

Job Description

Job title	Head of FM Delivery
Directorate	Regeneration, Culture and Environment
Division	Regeneration
Range	Service Manager
Reports to	Strategic Service Manager – Facilities Management & Capital Projects

Main purpose of the job:

To lead and manage the operational delivery of Facilities Management services across the Council’s corporate estate, ensuring all buildings are safe, compliant, maintained and fit for purpose in support of effective service delivery. The postholder will be responsible for the planning, delivery and continuous improvement of facilities management services, including statutory compliance, planned and reactive maintenance, building safety, contractor management, minor works and operational asset performance.

The role will provide professional leadership and technical expertise across the Facilities Management function, ensuring robust compliance assurance, effective contract management and delivery of value for money services. Working closely with the Strategic Service Manager – Facilities Management & Capital Projects, the postholder will contribute to the development and implementation of estate, asset management and sustainability objectives, whilst leading a high-performing team that supports organisational resilience, enhances customer experience and protects the Council’s property assets.

Accountabilities and Outcomes:

Lead and manage the delivery of Facilities Management services across the Council’s corporate estate, developing and implementing operational plans, service standards and performance measures to ensure buildings remain safe, compliant, fit for purpose and capable of supporting effective service delivery.

Be accountable for statutory property compliance and building safety, monitoring, reviewing and assuring compliance with all relevant legislation, regulations and corporate policies to protect service users, staff and visitors, minimise organisational risk and provide assurance to senior management and Members.

Oversee the planning and delivery of planned preventative maintenance (PPM), reactive maintenance and minor works programmes, ensuring resources are prioritised effectively and works are delivered to agreed standards, timescales and budgets to maintain asset condition, reduce service disruption and maximise asset life.

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Lead the management of Facilities Management contracts, suppliers and specialist service providers, establishing robust contract management arrangements, performance measures and quality assurance processes to secure value for money, ensure contractual compliance and improve service outcomes.

Manage Facilities Management budgets and financial resources, monitoring expenditure, forecasting financial performance and identifying efficiencies to ensure effective use of resources, support long-term maintenance planning and contribute to the Council's financial sustainability.

Provide leadership and professional oversight to Facilities Management teams, ensuring appropriate workforce planning, performance management, training and development arrangements are in place to build capability, maintain resilience and deliver a responsive, customer-focused service.

Develop and maintain effective relationships with internal and external stakeholders, including service managers, elected Members, contractors, regulators and partner organisations, influencing service delivery and resolving complex issues to support organisational priorities and enhance customer satisfaction.

Lead continuous improvement, operational resilience and sustainability initiatives across the Council's estate, identifying opportunities to improve service performance, enhance asset management practices, reduce carbon emissions, manage risk and ensure Facilities Management services remain efficient, resilient and responsive to future organisational needs.

At manager's discretion, other activities may be assigned that fit the job description. |

Champion strategic stakeholder engagement to advance the [One Medway Council Plan](#) ensuring our [values and behaviours](#) are consistently modelled and embedded across all levels of the organisation.

Key Corporate Accountabilities:

To work with colleagues to achieve service plan objectives and targets.

To understand and actively keep up to date with GDPR responsibilities, including completing regular refresher training.

Safeguarding is everyone's responsibility: all employees are required to act in such a way that safeguards the health and well-being of children and vulnerable adults.

As a corporate parent, all council employees are responsible for ensuring the well-being and positive outcomes of Medway's care-experienced children and young people.

To participate in the Performance Appraisal process and contribute to the identification of own and team development needs utilising the Career Progression Framework.

Work in accordance with the Equality Act 2010 and the Public Sector Equality Duty to eliminate unlawful discrimination, harassment and victimisation. Promoting equality of opportunity, fostering good relations and improving the quality of life and opportunities for everyone living and working in Medway.

To ensure full compliance with the Health and Safety at Work Act 1974, the Council's Health and Safety Policy and all locally agreed safe methods of work.

To fully understand and be aware of the commitment to the duty under Section 17 of the Crime and Disorder Act 1998 to prevent crime and disorder.

