

Job Profile Information: Team Manager – Schools Facilities Management (SFM)

This supplementary information for Team Manager (SFM) is for guidance and must be used in conjunction with the Job Capsule for Job Family Business Services at Job Level 5 Zone 1

Camden Way Category 4

It is for use during recruitment, setting objectives as part of the performance management process and other people management purposes. It does not form part of an employee's contract of employment.

Role Purpose:

To ensure Camden's educational buildings are maintained to high standards, enabling educational services to be delivered from buildings which are safe, comfortable and serviceable. This role is responsible for leading the professional delivery of Camden's FM service delivery to schools, which is part of a range of traded services provided to support schools. The role will coordinate and manage the planned and repairs process from start to finish for the client to a high standard of quality and satisfaction. The role will also provide technical expertise, problem solving and advice on complex issues and repairs and ensure solutions are provided right first time.

Key aspects of the role:

- Manage a multi-disciplinary team of people and specialist sub contractors delivering customer focused works in line with business objectives and ensuring effective performance management of both the in house delivery teams and external specialist sub contractors within agreed budgets and to exacting service standards.
- Ensuring that Camden's educational premises are maintained in accordance with all relevant prevailing legislation and best practice and Camden's responsibilities under Health & Safety.
- Ensure systems, processes and record keeping are fit for purpose and deliver and support right first time principles.
- Lead and manage the team to drive continuous improvement through regularly reviewing measures and action changes to processes, practices, and systems to promote and maintain professional standards, add value, remove waste and create and maintain a right first time environment.
- Manage, maintain and develop relationships and ensure close partnership working with key stakeholders to contribute to shared understanding and engagement to further the Council's objectives.
- Manage and maximise available resources within a planned and reactive environment, and through reviewing business priorities ensure that allocated resources are used flexibly and to their full potential
- Contribute to the development of the Asset Management strategy by using repairs feedback and information to support overall business objectives.
- Leading the work of Camden's technical staff and advisors to support Camden's schools and children's centres by monitoring the technical performance, resolving complex or persistent building maintenance issues, advising schools on technical maintenance issues, and controlling costs.
- Ensuring that maintenance practice contributes to continual reduction of carbon emissions from our educational buildings

- This is a senior role within Property & Contracts, Property Management for a technical and professional expert, with responsibility for identifying and defining technical practices and procedures with regard to building maintenance management, contributing to the Camden Plan objective of having the best schools in the country.
- Working closely with the Compliance Team, the post holder is expected to be a strategic leader and coach to technical staff within the team, acting as role model in working to high standards of technical and management practice, and to work closely with, manage and support others in the team to ensure consistency in practice and outcomes.
- The role combines building technical skill and leadership with understanding of the educational built environment, and excellent communication practice.

Example outcomes or objectives that this role will be responsible for delivering:

- Co-ordination of all elements of planned and repair works and their efficient delivery through managing the technical team in accordance with allocated resources and within timescales.
- Monitor the quality and performance of repairs to clients and take proactive remedial action where necessary.
- Implement systems and processes to ensure that all planned and repair works comply with all relevant legislative and regulatory requirements, standards and industry best practice.
- Develop and implement proactive risk based inspection processes and ensure prompt diagnosis and management of effective repairs and liaison with utility companies and other external agencies and stakeholders.
- Utilise measures to optimise delivery of repairs to clients, raise standards and monitor performance.
- Hands on responsibility for making sure the team operates the Right First Time end-to-end processes effectively including call handling, scheduling and trade supervision.
- The in house and specialist sub contractor complies with their obligations to carry out testing, servicing and planned maintenance of educational buildings
- Reactive repairs and improvement projects are carried out to agreed and appropriate timescales and costs.
- Costs for works are robustly managed within agreed budgets on an ongoing basis, with sound and auditable cost control measures in place
- Audits of performance are carried out, including reporting and recording the results of the audits and using these to bring continuous improvement of performance.
- Ensure that customer feedback is used to improve performance and integrate delivery with service users' expectations, and that business intelligence underpins the business strategy
- Senior technical expertise is up to date and applied to diagnose causes and mechanisms of failure to building services and fabric, and to procure solutions
- Complex or recurring maintenance issues in schools and children's centres are investigated and resolved in a timely fashion, and used proactively to improve maintenance practice and pre-empt future problems, including by contributing to forward planning of capital projects
- Robust technical scrutiny and challenge is given in response to any contractor's reports of non-maintainable or life-expired assets
- Compliance issues are recognised and resolved or escalated
- Options are developed, analysed and selected on a sound and auditable basis, for cost-effective use of resources to maximise the physical environmental and safety improvements to the schools and children's centres
- Technical officers work positively and in partnership with the clients, specialist sub contractors and colleagues to enable and motivate them to carry out their responsibilities
- Close and integrated working by the technical maintenance staff together with the contract manager and building asset, compliance, sustainability and project managers in Property Management delivers a seamless service to schools and children's centres.

- Constructive working relations are established with maintenance teams for other types of Council buildings, to identify common issues and solutions, and training opportunities
- Risks are reported and escalated, for example to ensure that every possible action is taken to ensure schools and children's centres do not have to close or operate in poor or unsafe conditions because of maintenance failures
- Maintenance, facilities management, energy efficiency, bio-diversity, sustainable construction and safety measures (etc) are incorporated in the delivery of the service.

