West Midlands Combined Authority

Job Description

Job Title:	Associate Director of Property & Estates
Directorate/Team:	Major Programmes / Property & Estates
Location:	16 Summer Lane or other site/location
Responsible to:	Executive Director of Major Programmes
Responsible for:	Property and estates senior managers, professional teams and commissioned advisers.
Key working relationships: (internal)	Chief Executive, Mayor and Political Office and Executive Board; Senior leaders and equivalent specialists across WMCA; Major Programmes, Transport, Environment and Net Zero, Finance, Legal and Governance, Procurement and other corporate service teams; Property, estates, asset management, development and regeneration teams
Key working relationships: (external)	Chief Executives and senior officers across constituent and local authorities; Senior officials across HM Government departments, agencies and Homes England; Elected members and political stakeholders; Landowners, developers, investors, transport bodies and strategic delivery partners; Professional advisers, consultants, commissioned partners and specialist suppliers; Statutory bodies, regional networks, businesses, communities and representative organisations

Purpose of the Post

To provide senior strategic and operational leadership for WMCA's property and estates portfolio, operating across infrastructure delivery, corporate property management and property-led regional regeneration where WMCA has a direct land, property or asset interest. Reporting to the Executive Director of Major Programmes, the postholder is accountable for translating organisational strategy into effective property and estates plans, delivery and outcomes at scale.

The role is responsible for driving the lifecycle asset management and transformation of corporate and operational estates, leading complex and high-value land assembly, acquisition, disposal, property development and commercial property arrangements, and supporting the unlocking of complex brownfield regeneration sites where WMCA has a direct land, property or asset interest. Acting as WMCA's senior property adviser and professional lead, the postholder will ensure property and estate decisions are commercially robust, evidence-led and supported by effective governance, assurance, risk management and professional standards.

As a senior leader, the postholder will contribute to wider WMCA priorities, organisational performance, culture and transformation beyond the immediate property and estates portfolio. Working through senior leaders, professional teams and strategic partners, the Associate Director will translate complex property, commercial and regeneration issues into clear direction, priorities and delivery plans, ensuring WMCA's property assets support economic growth, transport connectivity, environmental and net-zero commitments, organisational resilience and sustainable public value across the West Midlands.

Accountabilities

- Lead the property and estates portfolio, ensuring delivery of agreed outcomes and alignment with WMCA priorities, major programmes and regional ambitions.
- Translate organisational strategy into integrated property and estates plans, priorities and measurable public value outcomes.
- Lead the management and transformation of the portfolio to support operational requirements, financial sustainability, environmental objectives and organisational resilience.

- Exercise delegated authority for complex and high-value land assembly, acquisition, disposal, property development, partnership and property joint-venture arrangements within approved governance frameworks.
- Provide authoritative property advice and recommendations to the Executive Director, Executive Board, political stakeholders and relevant governance bodies.
- Ensure effective governance, assurance, statutory compliance, risk management and professional standards across the property and estates portfolio.
- Lead through senior managers, professional teams and commissioned advisers, building organisational capability, succession strength and professional resilience.
- Manage significant capital and revenue budgets, property assets, commercial commitments and external resources to secure value for money and sustainable outcomes.
- Work across directorate and organisational boundaries to align property and estates activity with wider WMCA priorities, programmes and corporate requirements.
- Build productive relationships with constituent authorities, government bodies, landowners, developers, investors, delivery partners and communities to support organisational and regional outcomes.
- Contribute to corporate leadership, transformation, performance and continuous improvement beyond the immediate portfolio.

