

GLOUCESTERSHIRE MANAGED SERVICES

ASSOCIATE DIRECTOR OF

FACILITIES

JOB DESCRIPTION

Job Title:	Associate Director of Facilities
Band:	GMS SPOT Salary
Hours:	37.5 (1 W.T.E)
Reports To:	Director of Operations
Accountable to:	Director of Operations
Line management responsibility for:	Facilities Service Operational Leadership and Support Team
Department/Area:	GMS Corporate Function
Location:	Cross site working across Cheltenham & Gloucester

BACKGROUND

GMS is a forward looking and enterprising organisation with a clear vision for the future of delivering high performing services with a focus on continuous improvement, and a workforce of circa 700 employees who are dedicated to achieving its vision,

On 1st April 2018, Gloucestershire Managed Services was launched as the wholly owned subsidiary company of Gloucestershire NHS Foundation Trust, delivering a managed estates and facilities service covering:

- Domestic services/cleaning
- Estates maintenance and capital development
- Catering, both retail and for patient meals
- Switchboard/contact centre
- Sustainability/Compliance professional services
- Medical equipment sterilisation (CSSD)
- Portering
- Waste management
- Grounds & Gardens
- Medical engineering (supply and maintenance of medical devices)
- Security services
- Linen and Laundry
- Energy procurement and generation
- Transport and logistics
- Stores and consumable supplies
- Procurement
- Estates professional services

GMS Vision Mission and Values

Vision

- Together, exceptional every day

Mission

- Excellence in service delivery

Values

- Excellence
 - ❖ we are proactive, enthusiastic and put the customer first in everything we do
- Inclusive
 - ❖ we work as a team and value everyone's contribution
- Integrity
 - ❖ we are honest, principled and reliable
- Listening
 - ❖ we are welcoming and are interested in other people's thoughts and feelings

JOB SUMMARY

The Associate Director of Facilities will be a key member of the Gloucestershire Managed Services (GMS) Senior Management Team (SMT), holding accountability for the ongoing work of defined operational Facilities services using strategic, business and operational skills to ensure high performing services that deliver against performance standards.

Responsible for leading the direction and coordination of the Facilities Services delivery organisation, the Associate Director of Facilities will work as part of the GMS Senior management Team, and will attend the GMS Board when requested.

To advise the Operations Director and Board on the operational delivery of defined facilities services, maintenance of national and local performance targets, and national standards.