Promote the Medway Carbon Neutral by 2050 commitment; supporting the Council action plan to ensure we play our part in addressing the climate emergency.

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Medway Council is a Category One responder in relation to the Civil Contingencies Act (2004) and as a result all staff working for the Authority may be asked to carry out Category One response duties or stand in the role of another member of staff who is responding to a Major Civil Incident.

Organisation:

This role reports to the Strategic Service Manager – Facilities Management & Capital Projects |

Initiative and independence

The postholder is expected to operate with a significant degree of autonomy, taking responsibility for the operational delivery of Facilities Management services across the Council's estate. The role requires regular decision-making on matters relating to statutory compliance, maintenance priorities, contractor performance, resource allocation, budget management and operational risk, often within demanding timescales and competing priorities.

The postholder is guided by legislation, Council policies, financial regulations, procurement requirements, contractual arrangements and professional standards, but is expected to exercise professional judgement in determining appropriate solutions to complex operational issues. Recommendations are regularly provided to senior managers regarding service improvements, investment priorities, risk mitigation and compliance matters.

Decisions made by the postholder have a direct impact on the safety and compliance of the Council's buildings, the delivery of operational services, the management of significant revenue budgets and contracts, and the protection of corporate assets. Failure to make effective decisions could result in service disruption, statutory breaches, financial loss, increased organisational risk and reputational damage. |

Supervision and Management of Staff

The postholder has direct responsibility for the leadership and management of Facilities Management teams and is accountable for ensuring services are appropriately structured, resourced and managed to meet organisational requirements.

Responsibilities include workforce planning, recruitment, performance management, employee development, succession planning, attendance management, employee wellbeing and the promotion of a positive and inclusive working culture. The postholder will lead staff operating across multiple locations and working arrangements, including field-based, office-based, hybrid and contract personnel.

The role will also oversee the performance of consultants, contractors and specialist service providers, ensuring services are delivered in accordance with agreed standards, statutory requirements and contractual obligations. The postholder may deputise for the Strategic Service Manager – Facilities Management & Capital Projects as required. |

Number of people managed by postholder: 4 direct reports, 31 indirect reports |

Job Context

The postholder is required to maintain effective working relationships with a wide range of internal and external stakeholders.

Internally, regular contact is required with Service Managers, Heads of Service, senior officers, Finance, Procurement, Health and Safety, Property Services and elected Members to ensure Facilities Management services support operational and corporate priorities. These interactions often involve negotiating priorities, resolving service issues, providing specialist advice and presenting recommendations on compliance, maintenance and estate performance matters.

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Externally, the postholder will maintain relationships with contractors, consultants, suppliers, statutory regulators, professional bodies and partner organisations. Contacts frequently involve monitoring performance, resolving contractual issues, ensuring compliance with statutory obligations and securing value for money from service providers.

The role often involves managing competing priorities, responding to urgent operational issues and addressing complex or potentially contentious situations requiring diplomacy, resilience and strong influencing skills. Effective stakeholder engagement is critical to maintaining service performance, compliance and organisational confidence.

Resources

The postholder has significant responsibility for the management and stewardship of the Council's corporate estate and associated Facilities Management resources.

This includes responsibility for ensuring the effective maintenance, compliance, operation and performance of corporate buildings, plant, equipment and associated infrastructure. The role oversees significant maintenance, compliance and FM contracts and is responsible for securing value for money from allocated revenue and project budgets.

The postholder is accountable for ensuring physical assets are properly maintained, protected and managed in accordance with statutory requirements, organisational standards and business needs. Decisions made regarding maintenance priorities, contractor management and resource deployment have a direct impact on asset condition, service continuity, health and safety, financial performance and organisational reputation.

Work Environment

Working Style

HYBRID - a flexible working arrangement whereby an employee can undertake their work either in the office and/or partially or mainly from home on a temporary or permanent basis.

Work Demands

The role operates within a complex and fast-paced environment where multiple workstreams, deadlines and priorities must be managed simultaneously. The postholder is required to respond to changing operational demands, urgent compliance issues, service failures, contractor performance concerns and emerging organisational priorities.