Responsibilities

Strategic

- Lead the development, implementation and review of the property and estates strategy and associated plans, covering corporate and operational estates, asset management, property investment requirements, property development, land assembly and property-led regeneration where WMCA has a direct land, property or asset interest.
- Translate WMCA priorities into clear portfolio, service and delivery plans, maintaining alignment with major programmes, regional ambitions and long-term operational requirements.
- Lead the transformation and optimisation of the portfolio, identifying opportunities to improve utilisation, reduce cost, generate value, manage liabilities and support organisational resilience.
- Ensure property and estates plans and delivery contribute to WMCA's sustainability, carbon reduction and environmental objectives, including the delivery of agreed net-zero commitments.
- Align property, land and estate requirements with the planning and delivery of major infrastructure, transport and regeneration programmes.
- Develop and oversee commercially robust property partnerships, property joint ventures and development structures that balance property risk, return, public value and regional outcomes, working with the Commercial and Investment function on any associated investment product, fund or capital deployment decision.
- Provide strategic advice, constructive challenge and evidence-based recommendations to the Executive Director, Executive Board, political stakeholders and relevant governance bodies on complex property, commercial and regeneration matters.
- Identify and respond to changes in property markets, legislation, government policy, funding and regional priorities, identifying implications, risks and opportunities for WMCA.
- Apply political awareness and provide system leadership by convening partners, aligning interests and influencing property, development and regeneration decisions across organisational boundaries.
- Promote innovation, digital capability, evidence-led decision-making and continuous improvement across the property and estates portfolio.

People

- Lead through, inspire and develop senior managers, professional teams and commissioned advisers across the property and estates portfolio, building organisational capability, succession strength and professional resilience.
- Establish clear delegated accountabilities and lines of sight from strategic priorities through to individual and team delivery.
- Hold senior managers and professional leads to account for delivery, performance, quality and effective use of resources within their delegated responsibilities.
- Create and sustain a high-performing, inclusive and psychologically safe culture in which people are empowered and held accountable for outcomes.
- Develop the next layer of leaders, experts and specialists through effective performance management, succession planning, talent development and continuing professional development.

- Promote collaborative and matrix working across property, programmes, finance, legal, procurement, transport and other professional disciplines.
- Maintain appropriate professional leadership, standards, ethics and quality assurance across internal teams and external advisers.
- Champion WMCA's values, behaviours, equality, diversity, inclusion and accessibility expectations.

Operational

- Oversee property, estate, land assembly and property-led regeneration activity where WMCA has a direct property, land or asset interest, within agreed strategic, financial, programme, quality and governance parameters.
- Lead complex property development and land assembly activity, including negotiation, acquisition, disposal and, where appropriate, compulsory purchase processes, ensuring that property decisions are evidence-based and legally and commercially robust.
- Establish effective governance, assurance, decision-making and reporting arrangements for property transactions, development activity, joint ventures and estate management.
- Ensure strategic, operational, commercial, financial, legal, health and safety and reputational risks are identified, managed and escalated appropriately.
- Ensure compliance with relevant property, planning, procurement, health and safety, environmental and public-sector governance requirements, supported by appropriate specialist advice.
- Oversee the preparation of property business cases, property option appraisals, valuations, asset proposals, reports and recommendations for Executive and political decision-making, contributing property evidence to investment proposals led through Commercial and Investment governance where appropriate.
- Set and monitor performance standards for the portfolio, using appropriate financial, operational, asset, sustainability and programme information to drive delivery and improvement.
- Promote consistent professional, technical, ethical and operational standards across internal teams, partnerships, commissioned services and external advisers.
- Lead the response to complex operational, commercial or reputational issues affecting WMCA's property interests.

Financial

- Lead financial planning, budget management and resource allocation across the property and estates portfolio within delegated financial authority, including relevant capital and revenue budgets.
- Ensure robust property, commercial and financial appraisal of acquisitions, disposals, developments, leases, property joint ventures and other property arrangements, with investment appraisal and fund deployment undertaken through the Commercial and Investment function where applicable.
- Maintain effective financial controls, delegations, governance and stewardship arrangements, ensuring compliance with WMCA's financial regulations and decision-making requirements.
- Ensure property decisions demonstrate value for money, affordability, deliverability and appropriate consideration of whole-life cost, risk and public value.
- Optimise the financial and operational performance of the portfolio, including income, expenditure, liabilities, asset utilisation and investment requirements.
- Support corporate investment, prioritisation and resource-planning decisions by providing clear, evidence-based advice on property implications, asset options, land requirements and property risks.
- Ensure commissioning, procurement and management of professional services and suppliers are commercially robust and deliver the required quality and value.
- Ensure financial and property decisions support the long-term sustainability and resilience of WMCA.

