



Ref Number:	231/PM
Job title:	Head of Operations
Division:	FM Services (Landscapes/CTS/Inspections)
Contract:	Permanent and Full Time
Responsible to:	Director
Responsible for:	Landscape Services Regional Managers, Inspection Services Manager, Workshop Supervisors,

The Role

As part of our Facilities Management Services (FM Services) continued regional growth in the education and public sector markets we have a new opening to lead our operational delivery. The division has been undergoing a transformation in recent years driven by the changing environment and is now moving forward with a new growth plan. This role is as **Head of Operations** which is fundamental to executing our strategy across our core objectives of digitalisation, productivity-led, sales growth, customer acquisition and outstanding customer experiences.

FM services, through its core brands, have been a key supplier to the education, public, blue light and corporate sectors for many years and provides a wide range of services tailored to our many customers. As part of Commercial Services Group, as £350m organisation with 600+ employees wholly owned by Kent County Council, FM services is a developing business in the industry. [see brand structure for FM services below]



Reporting to the Director and acting as formal deputy, the Head of Operations will be a key part of the leadership team to oversee all Operational activities whilst working very closely with our Commercial Finance and Business Support teams. The post will have a lead role in programme design and development to deliver against FM services' business plan and objectives.

A key part of the role is to demonstrate why our services brands, namely Landscape Services – CTS – Inspection Services are the best suppliers that can meet the customer's needs and provide them with value every single day. Performance and quality of works are critical to customer retention and the purpose of this role is to ensure all of our services are delivered to the highest standard, safely. Our customers are very busy and face tough challenges in their roles, our ethos is to make their lives easier, save them time and save them money.

We help customers to create and maintain the right environment for them through our soft and hard landscaping services whilst also providing market leading specialist vehicle maintenance services to a wide variety of organisations through our CTS brand. In addition, we provide fire safety management through Inspection services which delivers fire warden training, risk assessments and fire extinguisher sales.

We have a very clear customer growth strategy, and this role plays a very important part of building in delivering the appropriate resources and processes to win, grow and retain customers. Opportunities will consist of multi academy schools (MATs), nurseries, churches, schools, colleges, universities, hospitals, community halls, parishes, councils and corporate organisations with operations at the heart of our entire proposition.

A fully performance-driven role based on achieving profit growth through activities which includes resource management, machinery/plant innovation, deploying technology, seasonality planning and developing strong teams. The role involves a high level of customer/supplier/internal contact with in-person, written, video and call communications.

Key Duties

- Provide leadership to a team of Managers and indirectly to a team of circa 90 employees
- Own and lead our Health, Safety & Environmental activities, processes, and compliance
- Driving our Quality management systems
- Lead and own the implementation of the order management systems for the three businesses
- Lead and own the automation of on site works through the introduction of mobile devices
- Oversee, direct and organise Purchasing, Resourcing, Supplier Management, Quality Assurance, Social Responsibility, Client Services and Inventory Management, Business Intelligence & Technology, ensuring ownership of projects, targets and deliverables, maximising company gross margins whilst meeting resource goals. This includes seasonal staffing plans and peak demand considerations
- Driving metrics – Leading and developing a performance-driven culture to measure and improve productivity, delivery, quality, cost, safety, and morale

- Taking a data-driven approach to performance managing both the function and the team, consistently tracking progress and issues against set KPIs
- Budget management – both OPEX and CAPEX month-end financial reviews
- Owning and managing the cost base to ensure we procure the most cost-effective plant, equipment and materials
- Owning the training and development plan for the Operational Team
- Working with other leadership to shape the business to delight more customers, reduce costs and manage risks and business continuity
- Plan and monitor the day-to-day running of business to ensure smooth progress
- Working closely and forming great relationships with clients, take full responsibility for all client facing operations, ensuring sales orders are fulfilled on time and we are known for our amazing execution
- Ensures appropriate reporting is in place to support divisional reporting, customer reports on performance and other central updates
- Work collaboratively with the Commercial and Finance teams to set budgets, deliver on agreed operating profit and inventory targets and continue our journey on digitising our supply chain processes through our bespoke operating system
- Liaise with the Director to make decisions for operational activities and set strategic goals
- Ensure that the departments' current and future talent needs are met and that critical skills as well as career paths and succession plans are in place
- Depot owner and strategic lead on the evolution of our operational locations
- Proactively look at growth opportunities, ideas, and initiatives
- Work with the senior leadership team to communicate the organisational vision and ensure that staff members understand how their daily tasks feed into the attainment of the vision
- Support to and involvement with the bid process for formal tenders to win new work. Ability to write, cost and evolve bid propositions
- Work collaboratively across the business, ensuring contractual obligations are met and SLA performance exceeds business targets
- Stand in front of and present to large operational teams in the field at depots with business updates in regular 'floor talks'
- Undertaking any other operational needs for the business

Other duties:

Health and Safety: Adhere to the corporate policy on Health and Safety at work as well as taking responsibility for Health and Safety within the area of your control.