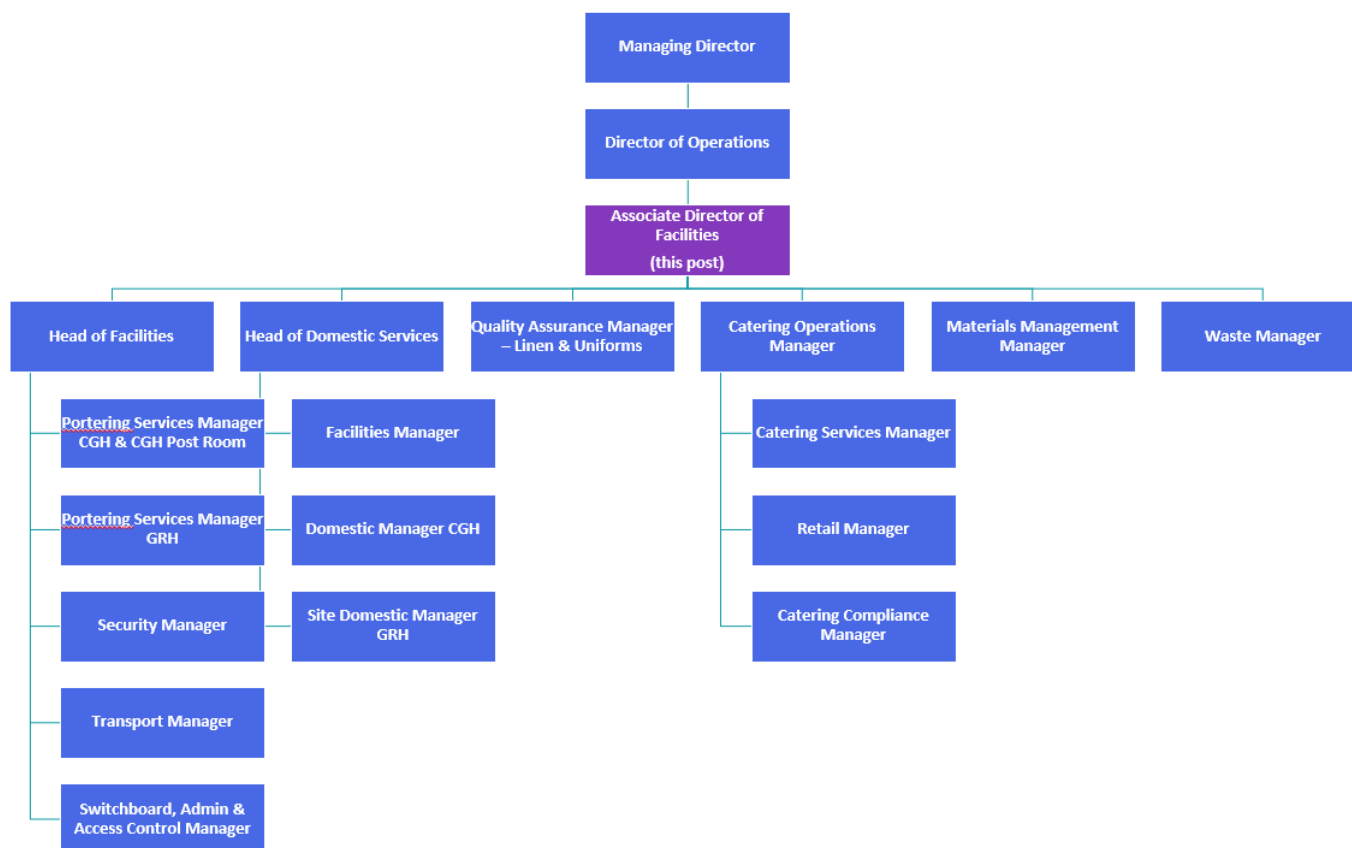
To support the Operations Director and Managing Director in ensuring GMS delivers its strategic and operational ambitions as outlined in the business plan;
Responsibilities of the role will include:

- Delivery and development of high-quality services achieved through the engagement of the workforce, customers and other stakeholders. Ensuring effective management of the Facilities service delivery organisation on a day-to-day basis ensuring provision of appropriate, effective high quality service delivery in accordance with specific defined service portfolio.
- Working with the management team, SMT and Board to develop and sustain an organisational culture that will enable GMS to deliver exceptional services and to achieve excellence in service delivery.
- Contributing to the successful delivery of corporate objectives as a member of the SMT and ensure all facilities services deliver appropriate and effective leadership and deliver on all key objectives.
- Through active engagement be accountable for the design and delivery of facilities services which consider the needs and expectations of service users.
- Promoting the GMS vision, values and strategic objectives across the organisation and facilities service delivery teams.
- Ensure that Facilities Service leads are empowered to develop, lead and implement changes in service delivery and improvement in line with the GMS

strategy and objectives.

- Lead on the development of a culture of continuous improvement in order to meet quality, financial and performance targets ensuring alignment with customer strategic objectives.
- Manage performance and ensure that all facilities services can meet all activity, financial, budget and service level targets.
- Ensure that the highest standards of governance and probity are maintained by ensuring all resources within facilities service delivery work effectively and are managed in accordance with GMS policies and procedures.
- Participate fully in appraisal and mandatory/statutory training and ensure that direct reports are appraised on an annual basis and maintain up-to-date their training records.
- Participate in the development and maintenance of effective, timely and accurate performance management processes and systems.
- Working with the Finance & Commercial Director and Team to ensure there are robust arrangements in place for budgetary management, cash management and cost and service efficiency improvement planning.
- Ensure that all service development proposals are properly developed in accordance with the GMS business case process.
- Ensure at all times visible leadership which positively demonstrates the GMS values and leadership behaviours.
- Ensure effective business continuity and effective major incident plans are in place, for Facilities Services in collaboration with other GMS Senior Leaders and these are communicated out and understood/regularly reviewed.
- Ensure that all facilities services contribute to and are informed of emergency preparedness processes and those processes are fit for purpose.
- Responsible for the delivery of the business plan, as it relates to the defined areas of facilities service responsibility so that the organisation delivers a high performing and income generating service portfolio.
- Effective development and management of the facilities services operational teams to ensure quality service delivery.
- As a member of GMS Leadership Team and SMT developing and implementing business management goals and objectives
- Establish and manage the delivery of a communications plan for facilities services organisation community in collaboration with the GMS Communications lead and the Operations Director.

