

NHS PROPERTY SERVICES LTD
Job Description

Job title:	Principal Operations Manager
Grade:	4
Type of role:	Permanent
Base:	Location flexible with an agreed office base
Travel requirements:	National, as reasonably required
Responsible to:	Head of Operations (North or South)
Accountable to:	Chief Operations Officer
Managerially responsible for:	Senior Facilities Services Managers Technical Services Managers Minor Works Managers
Directorate:	Operations
Job reference:	OPS001
Last updated:	July 2018
Key relationships:	Head of Operations (North or South) Principal Construction Managers Principal Property Managers Principal Finance Managers Senior Facilities Services Managers

Job Summary

NHS Property Services Ltd is one of the largest property owners in the UK, with a £3 billion asset portfolio, some 4,000 properties, 3,000 employees and an annual income of over £700 million.

Established in April 2013, the company is a limited company but also part of the wider NHS family. Having inherited responsibility for the facilities and property management functions previously managed by NHS primary care trusts and strategic health authorities, we own and run properties that range from listed buildings and former workhouses through to award-winning, state-of-the-art integrated health campuses.

Our aim is to deliver a fit for purpose estate in partnership with NHS organisations, generating cost efficiencies that will benefit our tenants, patients and the wider health economy.

Main purpose / scope of the role

The purpose of the role is to provide operational leadership within a defined geographical zone to ensure the company's Operations Strategy is delivered. This includes the management of customer relationships, ensuring effective service delivery through the management of internal delivery teams and suppliers, delivery of minor capital works and the management of Health and Safety¹ risks within the area.

Key responsibilities

Customers Management

- Design and implement customer engagement strategies to ensure effective management of customer relationships within the geographic area of responsibility and to ensure customer service needs are identified and communicated through the organisation.
- Influence, direct and manage the delivery of services so that the company is seen as a trusted business partner.
- Represent the business with major customers to enhance the company's reputation and foster an open and transparent approach to relationships.
- Seeks opportunities to grow the business with customers.
- Be available to manage escalated incidents out of hours, as per Emergency Preparedness and Response process and deputisation details.

Service Delivery

- Influence development of company service delivery approach.
- Design, implement and manage a governance framework with local suppliers and sub-contractors to ensure that service standards and SLAs are effectively managed and commercial opportunities to reduce costs are exploited, linking to Procurement and Vendor Management teams.
- Manage and direct local Service Delivery teams and contractors.
- Ensure that local FM Services are delivered to customer expectations and in line with contractual requirements.
- Where necessary act as the Head of Operations as defined under HTMs.
- Ensure achievement of agreed service delivery key performance indicators and associated targets.
- Manage and develop local Service Delivery teams to ensure that services are delivered to agreed service level agreements (SLA's).
- Promote the adoption of innovative strategies and techniques.
- Responsible for proposing and drafting changes, implementation and interpretation to policies, guidelines and SLA's. Amendments to follow the management of change process involving relevant stakeholders for proposing changes, review and approval.
- Instill a culture of continuous improvement within in-house teams to improve the

¹ Health and Safety term used to cover Health, Safety, Environmental, Security and Quality issues and performance.

effectiveness and efficiency of service delivery.

Capital Investment

- Design and implement strategies to manage the building lifecycle replacement requirements of the local estate.
- Direct the team responsible for the delivery of the 'minor works' element of the plan.
- Create effective governance framework, including Leadership and Management responsibilities to ensure the delivery of the Minor Works Capital Plan in line with requirements.

Safety and Compliance

- Deliver a high quality, professional and robust Safety Plan for the geographical area of responsibility. Compliance assurance to be owned by Technical Services.
- Ensure delivery of the Zone Safety Plan ensuring the principles of risk management are upheld.
- Monitor and review performance to ensure systems are effective through assurance and audit checks.
- Demonstrate Health & Safety leadership behaviours to continually develop our Safety culture ensuring all our employees and those we serve go home safe every day.

Organisation and People

- Accountable for developing and owning the operational people strategy for the Zone, including recruitment, development and management and working with the team to ensure that this is incorporated into the consolidated plan for the company.
- Contribute to the company strategic planning process and delivery of priorities and manage consequential adjustments to activities as required.
- Develop Zone plan for the delivery of the role's responsibilities including identifying interdependencies, managing risks, modelling the potential impacts on the wider organisation, determining resource requirements and building in contingency where necessary.
- Full management of personnel including resourcing, discipline and development of resources meet requirements.
- Lead a team of colleagues, ensuring they are motivated, trained and utilised and that work is completed to meet schedule and quality targets.
- In conjunction with HR implement effective people management and development plans to ensure the Operations is resourced with talented, motivated people, who play to their strengths to meet the business needs.

Performance Culture

- Development of a performance focused culture that emphasises collaboration, accountability and compliance obligations.
- Act in a way that is aligned to the values of NHS Property Services (NHSPS) with personal integrity and is commercially solutions focussed.

Key Working Relationships

- The post-holder is required to build and maintain good working relationships with a broad range of internal and external stakeholders on a range of business sensitive issues.