Equality and Diversity: Work positively in an equal opportunity and diverse environment and respect the unique contribution of every individual.

Environmental Awareness: To support the organisation's corporate Environment Policy by complying with relevant environmental legislation and carrying out your duties in an environmentally responsible manner.

Internal & External Relationships

Internal:

- Procurement
- Finance
- Sales
- Business support team
- Director
- Exec team
- Marketing Brand Manager
- Bid Manager
- Operations leaders
- Workshop experts
- Field teams (Landscapes)
- H&S team
- Other Commercial Services divisions

External:

- Customers
- Public sector entities
- Suppliers
- Partners

Person Specification

The Person Specification details the necessary skills, qualifications, experience, or other attributes needed to carry out the job. Please be aware that your application will be measured against the criteria published below.

Selection panels will be looking for clear evidence and examples in your application which back-up any assertions you make in relation to each criterion.

*Criterion to be assessed via: A = application form I = interview questions T = test or presentation at interview
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Qualifications / Training	Essential	Desirable	Assessed via*
GCSE English and maths or equivalent	✓		A
High level of knowledge in Excel (ability to work with multiple spreadsheets, formulae, pricing tables, costs/margins), Word, Outlook, Powerpoint	✓		A
NEBOSH, IOSH or other safety course		✓	A

accreditation			
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Experience / Knowledge	Essential	Desirable	Assessed via*
Highly experienced in Operations Management and activities to include resource planning, profit improvement, project delivery and working within a large 50+ people operational environment	✓		I
Be experienced in working across the business teams to understand their needs and drive appropriate operational solutions and effective communication to your stakeholders.	✓		I
Experience in the development and leading of a positive health and safety culture	✓		I
Ability to coordinate multiple stakeholders across internal departments and customer to achieve the requirements for the order	✓		I
Significant experience working with cross-functional teams and managing competing and ever-changing priorities while delivering on overall organisational objectives	✓		I
Agile approach to strategy and planning with a proven experience of adapting operational plans to changing customer requirements whilst also achieving a commercial benefit	✓		I
Experience in identifying the need for, developing process requirements and coordinating with IT partners on delivering an system-based work order tool including mobile working platforms and mobile devices	✓		I
Experienced in analysing operational demand, supply, risks and innovation opportunities. This to lead to actionable results or planning	✓		I
Relentlessly focused on driving cost efficiency and performance, but with the commercial acumen to identify and create growth opportunities for the business	✓		I

Understand key drivers to achieve high levels of employee engagement and uses these to deliver high performance	✓		I
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Skills / Abilities	Essential	Desirable	Assessed via*
A strong ability to communicate both verbally and in writing with customers/employees/suppliers in a professional manner to include video-calls. Quality of communication is very important	✓		I
Ability to support a large sales pipeline by collaborating with Commercial and service teams to deliver high quality, profitable, yet competitive bids based on productive schedule of works	✓		I
Is a pro at juggling multiple priorities and knows how to manage tasks, people, and processes at the same time	✓		I
Skill in setting clear operational standards and practices with effective monitoring and management techniques to ensure the teams develop and grow	✓		I
Is a strategic problem solver who is quick to bring ideas about making a situation or service more efficient and successful	✓		I

Additional Attributes	Essential	Desirable	Assessed via*
Confident in leading large multidisciplinary team	✓		I
Is great with numbers and strongly believes in using metrics to analyse performance and maximise results		✓	I
Working in grounds maintenance, vehicle servicing, operational-type service provision would be desirable		✓	
A sound understanding of the landscaping		✓	I

industry may be beneficial but not essential. A fair amount of the work involved in services that maintain customer's environments from grass cutting, football pitches, hedge maintenance, tree surgery, minibus servicing, litter picking, plant management and many other attributes			
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Code of conduct

We expect our employees to act professionally at all times both internally in the way we treat our colleagues and business partners and externally in the image we project to our customers and suppliers.

We expect all our team members to:

- ✓ Be Caring – about their colleagues, their customers, and our business.
- ✓ Be Trustworthy – and do what they say they are going to do.
- ✓ Be Proud – of their role in the business, what they do and how they do it

Job Holder's Signature:		Date:
Print Name:		
Line Manager's Signature:		Date:
Print Name:		