

## JOB DESCRIPTION

APPENDIX D

Before completing this form, please read the BTP 'Guide to writing job descriptions for Police Staff roles' Appendix B to the SOP.

### A. POST DETAILS:

Job Title:	Head of Estates Transformation	Current Grade:	C004
Department:	Strategy and Change	Area:	A Division - FHQ
Reports To:	Director Strategy and Change	No of Posts:	1

### B. PURPOSE OF THE POST: *Why the post exists and what it has to achieve*

Drive delivery of the BTP Estates Transformation Programme, which aims to implement a fit-for-purpose estate at reduced cost, and which drives new ways of working through the integration of people, technology, and process transformation. This role includes the delivery of at least two major site relocations and lease negotiations.

Acting on behalf of the Director of Strategy and Change, lead major estates renegotiations and relocations and associated interdependencies, working in close co-operation with the estates programme manager, BTP Finance and Commercial Director, Head of Corporate Services, Chief Officer Group, functional heads, SROs and BTPA.

Responsibilities to include:

- Deliver the closure of Axis House, secure new premises to meet future requirement and cost, and relocate BTP functions in accordance with the estates strategy.
- Deliver the future FHQ model, including the renegotiation of the current lease or the implementation of a major relocation
- Deliver major estates changes in accordance with the strategy which may include TfL Pfl sites, future command and control, and training facilities
- Deliver agile working across the estate.
- Align estates transformation with the broader Force programme to implement new ways of working, including the adoption of new mobile technologies, future support model, integrated systems on the frontline and in the back office, and associated people, culture and process transformation.
- Deliver an estate which is optimised in utilisation, VfM, and fitness-for-purpose.
- Integrate, where business benefits and priorities align, the BTP estate with the estates strategy of TfL, NR, DfT, HO Forces and other key stakeholders
- Produce the management information that drives business change, to include optimization and cost base
- Anticipate and integrate people implications of a major estates transformation, both in staff affected and the realisation of ways of working benefits. Lead the communication about how working space will be used differently in the future.
- Anticipate and manage political implications of major estate change with staff, Union and staff associations, stakeholders, and national and regional political bodies
- Manage reporting for:
  - Milestones
  - Capability steps
  - Risks
  - Opportunities

## REWARD

- Benefits
- Efficiencies
- Measures of effect.
- Identify risks and exploit operational, technical, collaborative, commercial opportunities
- Ensure the highest level of situational awareness across the Force, focusing on embedding transformational changes culturally, operationally, and procedurally.

**C. DIMENSIONS OF THE POST** *The key statistics associated with the post*

**Financial – Direct or Non-Direct**

Programme budgets as approved and delegated.

**Staff Responsibilities – Direct or Non-Direct**

Direct – Business Change Managers and programme staff as approved. Success lies in the ability to coordinate and influence senior and junior stakeholders over whom the post holder may not have direct management responsibility

**Any Other Statistical Data**

BTP is a national organisation with approximately 5,000 police officers and staff.

**D. PRINCIPAL ACCOUNTABILITIES: What the job is accountable for and required to deliver**

- Reporting to the Director Strategy and Change
- The transformation of the Estate - visible, sustainable, embedded and enabling new ways of working.
- The Axis House Programme
- The future FHQ Programme
- Integrated delivery of subordinate milestones
- Auditable benefits and efficiencies
- Auditable measures of effect (proof points)

**REWARD**

**E. DECISION MAKING:**

**Make decisions**

The job holder will make significant decisions:

- The alignment of the estates transformation programme activity
- Measures to mitigate risks and exploit opportunities
- Chair subordinate boards as delegated by the Director Strategy and Change

**Significant say in decisions**

The job holder will have a significant say in the strategic direction and delivery of the Estates Transformation Programme across the entire BTP.

**F. CONTACT WITH OTHERS:** *The frequent contacts the post holder has with others and for what purpose*

**Internal**

Chief Constable; Director Strategy and Change; Chief Officer Group and in particular BTP Finance and Commercial Director; Head of Commercial; Senior Officers and Police Staff, Police Authority, stakeholders.

At a senior and strategic and tactical level via corporate meeting structures e.g. Portfolio Change and Investment Board.

Member of the BTP2021 senior change team

Member of the Director of Strategy and Change SLT

**External**

The work of the post holder will involve liaison with senior officers, police and police staff managerial and non-managerial staff from Home Office police forces, train operating companies, and partner organisations.

It may include liaison with central government departments, civil servants and politicians.

A critical role is to benchmark the BTP estates transformation programme, identifying risks/ and collaboration options which draw on best practice. This should be sought both internal and external to Police.

The post holder may be required to represent BTP at external meetings, conferences, etc.

**G. REQUIREMENTS:** *The skills, knowledge, experience, qualifications and training required to perform the job.*

**Essential Criteria:**

Qualifications and Training: Chartered Building Surveyor, Chartered Quantity Surveyor or equivalent and relevant experience in strategic estates issues and in directing and managing similar strategic multi-site estates projects.

**Experience:**

This should encompass:

- Proven leadership and delivery of a major estates transformation programme to time, cost and performance
- Commercial negotiation of major leases
- Delivery of business and financial benefits and efficiencies

**REWARD**

**Skills:**

Programme management of a complex estates transformation, managing risks, and realising benefits

Ability to lead lease negotiations to a successful conclusion realising requirements, benefits and value for money

Intelligent customer for managing contracts and negotiations with landlords, in order to manage public money effectively

Ability to effectively implement end-to-end agile working programme, including all associated scoping work such as workstyle assessments, premises space design principles, enabling technology roadmaps, ensuring accessibility to meet disability needs etc.

Ability to communicate a clear vision and strategic priorities for the future and motivate others to work towards this vision.

Ability to negotiate and influence internal and external stakeholders on highly complex, sensitive or contentious issues.

Outstanding planning, programming and leadership skills to knit together and align a complex change programme

First class oral and written communication skills.

Ability to work as part of a corporate team; able to demonstrate and contribute to corporate cohesiveness with proven leadership and excellent team management skills, with the ability to stimulate thinking and action in others

Evidence of strong personal drive, resilience and determination.

An innovative approach that seeks continuous improvement - irrespective of the source of best practice - with the skills to embed this within the organisation as a sustainable approach

Proven ability to utilise a variety of tools and techniques in planning, organisational change, analysis, diagnosis, re-design, implementation, evaluation and performance improvement (e.g. balanced scorecard, lean thinking, PRINCE2, MSP, EFQM, stakeholder segmentation, zero based budgeting, process improvement techniques etc).

**Knowledge:**

Estates procurement and relocation,

A detailed understanding of agile working, including associated technologies, policies, cultural challenges and application within a national organisation.

A well-developed understanding of organisational culture and dynamics when undergoing or implementing change.

**Desired Criteria:**

**Qualifications and Training:**

**Experience:**

**REWARD**



Skills:

Knowledge:

H. **ANY ADDITIONAL INFORMATION:** *Information relevant to the role, including any particularly challenging/ difficult aspects of the job. If competencies have been developed for this post, these can be listed here.*

I. **AUTHORISATION DETAILS:**

Prepared By: \_\_\_\_\_ Date: \_\_\_\_\_  
Authorised By: \_\_\_\_\_ Date: \_\_\_\_\_