The role requires effective prioritisation, sound judgement and resilience to manage competing demands while maintaining service performance, statutory compliance and customer satisfaction.

Physical Demands

The role involves regular use of display screen equipment, laptops and electronic communication systems. Frequent travel between Council sites is required, including inspections of operational buildings, plant areas, construction sites and maintenance works.

Site visits may involve walking considerable distances, standing for extended periods, climbing stairs, accessing restricted areas and wearing personal protective equipment (PPE). While the role is not physically intensive on a continuous basis, regular mobility around the estate is required.

Working Conditions

The postholder will regularly visit operational buildings, maintenance areas, plant rooms and construction sites. These environments may involve exposure to noise, dust, adverse weather conditions, working at height activities, construction operations and other controlled hazards.

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Appropriate health and safety procedures, risk assessments and personal protective equipment are provided to mitigate risks; however, exposure to such environments is a regular feature of the role. |

Work Context

The role carries responsibility for the safety, compliance and operational performance of a significant corporate estate and therefore involves exposure to both physical and emotional pressures.

The postholder may be required to manage urgent incidents, statutory compliance failures, service disruptions, contractor disputes and high-profile operational issues that can have significant organisational consequences. This can result in periods of sustained pressure and the need to make timely decisions within challenging circumstances.

There is occasional potential for confrontation or conflict when managing complaints, contractor disputes or service failures. The role therefore requires resilience, professionalism and the ability to maintain effective decision-making while operating under pressure. |

Person specification

For appointment to the role at the entry point of the range all level A1 criteria must be evidenced through the selection process. All new appointments to a senior role in the Council are required to undertake a Medway specific programme of training and learning during the probation period which covers all Level A2 criteria, as detailed in the Career Profession Framework.

Qualifications

Level A1

- Degree in Facilities Management, Building Services, Engineering, or a related discipline, or an equivalent higher education qualification
- Working towards membership of a recognised body (e.g. IWFM, RICS, CIBSE, or equivalent)

Level A2 (in addition to all previous criteria)

- Completion of Medway Senior Leadership Development Programme |

Level B (in addition to all previous criteria)

- Evidence of continued professional development in facilities, estates, or property management
- Full professional membership of a recognised body (e.g. IWFM, RICS, CIBSE, or equivalent) |

Level C (in addition to all previous criteria)

- Senior Leader Accreditation Programme
- Postgraduate qualification in a relevant field (e.g. MSc in Facilities Management, Asset Management, or Public Sector Leadership)
- Formal training or certification in health and safety compliance (e.g. IOSH Managing Safely, NEBOSH General Certificate)
- Chartered status with a relevant professional body (e.g. MRICS, CEng, or CIWFM)

Knowledge

Level A1

- Basic awareness of the One Medway Council Plan and Council's priorities.
- An understanding of Equality, Diversity and Inclusion (EDI) principles, alongside essential obligations relating to Data Protection, Safeguarding, and Health & Safety compliance.
- Basic knowledge of how to design clear and SMART measures aligned to outcomes, set baselines, and track improvement.

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- Understands the basics of wellbeing, inclusion and psychological safety and knows how you link to performance
- Basic understanding of change management and benefits realisation, with some knowledge of project management methods, governance, and key delivery tools.
- Basic understanding of legislation, policies, and procedures relating to GDPR and data protection, equality, and safeguarding.
- Awareness of statutory Safeguarding duties, including *Working Together to Safeguard Children 2023* and adult safeguarding duties under the Care Act 2014.
- Basic understanding of budgeting processes, including monitoring, forecasting, and variance analysis, along with awareness of financial regulations, procurement rules, approval procedures, and value-for-money principles.
- Basic awareness of multi-agency governance and collaborative delivery models.
- Basic awareness of council constitutions, schemes of delegation, decision-making processes, audit/assurance cycles, and risk management policy.
- Knowledge of statutory building compliance requirements including fire safety, asbestos management, water hygiene, gas safety, electrical safety, lifting equipment, legionella management and building-related health and safety obligations.
- Knowledge of facilities management service delivery models, including planned preventative maintenance (PPM), reactive maintenance, helpdesk and contractor management functions.
- Understanding of local authority property portfolios, operational estate management and facilities service requirements.
- Knowledge of public sector procurement processes and contract administration relating to facilities management and maintenance services.
- Understanding of asset lifecycle management, condition surveys and maintenance planning principles.
- Knowledge of energy management, sustainability initiatives and carbon reduction measures within operational estates.
- Understanding of business continuity planning and operational risk management within facilities management environments.

