targets
* To lead the Future Use of BMA House workstream working alongside consultants and the estates team to deliver its requirements in accordance with the FWOW programme
* To provide effective leadership of health & safety, compliance & environmental estate related matters for the Association as a whole.
* To lead the Estates team in order to ensure relevant buildings and Health & Safety compliance
* To formulate and deliver a long-term estates strategy focused to support the achievement of the Associations in the development of the estate and its services
* To lead and professionalise the estates service such that it is well managed and operationally effective, having in place robust and efficient systems and processes relating to all aspects of its activities including those services commissioned from third parties.
* To lead the venues service ensuring an integrated approach to our entire estates offer and developing the team to extend their services to all customers, public, tenants and staff/Members.
* To manage the Estates and venues team, developing the team to maximise its operational activity and continuously improve its customer services
* To build a strong service ethos which places staff, Members, tenants, and others estate users (e.g. venues users) at the heart of all its activities.

| **Skill (level and breadth of application)** |
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| *What relevant experience is necessary to undertake this role? What specialist, technical or professional qualifications are required to be able to perform the job?*  *How far does the role extend out across the organisation, e.g. confined to own team, involves co-ordination with another department or requires regular negotiation with many other parts of the organisation. Why is this necessary? Describe the range of issues that are involved in this, e.g. resolving people’s IT problems, collecting information on key research items, or advising members on a particular issue.* |

* Qualified property professional with extensive experience across a range of different sectors at a senior leadership/board level
* Strategic thinker, with the ability to understand the detail
* Commercially astute
* Strong networking skills with the ability to drive commercial imperatives through seeking out new and previously unexplored opportunities (tenanted, venues and other previously unexplored options)
* Excellent interpersonal skills
* Understanding of the property market as a whole
* Demonstrates leadership values and behaviours that support collaborative team working and are in line with BMA expectations
* Experience of working within a complex organisation, ideally in a trade union, membership, or professional body and therefore an appreciation of how effective influencing and communication can contribute towards effective member engagement, recruitment, and retention
* Demonstrable experience of leading and motivating teams, developing them to deliver business objectives and supporting them through periods of change

| **Intellectual demands (complexity and challenge)** |
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| *What sorts of problems, situations or issues are typically dealt with? Give any illustrative examples. How are the problems, situations or issues dealt with (e.g. undertaking original research and analysis or seeking specialist advice)?*  *To what extent are standard procedures and processes followed when undertaking typical tasks, and how is personal initiative used when solving problems? To what extent is creativity used in solving the problems (e.g. adopting different approaches, trying things that have not been done before within the organisation or improving/changing previous approaches).* |

* A thorough understanding of general management techniques in a large and complex organisation and the ability able to manage a complex property estates and facilities portfolio, staff and

budgets.

* Strength and quality of leadership and the personal skills required to develop and lead an effective and well-motivated, multi-disciplinary and multitask estates and facilities team
* A sound understanding of the legal and financial aspects of major property projects and transactions and with broad experience both in the preparation and control of development programmes, building and
* engineering projects and in managing facility operations and maintenance services.
* High level strategic planning and organisational skills, including forward planning and forecasting and the ability to respond appropriately to user demands and expectations.
* Thought leadership on developing innovative ways to improve efficiency, effectiveness and solve new and existing estates challenges across the BMA to long term estates strategy, that supports the BMAs vision and strategy
* Demonstrate a collaborative approach to decision making and problem-solving, challenging and supporting colleagues to get the best outcome for the BMA

| **Judgement (independence and level and impact limitations)** |
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| *What are the typical decisions that are made in the job without reference to any higher authority? What informs/constrains the decisions (e.g. expenditure limits, must follow clearly laid down procedures or working within broad objectives). What influence upon policy, procedures or resources is there (e.g. giving advice to others)?*  *Who (or what) is next to be affected by the decisions that are made – for example, supervisor sees them before they leave the team or the whole department sees and has to respond to the change that is made? Give typical example(s) of the consequences of the decisions (e.g. what impact does the decision-making have on the performance of the team/section/department/organisation)?* |

