



Children's Hospices Across Scotland

## JOB DESCRIPTION – HEAD OF FACILITIES MANAGEMENT & PROJECTS

### Job Details

Job Title – Head of Facilities Management & Projects      Location – Scotland

Responsible to – Chief Operating Officer      Grade : Indicative Band 11 Salary up to £63k

Job Family – Corporate Services

### Job Purpose

To deliver excellent Facilities Management Services for all building users of CHAS premises across Scotland including children & families, staff, volunteers and visitors. To ensure services deliver value for money and support the delivery of the CHAS Strategic Plan;

To provide strategic leadership, management and direction to operations and project management functions across all CHAS properties including facilities management, building operations, general/reactive maintenance, PPM maintenance delivery, grounds and gardens maintenance, health & safety, procurement, cleaning, catering and hotel services.

Support the Chief Operating Officer and staff across the organisation to ensure that the workplace is a safe environment. Lead on ensuring systems are in place across CHAS that ensure hazards are identified, accidents investigated, all employees and volunteers are educated about risk and ensure necessary actions are taken to comply with Health & Safety Executive legislation.

To contribute, as a member of the CHAS leadership team, to the development and delivery of strategy, policy, operational plans and cultural change.

To lead the Facilities Management team through a period of significant organizational change and transformation.

## Main Duties

- Development and delivery of Hard and Soft Facilities Management Services across CHAS including the ongoing development, implementation and support of a number of key projects supporting delivery of the Asset Management Plan and wider Strategic Plan;
- Provide leadership and direction for Hard and Soft Facilities Management functions and ensure the effective management and technical control of all services.
- Provide robust and effective oversight of the planning, administering and direction of service contracts including development of service specifications and performance management of contracts/contractors.
- Establish and sustain productive relationships with all clinical and non-clinical functions.
- Develop, monitor and control use of the agreed budget ensuring value for money and effective control of expenditure. This will include subjecting service provision, methods of working and resource utilisation to regular review to ensure aligned to the needs of children's and families, staff and volunteers.
- Lead on ensuring systems are in place across CHAS that ensure hazards are identified, accidents investigated, all employees and volunteers are educated about risk, that reporting is in line with best practice and statutory requirements. and that necessary actions are taken to comply with Health & Safety Executive legislation.
- As a member of the CHAS Executive Leadership Team, participate fully in the corporate management of CHAS providing a high level of expert input.
- Deputise as required for the Chief Operating Officer representing CHAS across a range of forums

## Job Activities

Lead the delivery of a consistently high quality, integrated, responsive Operations service. Service delivery models need to be customer focused, sustainable and efficient in their working practices, including structures, working patterns, shift rotas, and related practices, across CHAS portfolio to deliver the highest levels of service and customer engagement.

Ensure the maintenance and all other operational activities are scheduled and that contractor activity is closely coordinated and complementary to services provided by in house staff. Ensure arrangements are in place to oversee on site activity and that contractors are appropriately coordinated and supervised within CHAS properties.

Lead the development and implementation of an effective Health & Safety Quality Assurance Function that sets standards for and programs and monitors all statutory compliance activities, optimizing budgets and maintenance priorities;

Ensure that internal teams and appointed external contractors/ consultants deliver effective 'Soft Landings' of projects into 'business as usual' operation and maintenance service delivery. Ensure necessary compliance certification is available at handover and prior to delivery of draft or completed Operations and Maintenance and Health and Safety files.

Prepare, implement and manage strategic and operational plans to meet business needs and objectives, ensuring that staff delivery models, structures and roles are clearly articulated, meet service delivery requirements and are within budgetary constraints.

Develop and maintain the 10 Year Asset Management Plan that captures on an ongoing basis the investment required to maintain and improve property in line with need and feed into the wider CHAS budget setting process. Ensure robust financial management systems and controls are in place and maintained to ensure the service delivery provides value for money. Resolve conflicts which may arise in relation to demand versus resources.

Work in close partnership with senior colleagues across CHAS to understand user needs and feedback on the delivery of the service under the new model and take forward further changes as needed in support of the children and family experience. Develop strong partnerships with CHAS colleagues to resolve, as necessary, any matters arising from change initiatives or day to day business. Be visible to colleagues across all levels of the organisation and make sure effective communication channels are in place to support the successful transition to and embedding of the new service model.

Manage risks and maintain business continuity plans to provide for reliability and resilience of all services.

Establish mitigation plans to maintain service delivery by having robust work practices and business continuity arrangements in place.

Ensure that the FM Team responds to emerging issues and threats and ensure risk-commensurate measures are in place and with colleagues to minimise disruption to care.

Lead on the continuous development and implementation of technical strategic and operational plans to meet business needs and objectives, in particular in relation to Project Management, Facilities Management, PPM maintenance delivery and waste management based on robust analysis.

Recommend areas of focus and investment, identify benefits and opportunities and prepare all associated business case evidence to inform investment decision making. Produce business cases that set out clear case investment of CHAS valuable resources

Provide management reports with data and key performance indicators and SLAs to continually develop service delivery and enhance processes; standard operating procedures; and performance and service levels to ensure there is clear alignment with the CHAS strategic plan and property redevelopment plan.