Knowledge

Level B (in addition to all previous criteria)

- Understands the key laws, duties, and standards for your service; how regulatory inspections work and the evidence required; the basics of public law and accountability; how to interpret new legislation or policy; and the risk, audit, and compliance frameworks needed for strong, inspection-ready governance.
- Good understanding of how to analyse data to support decisions, tell the difference between inputs, outputs, outcomes and impact, use basic statistics to spot trends and forecast demand, design and track KPIs and dashboards, follow data governance and protection rules, and present information clearly to senior leaders and elected members.
- Good understanding of how digital tools improve services and customer experience, the basics of user-centred and accessible design, how to work with IT teams to develop and adopt solutions, how to modernise processes, and the change-management needed to embed digital ways of working
- Good understanding of how behaviour and motivation drive performance, using coaching, emotional intelligence, and inclusive, unbiased leadership to resolve conflict and support effective teams
- Good understanding of the commissioning cycle, how to translate service needs into clear specifications, the basics of supplier and contract management, how to assess provider performance, the principles of value for money and ethical commissioning, and when to involve specialist teams to ensure strong governance.
- Good knowledge of benchmarking and other tools (e.g. LG Inform) that can be used to evidence performance and improvement against peers.

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- Demonstrates a good understanding of how to cultivate a high-performance culture through clear expectation-setting, effective coaching, and constructive feedback mechanisms. Aligns behaviours with performance objectives and development plans, and equally understands how to address underperformance, capability issues, and misconduct in a fair, proportionate and compliant manner.
- Knows how to design and maintain a service performance & quality framework aligned to corporate KPIs; use benchmarking, insight and audits to drive improvement.
- Knows how to effectively chair/lead project and programme boards; maintain governance standards, scope control, risk/issue logs, benefits maps; and deliver to time, scope and budget using project management principles.
- Thorough knowledge of property compliance assurance frameworks and the governance arrangements required to maintain statutory compliance across a large operational estate.
- Detailed understanding of service performance management, benchmarking and continuous improvement methodologies within Facilities Management services.
- Comprehensive knowledge of maintenance programme development, lifecycle investment planning and estate condition management.
- Strong understanding of commercial contract management for hard and soft FM services, including performance management and contractor accountability.
- Detailed knowledge of risk-based maintenance planning and prioritisation methodologies.
- Thorough understanding of operational estate sustainability measures, energy performance monitoring and carbon reduction programmes.
- Strong understanding of emergency response arrangements and business continuity requirements for critical property infrastructure. |

Knowledge

Level C (in addition to all previous criteria)

- | Demonstrates thorough knowledge of operational excellence methodologies, including continuous improvement, service design and effective workforce planning to optimise service delivery.
- Holds advanced expertise in Safeguarding practice, information governance standards and the regulatory inspection frameworks that govern high-quality, compliant public services.
- Possesses highly proficient analytical understanding of demand forecasting and service-level capacity modelling, enabling effective planning, alignment of resources, and responsiveness to changing operational and strategic needs.
- Deep knowledge in how to establish effective portfolio-governance and PMO practices across services, integrating structured methodologies to manage complex change and ensure robust benefits realisation.
- Possesses specialist understanding of financial sustainability and risk, enabling informed decision-making and effective oversight of service performance and resource management.
- Expert knowledge of strategic Facilities Management delivery models and corporate estate operational performance frameworks.
- Expert understanding of emerging legislation, regulatory developments and industry best practice affecting FM compliance and building operations.
- Strategic understanding of estate resilience, lifecycle investment planning and long-term operational asset sustainability.
- Expert knowledge of large-scale service transformation and optimisation within Facilities Management functions.
- Comprehensive understanding of operational estate challenges associated with organisational growth, service integration and Local Government Reorganisation.
- Expert knowledge of how Facilities Management services contribute to organisational performance, customer experience and asset value protection. |