People Management Responsibilities:

The post holder will manage 5 direct reports and multiple specialist sub-contractors.

This post is one of Expert Practitioner in the Property and Contracts Service and having direct responsibility for maintenance technical standards, risk and performance of in house technical and support staff and specialist sub-contractors. The scope of the role involves leading, managing and motivating people and teams (including those outside of the Council) to achieve objectives and standards, for some of whom there is no formal line management responsibility. The service operates on the principle of self-managed teams, involving a high degree of matrix management within Property and Contracts and the post holder will lead areas of work using staff resources across the service. The post holder is responsible for ensuring that officers supporting building maintenance have good awareness of, and work in compliance with, all Council policies, standards, finance, procurement and legal requirements, and technical best practice, and proactively contribute to continuous improvement of the service. The people management responsibilities include ensuring appropriate / relevant mentoring, training and development is in place to support and develop staff, and working with colleagues to manage performance in accordance with / using the tools from Camden's performance management procedures.

The Council operates in an 'agile' way with staff working in various locations and at home, the post holder will be responsible for the work of staff who are often not physically in the same workspace. Responsible jointly for the work of the Property and Contracts team within the context of the Camden Way: by taking a lead in delivering services for the people of Camden, working as one team, taking pride in getting the work right, finding better ways to deliver results and taking personal responsibility.

Relationships and accountabilities:

- The postholder is wholly accountable to senior directorate management for the areas of responsibility assigned to them – which will be a combination of technical and contractual compliance, service standards and relationships with schools, children's centres and cross-service objectives.
- The post holds significant responsibility for decisions and management of risk which impact on the Council's reputation and relationships with schools, the public and elected members, through performance on technical and contractual compliance and direct support to schools and children's centres.
- The postholder needs to exercise considerable initiative and is expected to work autonomously to ensure service objectives are met to deadlines. This includes preparation of formal reports for Directorate Management Team as well as occasional briefings and responses to internal and external stakeholders on complex matters which require considered responses which appropriately reflect the Council's position. Decisions on matters of profound impact borough-wide may be taken often in liaison with senior managers.

- The postholder liaises regularly with internal and external stakeholders. There is also liaison with and management of contractors on a regular basis. A significant proportion of the role is about understanding and meeting technical regulations and codes of practice, as well as schools and children's centres operational needs as well as Council objectives. The post holder needs to have strong leadership and inter-personal skills, the ability to develop strong networks and working relationships and use them to good effect.
- Regular contacts include: head teachers, chairs of governors, school site officers, heads of service and other service managers in both Property Management and across the Council, senior officers, representatives from external organisations, and the Council's communications teams. S/he needs to be able to conduct both complex and robust technical negotiations with contractors to ensure standards are met, and sensitive negotiations with schools and children's centres with an appropriate style to influence and motivate them where they are not understanding or carrying out their responsibilities to the required standards.
- The postholder needs to be able to write and speak (both one-to-one and in presentations to meetings) in a style and with conciseness, clarity and focus which communicates effectively to the situation and audience. S/he needs to be able to build support for maintenance standards and practices by building strong relationships with schools and children's centres, contractors and officers, and in turn supporting them in their objectives.

Work Environment:

- The job holders will be required to visit dirty and noisy building sites and to wear personal protective equipment from time to time, although the job is predominantly office based, with regular visits to schools and children's centres, and meetings in other Council offices. The post holder will be required to attend occasional evening meetings, and is required to be contactable for occasional emergencies out of hours.
- The post-holder will be required to work in an 'agile' way in line with Camden's policy of a paperless and flexible work environment, which may include working at home for part of the week.
- The postholder will operate within a complex and occasionally sensitive framework, and confidentiality and discretion must be observed at all times.

Technical Knowledge and Experience:

- An appropriate engineering or surveying qualification or significant equivalent experience
- Experience of managing FM services contracts, directly employed labour and specialist sub-contractors
- Experience in drafting technical specifications for M&E and/or building fabric works
- Extensive experience of budget management across a range of related fields, progressively increasing in complexity and size
- Excellent negotiating skills with key stakeholders
- Proven experience of managing the risk in educational buildings
- Good understanding policies and procedures for educational building within a large organisation
- Proven ability to achieve agreed objectives within set timescales
- Experience in educational building maintenance and asset management
- Must be proficient in using Microsoft Office Packages including Word, Excel and PowerPoint
- Good understanding of asset or facilities management (CAFM) databases and systems.
- Ability to work in a team player within a high pressured working environment
- Leadership skills to motivate and lead on a range of complex technical matters involving and closely impacting upon schools, children's centres and other stakeholders.

- Ability to draft clear and concise reports for formal decision making
- An understanding of how building maintenance can be used to address deprivation, access to services, issues around community safety and cohesion
- An understanding and appreciation of sustainability and environmental issues in relation to construction and development

Camden Way Five Ways of Working

In order to continue delivering for the people of Camden in the face of ever increasing financial pressure, we need to transform the way we do things. We call this the Camden Way. The Camden Way is a key part of our transformation strategy often referred to as the transformation triangle which links the Camden Plan, the Camden Way and the Financial Strategy together.

The Camden Way illustrates the approach that should underpin everything we do through five ways of working:

- Deliver for the people of Camden
- Work as one team
- Take pride in getting it right
- Find better ways
- Take personal responsibility

For further information on the Camden Way please visit by clicking [HERE](#)