Lead the service delivery team through a complex and challenging period of change. Lead, motivate and develop staff ensuring cohesive and collaborative working and that staff behaviors and attitudes reflect CHAS values. In doing so promote a continuous improvement approach and high levels of staff engagement, ensuring that staff apply appropriate professional standards and demonstrate a culture of ownership and accountability to ensure the delivery of excellent, customer focused services. Actively promote staff development and career pathways. Ensure that workforce planning includes the best use of volunteer resources across all areas.

Lead on ensuring systems are in place across CHAS that ensure hazards are identified, accidents investigated, all employees and volunteers are educated about risk, that reporting is in line with best practice and statutory requirements. and that necessary actions are taken to comply with Health & Safety Executive legislation.

## Dimensions

- CHAS Hospices (Rachel House, Robin House)
- CHAS leased properties (Offices Edinburgh/Stepps, Retail Shops (Kinross/Dunfermline)
- Services offices Aberdeen/Inverness
- Ardoch Loch Lomond Events Venue
- Storage across Scotland
- Soft & Hard FM Revenue Budget £2.8m
- Annual Capital Budget £1.1m
- Soft FM Staff 30 WTE
- Hard FM 8 WTE

- Project Direction for new projects up to £5m
- CHAS Health & Safety Improvement Plan sets out a programme of activities which the post holder will oversee across the organisation to improve compliance and reporting.

## Decisions and Communications

The post holder will communicate with a wide range of senior clinical and non-clinical staff within CHAS and with a range of professionals and wider stakeholders in external organisations. Excellent communication skills are required in order to influence and persuade others and negotiate the implementation of change. Strong presentational skills are required as is the ability to express views convincingly.

Key contacts will include:

### Internal

- Chief Operating Officer, Chief Executive and members of Senior Leadership Team
- Management Team Colleagues and Clinical and Non Clinical Staff across CHAS
- Volunteer Development Managers and volunteers
- CHAS Chair and Trustees

### External

- External Suppliers & Contractors
- NHS Boards/Other Hospices/Public Sector Organisations
- Health & Safety Executive
- Children & Families
- Visitors
- Professional Services – Building surveyor/Real estate/ HSE consultants/ Fire Risk assessors etc

## Method of Assessment – Application/Interview/Selection Process



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## PERSON SPECIFICATION –HEAD OF FACILITIES MANAGEMENT & PROJECTS

### Education, Qualifications, and Training

#### Essential

- Educated to degree level in a relevant discipline e.g. facilities management, engineering or property management or significant professional experience within a similar environment;
- Strong evidence of continuing professional development relevant to the role;
- NEBOSH or equivalent managing safely qualification;

#### Desirable

- Post Graduate Qualification in related discipline
- General knowledge of mechanical and architectural trades and site operations;

Method of Assessment – Application/Interview/Selection Process

### Skills, Abilities, and Knowledge

#### Essential

- Strong technical knowledge of facilities management and operational support functions;
- Excellent working knowledge of workplace health and safety legislation;
- First class leadership and management skills with a demonstrable ability to develop high performing teams and promote and embed a positive culture of accountability and ownership;
- High level influencing and interpersonal skills, able to quickly build credibility and deliver impact at all levels;
- Strategic thinker, ability to develop strategy and policy and implement effectively  
Innovative with strong commercial awareness and ability to drive forward and deliver change in line with strategic and operational objectives and priorities
- Passionate about customer service and consistently delivering excellence and able to distil this in others;
- Articulate and persuasive individual with ability to communicate effectively with a variety of audiences, in formal and informal settings, often in challenging circumstances whilst maintaining composure;
- Well-developed report writing; numerate, with demonstrable skills in budgetary

control;

- Outstanding and proven analytical and problem solving skills with the ability to make well-considered decisions, resolve conflicts and demonstrate sound, professional judgement
- Self-motivated with the ability to work effectively under pressure and to tight timescales and an aptitude for prioritising priorities and manage competing demands;
- Strong knowledge of budgetary management;

#### Desirable

- Knowledge of best in class, customer service arrangements;
- An understanding of the key drivers and future challenges for Estates functions;
- Able to develop effective systems for improving effectiveness of facilities management across the organisation

## Experience

#### Essential

- A minimum of 10 years' experience of working in an Estates/Facilities Management role within a complex multi-site organization.
- A minimum of 3 years' senior project management experience in the Property/Facilities Management Sector.
- Significant experience of planning, administering and directing service contracts including development of service specifications and performance management of contracts/contractors.
- Demonstrable track record of success in building and leading effective teams with well-developed leadership skills that motivate others and with experience of matrix management.
- A sound understanding of resource management, performance management and governance arrangements in complex organizations.

#### Desirable

- Experience of working in a health or care facilities environment.

#### Method of Assessment – Application/Interview/Selection Process



## Personal Qualities

### Essential

- High level of personal integrity
- Ability to operate effectively under pressure
- Highly effective influencing and interpersonal skills

### Desirable

- Inspire staff and stakeholders

Method of Assessment – Application/Interview/Selection Process

## Other Requirements

### Essential

- Valid Driving Licence /Ability to travel across Scotland
- Demonstrates continued professional development

Method of Assessment – Application/Interview/Selection Process