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Experience

Level A1

- Experience of supporting efficient delivery in a defined service area, maintaining operational standards and achieving agreed performance targets.
- Some experience in leading teams, developing staff, managing complex issues, and ensuring strong governance. Focused on collaboration, continuous improvement, and delivering high quality customer experience.
- Some experience of preparing briefings for senior managers or Members and working within governance frameworks (board papers, exception reports).
- Led or contributed to the successful delivery of discrete projects, ensuring alignment with objectives, timelines, and quality standards.
- Some experience of responding to complaints, performance issues or inspection findings
- Some experience of implementing pre-defined strategies (rather than designing them)
- Line management of a medium-sized team with responsibility for performance management, sickness absence and recruitment, supporting teams through periods of organisational change or restructuring and demonstrating an emerging commitment to inclusive leadership and staff wellbeing.
- Managed a small to medium revenue budget with some experience of monitoring spend, forecasting pressures, identifying savings and contributing to budget setting
- Significant experience managing Facilities Management services across a complex, multi-site estate.
- Experience of delivering statutory compliance programmes and maintaining associated assurance frameworks.
- Experience of managing planned and reactive maintenance services and associated contractor performance.
- Experience of managing significant operational budgets and monitoring expenditure against agreed objectives.
- Experience of procuring and managing specialist maintenance, compliance and facilities management contracts.
- Experience of leading multidisciplinary teams and delivering operational service improvements.
- Experience of developing procedures, service standards and performance reporting arrangements within an FM environment.

Experience

Level A2 (in addition to all previous criteria)

- Minimum of 6 months satisfactory performance and attendance at A1 |

Experience

Level B (in addition to all previous criteria)

- Minimum of 18 Months satisfactory performance and attendance working at Level A2.
- Experienced in designing and implementing service strategies aligned to corporate plans and translating political priorities into robust, deliverable service plans.
- Delivers measurable improvements through innovative delivery models, partnerships, and digital solutions.
- Develops teams and managers, addresses underperformance, and builds leadership capability while promoting inclusion and wellbeing.
- Experience in leading and chairing both informal and formal meetings associated with HR processes and staff-related matters.

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- Influences stakeholder relationships, briefs senior leaders, and balances professional advice with political considerations to protect reputation
- Provided effective leadership of complex change by chairing project and programme boards and managing multiple interdependent projects at PRINCE2 or MSP Practitioner level, maintaining control of scope, cost, risk and benefits across portfolios of work.
- Led and developed teams and managers, addressing under-performance decisively, building leadership capability, and creating sustainable talent and succession pipelines, while actively championing inclusion, staff wellbeing and organisational values.
- Held full accountability for a service-level budget, delivering significant savings and cost avoidance, developing business cases and invest-to-save proposals, and ensuring strong value for money, financial governance and regulatory compliance.
- Maintained direct accountability for statutory compliance within the service, successfully managing audits, inspections and external challenge, and providing clear, evidence-based advice to senior leaders on legal, regulatory and operational risk.
- Led and sustained effective partnerships with organisations including the NHS, police, VCSE and neighbouring local authorities, negotiating shared outcomes and joint delivery arrangements to improve service effectiveness.
- Managed stakeholder environments, regularly briefing Cabinet Members and Committees, balancing professional advice with political considerations, and effectively managing reputational risk and media-sensitive issues.
- Comprehensive experience of managing large-scale operational FM services across diverse property portfolios.
- Significant experience leading compliance improvement programmes and addressing complex property-related risks.
- Experience of developing and implementing estate maintenance strategies and lifecycle investment programmes.
- Experience of managing high-value maintenance and facilities management contracts, including dispute resolution and performance improvement.
- Experience of leading service transformation, business improvement and efficiency initiatives within property or Facilities Management services.
- Experience of presenting complex operational and compliance matters to senior leadership teams and elected Members.
- Experience of deputising for senior managers and providing leadership across broad service portfolios. |

