

Job Description:
Head of Estates

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| Function: | Technical Services |
| Job:  | Head of Estates – Hereford |
| Position:  |  |
| Job holder: | TBC |
| Date (in job since): | TBC |
| Immediate manager (N+1 Job title and name): |  Business Director |
| Additional reporting line to: | Technical Services Director |
| Position location: | Hereford County Hospital |
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| 1. Purpose of the Job – State concisely the aim of the job.  |
| Reporting to the Business Director, you will be leading a team responsible for the front-line management of the day-to-day delivery of the Hard FM services to a PFI Contract, Hereford County Hospital. This will encompass all aspects of FM included within the agreed SLAs including the management of in-house and outsourced resources to deliver Hard services. Ensuring that the service delivery complies with best practice, mandatory and statutory requirements, contractual obligations and corporate governance.This includes the effective management and delivery of planned preventative maintenance programs, responding to the ‘reactive’ needs of the client, to ensure continuous improvement and financial performance within agreed budgets. The role encompasses the delivery of the annual Lifecycle Plan and Capital Projects.As a key member of the site Senior Management Team you will be a focal point for Key Stakeholders across customer and partner organisations and within the local community. |
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| 2. Dimensions – Point out the main figures / indicators to give some insight on the “volumes” managed by the position and/or the activity of the Department. |
| Revenue FY25: | £ xx M | EBIT growth from FY25: | ?? | Growth type: | n/a | Outsourcing rate: | n/a | Region Workforce | tbc |
| EBIT margin: | ?? |
| Net income growth: | tbc | Outsourcing growth rate: | n/a | HR in Region  | tbc |
| Cash conversion: | tbc |
| Characteristics  |  |

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| 3. Organisation chart – Indicate schematically the position of the job within the organisation. It is sufficient to indicate one hierarchical level above (including possible functional boss) and, if applicable, one below the position. In the horizontal direction, the other jobs reporting to the same superior should be indicated. |
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| **4. Context and main issues** – Describe the most difficult types of problems the jobholder has to face (internal or external to Sodexo) and/or the regulations, guidelines, practices that are to be adhered to. |
| * Performance standards and Monitoring Arrangements (HTM’s, HBM’s, SFG20.).
* Statutory and Mandatory Compliance
* Management of Sub Contractors & Specialist Services (Permit to Work Process).
* Maintaining the Estate to NHS ‘Estates code Condition B’.
* Financial Budgets
* Lifecycle programme / expenditure
* PFI compliance
* Delivery of contractual obligations including the due diligence for the standard framework for contract end/renewal
* Ability to work autonomously and as part of a Senior Management Team.
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| 5. Main assignments – Indicate the main activities / duties to be conducted in the job. |
| * Build solid relationships with Key Stakeholders to ensure Sodexo’s interests are protected.
* Attend, and lead as required, meetings with Key Stakeholders to monitor and improve service delivery.
* Ensure the Site Team present a professional image, uphold the Company reputation and deliver the required service.
* Ensure the contract is delivered to agreed budgetary parameters, maximising revenues, and optimising overall expenditure across the Contract.
* Ensure that all aspects of service outputs are delivered to comply with the Operating Contract, Statutory legislation and good working practice at all times.
* Ensure all services are Health & Safety compliant and services are delivered with Zero Harm mindset
* Ensure that works are delivered in a timely manner to avoid PMS and Unavailability deductions, along with effectively managing in-house and outsourced resources to deliver hard services.
* Work with Commercial and Procurement Teams to optimise financial returns and manage risk.
* Assist in the development of a high performing supply chain that meets the needs of the Contract.
* Manage Service Partners and suppliers in conjunction with contract documents and client requirements.
* Encourage, motivate & develop site-based teams, monitor progress, undertake performance reviews.
* Achieve and improve KPI objectives for the contract organisations and internal service provision assigned to carry out duties, this will include that all contractual self-monitoring audits are completed to an agreed standard by Facilities Managers and Site Teams.
* Quality and performance management of all services including monthly performance reporting, both internally and externally, and maintenance of the site document/asset registry.
* Maintain FM management systems for site-based operations to ensure that jobs are appropriately logged and reported.
* Responsible for the management of Capital Projects equipment upgrades and building and M&E asset replacements.
* Liaise with all levels of the organisational hierarchy.
* Ensure the cultivation of innovation and best practice and share across the wider business.
* Be available to respond and deal with any incidents that occur during out of normal hour’s emergency situations as part of a staff on-call rota system, along with being obtainable via telephone 24/7.
* Form relationships and engage with Sodexo Central Support Functions.
* Play an active role as a key member of the site Sodexo Senior Management Team.
* Adherence to all Sodexo policies and strategy, including EVP, Just Culture, Zero Harm
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| 6. Accountabilities – Give the 3 to 5 key outputs of the position vis-à-vis the organization; they should focus on end results, not duties or activities. |
| * Maintain and improve Stakeholder relationships
* Completion of all activities to contractual timescales
* Minimal levels of PMS and Unavailability deductions
* Financial performance in line with or better than budgetary forecasts
* 100% Statutory Compliance
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| 7. Person Specification – Indicate the skills, knowledge and experience that the job holder should require to conduct the role effectively |
| ***Essential**** Qualified to ONC/HNC standard in Mechanical or Electrical Engineering/Building Services or Building
* Previous experience of leading Hard FM Contracts, preferably within a Healthcare setting
* Previous Authorised / Responsible Persons formal appointments in the critical Building Services environment
* Experience in influencing change where required.
* Pro-active approach to building customer relationships.
* Excellent people management skills with the ability to build team engagement to improve productivity.
* Experienced in coaching, mentoring and influencing teams.
* Commercially astute. Articulate and able to represent the Company at all levels
* Good communication skills with the mental agility to ‘think on feet’ and provide convincing practical solutions
* Strong analytical skills with a strong bias towards P&L financial management.
* Intelligent approach to performance monitoring including relevant experience.
* Excellent time management skills.
* Proficient IT skills, including Excel, Word & Microsoft office / Analytical to ensure that data is used to drive performance
* Experience of working to ISO 9001 or similar quality system.
* Available to respond to out of normal hours emergency situations.

***Desirable**** Experience working within a Healthcare Environment, preferably the NHS
* Preferably NEBOSH Qualified
* Previous experience within the PFI arena
* Professional Member of BIFM
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| 8. Competencies – Indicate which of the Sodexo core competencies and any professional competencies that the role requires |
| * Drives Results
* Customer Focused.
* Builds Effective Teams & develops talent.
* Optimises Work Processes.
* Courage & Decision Quality
* Cultivates Innovation
* Decision Quality
* Ensures Accountability
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| 9. Management Approval – To be completed by document owner |
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| Version | 3 | Date | January 2025 |
| Document Owner | Rachael Lewis |

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