- Lead as the expert; integrating systems and managing effective working relationships with the appropriate stakeholders.
- Drive and challenge each key working relationship to innovate and drive reform to achieve agreed objectives.
- Provide and receive highly complex, sensitive and contentious information, including presenting information about projects and dependencies to a wide range of internal and external stakeholders in formal settings.
- Manage potentially aggressive and/or antagonistic situations with personnel and other stakeholders within change programmes for successful outcomes.
- Deal with complex and conflicting subject matter problems in day to day work load during workshops, meetings, one on one communications and other events, comprising various parts of the business. Effectively managing competing priorities.
- Nurtures key relationships with senior and high-profile individuals and responsible for the maintenance of these networks.
- Link with NHSPS managers and members of other teams to address inter-dependencies and ensure alignment.
- Employ effective communication, negotiation and influencing skills to enable successful change management with stakeholders at all levels (including senior management) who may hold differing and contentious views.
- Represent the company in sensitive and political situations, delivering difficult messages where required to high-level audiences.
- Effective stakeholder management across different departments and at all levels, maintaining relationships with key and high-profile stakeholders, such as key strategic regional and national policy makers.
- Ensure optimum engagement, securing appropriate buy in, support and understanding

Person Specification

	Essential	Desirable
Qualifications	<ul style="list-style-type: none"> ▪ Degree level or equivalent vocational/professional qualification or, equivalent relevant professional experience, plus: ▪ Business Management qualification e.g. MBA or equivalent relevant professional qualification e.g. Diploma in Management (Chartered Management Institute) qualification or experience ▪ Evidence of commitment to personal development and continuing education 	<ul style="list-style-type: none"> ▪ Qualifications in Facilities Management and/or Safety ▪ Chartered member of British Institute of Facilities Management ▪ Member or Fellow of the Royal Institute of Chartered Surveyors ▪ Chartered Member of the Institution Occupational Safety and Health. ▪ Member of Institute of Environmental Management and Assessment (IEMA)
Knowledge	<ul style="list-style-type: none"> ▪ Extensive knowledge of Facilities Management, Safety and Compliance and small works ▪ Proven experience of implementing Operations Management Systems and continuous improvement ▪ Expert experience with a range of different FM, Safety and Compliance delivery models ▪ Practical knowledge of safety legislation ▪ Knowledge of risk management and corporate governance ▪ Financial awareness and budget management ▪ Knowledge of limitations of own competency and when to ask for competent support 	<ul style="list-style-type: none"> ▪ Knowledge and experience of the Construction (Design and Management) (CDM) Regulations
Experience	<ul style="list-style-type: none"> ▪ Senior management position in a Facilities Management role ▪ Experience of developing and implementing strategies and policies ▪ Experience of leading a multi discipline team, giving purpose and clear direction and promoting teamwork to ensure high motivation and performance ▪ High level experience in Operations management ▪ Demonstrable experience in large-scale organisational change ▪ Experience in managing senior stakeholders ▪ Demonstrable experience of leading 	<ul style="list-style-type: none"> ▪ Experience of Property Services ▪ A working knowledge and understanding of NHS agenda ▪ Management of complex and geographically diverse operations

	Essential	Desirable
	<p>and directing in-house delivery teams</p> <ul style="list-style-type: none"> ▪ Significant experience in managing sub-contracted services ▪ Significant experience managing compliance and safety management activities ▪ Significant experience in managing small capital works activity ▪ Experience of measuring customer satisfaction ▪ Experience of customer management ▪ Significant experience of directing operational functions across multi sites and multi disciplines ▪ Up to date knowledge and experience of resource utilisation and control 	
Skills	<ul style="list-style-type: none"> ▪ Excellent written and verbal presentation and communication skills Demonstrable ability to influence and build internal and external partnerships ▪ Highly developed negotiation and influencing skills ▪ Ability to provide leadership ▪ Ability to work cohesively/collaboratively within the Senior Management team of the company ▪ Strong strategic, analytical, investigative and problem-solving skills ▪ Highly developed negotiating skills ▪ Ability to work under pressure, and consistently meet tight deadlines and offer practical solutions ▪ Able to work in a customer led environment and satisfy major stakeholders ▪ Ability to demonstrate effective 	<ul style="list-style-type: none"> ▪ Awareness of social, political, financial, economic and wider business issues affecting Facilities Management organisations, particularly the NHS

	Essential	Desirable
	<p>management and leadership skills in a changing environment</p> <ul style="list-style-type: none"> ▪ Research, networking and horizon scanning skills 	
Personal qualities/abilities	<ul style="list-style-type: none"> ▪ Takes initiative and consistently drives for improvement and high-quality service ▪ Inspires confidence and empowers others to achieve organisational goals ▪ Ability to demonstrate tact and diplomacy, and maintain confidence ▪ The ability to motivate people at all levels ▪ Flexible and prepared to take on new roles as the job develops over time ▪ Ability to counsel and reassure others at all levels and to use empathy where appropriate ▪ Willingness to adapt and learn new skills ▪ Maintain CPD as appropriate. 	
Other requirements as applicable	<ul style="list-style-type: none"> ▪ Ability to travel to remote locations around the zone and across England. ▪ Flexibility regarding travel, working hours and days. ▪ Car driver with full clean license ▪ Be available to manage operational escalations outside of normal office hours and assign deputies as per reporting lines 	