Other

- Act as a senior leader, contributing to corporate and system leadership beyond the immediate property and estates portfolio to support WMCA-wide priorities and regional outcomes.
- Support the stewardship of WMCA's values, culture, reputation, assets and long-term sustainability through effective leadership of the property and estates portfolio.
- Represent WMCA professionally at regional, national and sector forums, as required and within agreed authority.
- Promote equality, diversity, inclusion and accessibility in leadership, decision-making, commissioning, property strategy and service delivery.
- Maintain the highest standards of integrity, professional conduct and transparency, identifying and managing actual or potential conflicts of interest.

- Ensure compliance with relevant legislation, governance frameworks, organisational policies and applicable professional standards.
- Work flexibly across organisational and system boundaries to meet changing WMCA priorities.
- Undertake any other duties commensurate with the scope, responsibilities and seniority of the role.

Person Specification					
Candidates/post holders will be expected to demonstrate the following:	**Essential / Desirable**		**How Evidenced?**		
Experience	**E**	**D**	**A***	**I***	**T***
Significant senior management experience within a large and complex organisation, leading a substantial property, estates, asset management, development, regeneration or related professional portfolio.	X		X	X	
Successful track record of translating organisational strategy and priorities into deliverable property and estates plans and outcomes.	X		X	X	
Experience of leading and developing senior managers, multidisciplinary professional teams and external advisers, including building capability and managing performance through others.	X		X	X	
Substantial experience of complex land assembly, property development, acquisition, disposal, asset management or regeneration activity associated with major capital or infrastructure programmes.	X		X	X	
Experience of developing or overseeing commercially robust partnerships, joint ventures or comparable property and development arrangements.	X		X	X	
Experience of contributing to organisational strategy and influencing senior, executive or political decision-making.	X		X	X	
Experience of leading strategic planning, transformation and continuous improvement within a complex portfolio or service environment.	X		X	X	
Experience of managing significant capital and revenue budgets, resources, commercial commitments and financial risk within appropriately delegated authority and governance frameworks.	X		X	X	
Experience of establishing effective governance, assurance, compliance and risk-management arrangements for complex property or investment decisions.	X		X	X	
Significant experience of working with senior political, government, commercial and public-sector stakeholders across organisational boundaries.	X		X	X	
Experience within local government, a combined authority, public infrastructure, transport, regeneration or a related public-service environment.		X	X	X	
Experience of compulsory purchase, complex public-sector land assembly or comparable statutory acquisition processes.		X	X	X	
Experience of leading organisational responses to estate decarbonisation, sustainability or net-zero requirements.		X	X	X	
Skills / Knowledge	**E**	**D**	**A***	**I***	**T***
Ability to provide senior strategic and operational leadership and translate organisational and regional priorities into clear property and estates delivery outcomes.	X		X	X	
Authoritative knowledge of property and asset management principles, valuation, commercial property, development and land assembly, with a strong understanding of the legislative, regulatory, statutory and planning frameworks relevant to public-sector property activity.	X		X	X	