ORGANISATIONAL CHART



There are some 500 personnel associated with the functions managed by the Associate Director of Facilities.

The GMS ambition is to become the regional provider of choice for delivering managed services within the local health economy supporting the healthcare provision and to deliver excellent customer care.

MAIN DUTIES, RESPONSIBILITIES AND RESULTS AREAS

Leadership and Strategy

- To lead and manage defined Facilities service teams.
- To lead on the migration from post 2021 NCS to a fully compliant 2021 NCS team.
- To work with the SLT and trust to manage the commercial reviews and legal aspects of outsourced contracts that sit under facilities
- To lead and develop a new helpdesk including switchboard facility
- Attend Board meetings, attend Senior Leadership and Management Team meetings and appropriate Board sub-committees;
- Effective management and development of the facilities services operations team to ensure the delivery of the quality and financial objectives.
- To work with HR colleagues to ensure that all members of the Facilities Services operations SMT team have appropriate and challenging development plans, and to oversee their delivery.
- To lead delivery of the Facilities Service elements of the five-year business plan, demonstrating commercial focus, intelligence and enthusiasm.
- Plan and manage change in accordance with the GMS policy/strategic plan.

- To facilitate a culture and environment whereby staff continually learn and flourish.
- Ensuring the provision of training and learning development opportunities exist, in line with personal development plans, service needs and GMS strategy.

Developing and delivering safe and quality services

- Providing leadership for the Facilities Services organisation and management of performance and financial targets for Facilities services.
- Provide effective leadership in Health and Safety Management for all Facilities Service delivery operations for GMS, supporting the GMS mission for zero harm;
- To contribute to the company's Talent Management processes, supporting staff with identified potential to realise and achieve their full potential within the company.
- Working with Facilities Service Leads, Estates colleagues and Quality and Compliance colleagues, to ensure high levels of facility service delivery with a focus on continual service improvement.

Performance and Information

- Working with Leadership team and corporate support colleagues to ensure that the facilities service area is productive, efficient and viable.
- Ensuring that decision making within the service area is informed by an agreed range of Key Performance Indicators (KPIs) and business information which demonstrates the performance of the service.
- Ensuring that the facilities services deliver against locally and nationally agreed standards on a consistent basis.
- Respond to information provided, taking appropriate action to immediately rectify and address any delivery or capacity issues.
- Ensure KPI data for facilities services provided by GMS is produced and issued in accordance with reporting cycle and is robust when subject to audit scrutiny.

Business planning and Service Improvement

- Supporting the Operations Director and Leadership team in developing organisational goals and objectives aligned to the organisational ambition.

Resource Management

- Line management responsibility for defined Heads of Facilities Service including for training and development, sickness absence management, disciplinary and grievance management, and annual appraisals.
- Overall accountable for allocated budgets for Facility services, ensuring efficient use of resources along with provision of value for money services.
- Effective and timely management of budgets, with overspend and corrective plans actioned.
- To monitor the performance of direct reports, and wider workforce, addressing any identified weaknesses in performance, and areas of concern through rigorous processes supported by the application of HR policies.
- Approving spend as per delegated authority, overseeing budgets and financial performance for facilities services within the agreed remit.
- Managing the attraction, recruitment, retention and development of key staff and other team members as necessary for the continuous provision of facilities services to customers.

Communication and Working Relationships

- Engaging positively and effectively with senior colleagues across the corporate and operational areas of the organisation.
- Responsible for the management and positive development of a range of operational relationships external to the company, working with other organisations as needed;
- Ensuring an appropriate and effective information flow between the Operations Director and Facilities Services teams;
- Developing and maintaining effective working relationships with all levels of staff across the organisation.
- Working with Trust/customer counterparts as part of the contract reporting and review cycle.