* Advises the Group BMA Group CFO, CEO, SLT and BMA Board on all estates related matters
* Drive change within the BMA to reduce the overall business as usual deficit generation of new opportunities to drive income and reduce costs for the estate whilst ensuring efficiency and effective delivery of services to all those that use the estate (members, staff, public and tenants)
* Ensures compliance with latest health and safety and all buildings compliance legislation
* Provides leadership and vision to motivate, inspire and develop a professional and diverse team to achieve high performance
* Overall responsibility for the commissioning of services to support reconfiguration of the Estate to support the Associations aspirations

| **Values and behaviours** |
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| **Use of resources (supervision of resources and influence)** |
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| *What responsibility is there for managing people, equipment, budgets, resources, customer’s welfare, or confidential information? If this is a staff management role describe what is involved, e.g. staff reporting, staff development, appraisal, leading a department or the allocation of work.*  *How does the role fit within the organisation, e.g. support role, team member, team leader, specialist policy adviser, or leading major areas of core business?* |

* Oversight of all estates related matters of the BMA, including the Estates budget
* Providing strong leadership to the Finance & Corporate Services directorate ensuring staff are motivated and working towards the delivery of the BMA’s financial strategy
* Accountable for the Estates budget of circa £5-10m pa
* Developing strong working relationships with key stakeholders
* Team of c14 (11 venues, 3 estates plus many external providers)

| **Communication (level, internal and external demands, and significance)** |
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| *What people are typically contacted (regardless of the medium)* ***inside*** *the Association, e.g. immediate colleagues, senior managers, or administrators? Committee members are the only members classed as internal communication. Normal non-committee membership and doctors are external (see below)*  *Who is in regularly contact with the role holder* ***outside*** *of the Association, e.g. members who are not committee members, suppliers, members of the public? Approximately what percentage of the time is spent on external communications?*  *What is the purpose of these contacts, e.g. conveying information, gathering data?* |

* Reports to the Board, Senior Leadership team, FWOW Steering Group
* Group Chief Financial Officer (BMA Board member)
* BMA Group CEO
* BMA Chief Officers primarily the Treasurer
* Works with all directors and Heads of Functions
* BMJ CEO, CFO
* Chair of Audit & Risk, Group Finance Executive, Finance, Investment Sub committees
* Third parties such as external suppliers – architects, cost consultants, specialised legal advisors, environmental consultants, business rates advisors and a wide variety of other specialist property third party contractors

| **Working conditions and emotional demands)** |
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| *What are the environmental conditions in which the work is conducted, the social and emotional demands faced by the role and the pressures resulting from these?* |

* Ability to work truly collaboratively across the organisation and wider group, being an effective and credible member of the extended senior leadership team and playing a leading role in the collective delivery of our strategic priorities
* Resilience, self-confidence, excellent stakeholder management and interpersonal skills (especially influencing and diplomacy)
* A good understanding of the challenges and opportunities facing the health and/or public sector
* A successful track record of leading estates changes to support organisational change
* Good awareness and understanding of trends and developments within the property sector and aspects affecting membership organisations
* A demonstrable creative and innovative approach to meeting business challenges.

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| The post-holder is expected to execute their role in line with our five organisational values.  The following examples illustrate how we are using our values to inform how we act:  We are **leaders** because:  – We strive to always improve  – We take responsibility for our actions  – We collaborate with each other and work as one BMA for the good of our members  – We are proactive and prepared to guide our members and each other  We are **experts** because:  – We understand our members  – We draw on our collective experience and knowledge to solve problems  – We use our insights and research to make decisions  – We provide accurate, credible, relevant, and engaging information  – We recognise our strengths and act upon them  We are **committed** because:  – We listen to our members and put them at the heart of everything we do  – We are respectful, inclusive, open, and honest with our members and each other  – We approach everything we do with confidence and sensitivity  We are **reliable** because:  – We deliver on what we say we will do  – We are accessible and approachable  – We build trust by being consistent and supportive  – We are positive and decisive whatever the situation  We are **challenging** because:  – We fight, ethically and fearlessly, for the interests of all our members  – We work as a brave, assertive, and effective champion for high quality health services and the advancement of the profession |

| **Sign-off** | |
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| Manager: | Date: |
| Role holder: | Date: |