Ability to lead through others across complex organisational and partnership structures, establishing clear delegated accountability and empowering senior managers and professional teams.	X		X	X	
Strong commercial and financial acumen, including the ability to assess investment, affordability, risk, whole-life cost and public value.	X		X	X	
Strong understanding of governance, assurance, risk management and decision-making requirements associated with significant public assets and commercial transactions.	X		X	X	
Ability to interpret complex professional, commercial, legal and technical information and translate it into clear strategic advice and recommendations.	X		X	X	
Ability to translate ambiguity and complex property, commercial and regeneration issues into clear priorities, decisions and delivery plans.	X		X	X	
Excellent communication, negotiation and influencing skills, with the credibility to advise and work effectively with political leaders, Executive Board members, government, developers, investors and professional partners.	X		X	X	
Ability to apply systems thinking and align property activity with infrastructure, transport, regeneration, environmental and organisational priorities.	X		X	X	
Ability to lead complex transformation, portfolio improvement and organisational change.	X		X	X	
Understanding of workforce planning, professional capability, succession planning and leadership development.	X		X	X	
Ability to exercise delegated authority and make sound, evidence-led decisions within approved governance frameworks, including in ambiguous, politically sensitive and commercially complex environments.	X		X	X	
Strong political awareness and understanding of public-sector accountability and stewardship.	X		X	X	
Knowledge of equality, diversity, inclusion and accessibility and their application to leadership, property decisions, commissioning and the built environment.	X		X	X	
Ability to use data, digital tools and emerging technology to strengthen asset intelligence, professional judgement, portfolio management and organisational performance.	X		X	X	
Understanding of the economic, social, environmental and public-policy context affecting property, infrastructure and regeneration in the West Midlands.		X	X	X	
Qualification / Education / Training	**E**	**D**	**A***	**I***	**T***
Degree-level qualification in real estate, estate management, surveying, property, regeneration or a related discipline, or equivalent substantial professional experience.	X		X		
Chartered membership of the Royal Institution of Chartered Surveyors or another directly relevant professional body.		X	X		
Evidence of continuing professional and leadership development.	X		X	X	

***Key: A** = Application, **I** = Interview, **T** = Testing/Assessment

Core Expectations	
Health, Safety & Wellbeing	All employees have a duty to take reasonable care for the health, safety, and wellbeing of themselves and of other persons who may be affected by their acts or omissions at work; and co-operate with their employer so far as is necessary to enable it to successfully discharge its own responsibilities in relation to health, safety, and wellbeing.
Equality & Diversity	Promote and champion equality and diversity in all aspects of the role.
Learning & Development	Participate in and take responsibility of any learning and development required to carry out this role effectively.

Performance Management	Actively engage in the performance management process and take responsibility for managing performance outcomes.
GDPR	Ensure the reasonable and proportionate protection, processing, sharing, and storing of WMCA information in accordance with the relevant legislation, corporate policies, and in the best interests of the data subjects (Data Protection/GDPR), the WMCA, our partners, and the West Midlands, in all aspects of the role.
Adherence to Policies	Be aware of and comply with all organisation policies.
Matrix Working	Work in a matrix way when required by actively collaborating across traditional boundaries—such as directorates, functions, or geographic areas—to achieve shared goals. Depending on your role, you may contribute to multiple projects or workstreams, often working alongside different teams and leaders.
Business Continuity	All staff should actively participate in business continuity training and exercises when required, ensuring they understand and follow business continuity plans and procedures to maintain organisational resilience during disruptions.
Other	There may be a requirement to work outside normal office hours on occasion, including a requirement to work within stakeholder and partner offices within the WMCA constituent area on a regular basis.

Values	
Collaborative	We work as one organisation. Together we build trust, connection and shared purpose across teams, partners and residents to create the biggest impact for our region.
Inclusive	We value difference. Creating an environment where people belong, and feel psychologically safe, so we can all thrive and shape a West Midlands built for everyone.
Innovative	We are courageous. We embrace new ideas and challenge the status quo to continuously improve and shape the future of the West Midlands.
Driven	We are focused on outcomes. We perform at our best to unlock productivity and delivery, achieving the greatest regional impact.
Our culture is built on collective leadership, where everyone plays a part in shaping how we work and succeed together. Guided by our values, we create an environment where people feel valued, supported and able to contribute their best. Through behaviours grounded in clarity, care and courage, as set out in our Leadership Statement we are making the West Midlands Combined Authority the best place to work and belong.	

Additional Post Requirements							
Politically Restricted Post		**Disclosure and Barring Service (DBS)**				**Vetting**	
Yes ☐	No ☐	Basic ☐	Standard ☐	Enhanced ☐	None ☐	Yes ☐	No ☐

Job Evaluation Details			
Date Evaluation Agreed	**JEP Reference**	**Grade**	**Job Family**
Position Reference			