Internal	External
Managing Director	Gloucestershire NHS FT
Finance & Commercial Director	Gloucestershire NHS FT corporate/shared services Financial, audit and legal advisors
Operations Director	Other customers
Service Delivery Operational Leadership Team	Specialist/professional bodies and regulators

ADDITIONAL INFORMATION

Review of Responsibilities and Duties

This role profile is not an exhaustive list of duties but is intended to give a general indication of the range of work undertaken and will vary in light of changing demands and priorities within the organisation. Substantial changes in the range of work undertaken will be carried out in consultation with the role holder.

Confidentiality and Data Protection

Employees will have access to confidential information and will be required to ensure that the highest level of confidentiality is maintained at all times, adhering to all policies relating to confidentiality.

Statutory and Mandatory Training

All staff are responsible for ensuring their statutory and mandatory training is compliant and up to date.

Health & Safety

All staff are required to comply with requirements of the Health and Safety at Work Act, and other relevant health and safety legislation and GMS policies and procedures.

All employees have a duty to report any incidents, complaints, defects in requirement, near misses and untoward incidents in line with GMS policies.

EFFORT, SKILLS AND WORKING CONDITIONS

Physical skills	Good keyboard skills are required and excellent IT and digital skills including Microsoft Office CAFM, Job management systems, reporting tools, risk management systems.
Physical effort	The post holder may be sat at a computer or in meetings for prolonged periods of time. There is likely a requirement for frequent travel between sites.
Mental effort	Concentration required for writing reports, attending meetings, business planning
Emotional effort	Exposure due to staff and stakeholder management.
Working conditions	Frequent computer use. The post holder will be based in an office environment however there will be flexibility and travel to meetings across and away from sites.

PERSON SPECIFICATION

Post	Director of Operations	Band	GMS spot salary
Dept	Corporate		

	Essential/ Desirable	Method of Assessment
Qualifications & Training		
Educated to degree in Estates/property/ facilities management subject area or equivalent level of experience (8 years) – In complex estate management at a senior level	E	
Educated to Masters level or equivalent experience	D	
Membership of professional body/bodies e.g CIOB, RICS, RIBA, CIBSE, IWFM(BIFM), IHEEM,	E	
Clear evidence of continual professional development	E	
Experience		
Experience in managing complex change to services.	E	
Demonstrated experience in successfully leading estates and facilities services in the healthcare and/or commercial sector	E	
Proven experience of budget setting and holding to account others for delivery within defined envelopes	E	
Seeking and building commercial relationships	E	
Business planning and development, including ability to disseminate information in a way that achieves buy in from stakeholders	E	
Evidence of developing and assuring delivery of complex business, service level, and strategic plans	E	
Involvement in business planning processes including strategic work	E	
Experience of writing and implementing policies and procedures over large areas of responsibility .	E	
Experience of managing staff including training and development needs, appraisals, sickness and absence, and disciplinary matters.	E	
Proven track record of leading and facilitating change in complex situations with a wide cohort of professionals.	E	

Skills & Knowledge		
Proven knowledge and experience of change management and leadership, including an ability to achieve change where resistance is experienced	E	
Highly developed analytical skills and problem solving as well as a confident and highly effective decision-maker.	E	
Proven track record of effective resource management	E	
Excellent communication skills, with an ability to present complex, sensitive and contentious information to a range of stakeholders where there may be barriers to acceptance.	E	
Excellent HR, communication, analytical, financial and conflict management skills.	E	
Ability to think and operate strategically with the ability to translate into practical delivery	E	
Clear understanding and experience of working to high performance management standards.	E	
Understanding of diverse business processes and strategy development	D	
An understanding of, and experience in, procurement procedures and Standing Financial Instructions.	E	
Proven strong customer relationship skills, both developing and building.	E	
Understanding of estates and facilities disciplines including hard and soft services engineering standards and built environment technologies	E	
Personal Qualities		
"Hands on" flexible approach	E	
Demonstrated strong leadership, assertiveness and interpersonal skills	E	
Demonstrated flexibility both with and across organisational boundaries with credibility and integrity.	E	
Commercially driven	E	
Appetite for service improvement	E	
An understanding of corporate social responsibilities	E	