Experience

Level C (in addition to all previous criteria)

- | Minimum of 2.5 Years' satisfactory performance and attendance working at Level B.
- Comprehensive experience in leading multiple complex services or a major directorate function, with accountability for performance, governance and outcomes.
- Proficient in shaping and delivering council-wide strategies, transformation programmes and large-scale service redesigns.
- Acted as deputy or Interim SSM/Assistant Director, providing leadership continuity, assurance and senior decision-making.
- Mentors emerging managers; builds a culture of learning and inclusion.
- Influences senior stakeholders with evidence-based recommendations.
- Regular contributor to Directorate and Corporate Management Teams, influencing strategic and corporate decision-making.
- Led high-risk, politically sensitive and publicly visible programmes with significant financial and reputational impact.

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- Delivered savings and efficiencies while maintaining statutory compliance, service quality and affordability
- Managed very large and/or multiple service budgets, advising on Medium-Term Financial Strategy impacts and long-term sustainability.
- Held personal accountability for compliance with statutory duties and regulatory frameworks.
- Led assurance activity and provided expert advice to Members, auditors, inspectors and external stakeholders.
- Represented the council at regional and national level, influencing policy, partnerships and sector outcomes.
- Contributed to policy formulation, best-practice development, peer reviews and sector improvement activity.
- Experience of operating effectively in complex, high-challenge environments, demonstrating sound judgement, resilience, and a high level of political acumen.
- Extensive experience leading operational Facilities Management functions within a large public sector or similarly complex organisation.
- Proven track record of transforming Facilities Management services to improve compliance, performance, customer satisfaction and value for money.
- Significant experience leading organisational responses to major property risks, compliance challenges or operational incidents.
- Experience of influencing corporate asset strategies and estate investment decisions.
- Demonstrable experience of leading large, dispersed and multidisciplinary operational teams through significant organisational change.
- Experience of representing services at strategic forums with external partners, regulators and professional bodies.

Skills

Level A1 (in addition to all previous criteria)

- Proficient in the use of Microsoft Office 365 applications, including Excel, Word, PowerPoint, and Teams, to enhance productivity and collaboration.
- Ability to translate legislation and policy into clear operational requirements for teams and projects.
- Upholds council values and statutory duties, demonstrating integrity, professionalism, confidentiality, and representing the council credibly.
- Communicates with clarity and capable of effective collaboration with colleagues and stakeholders.
- Able to identify and address routine workplace disagreements promptly and constructively.
- Remains impartial, promotes collaborative problem-solving, and negotiates fair solutions aligned with organisational goals.
- Skilled in conflict management, promoting understanding among stakeholders and driving constructive outcomes.
- Recognise how statutory duties translate into service policies, assurance statements, action plans, and audit trails.
- Demonstrates good attention to detail, ensuring accuracy in policy application and budget management.
- Reliable and consistent in meeting deadlines and delivering on commitments.
- Demonstrates resilience by remaining composed under pressure and adapting effectively to evolving priorities
- Committed to continuous professional development and maintaining an in-depth knowledge of council priorities and statutory requirements.
- Demonstrates analytical capability, accurately interpreting policies and data to spot inefficiencies, propose incremental improvements and inform decision-making.
- Highly organised and able to effectively manage time and resources to achieve objectives.

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- Takes accountability for decisions and outcomes, consistently demonstrating ownership and responsibility.
- Upholds the highest standards of professionalism and confidentiality, consistently representing the council in a positive and credible manner.
- Proficient in coaching, delivering constructive feedback, and managing performance, while actively promoting wellbeing and championing diversity within the team.
- Ability to lead operational Facilities Management services across a diverse property portfolio while maintaining high standards of customer service and compliance.
- Ability to assess property-related risks and implement practical and proportionate mitigation measures.
- Strong contract monitoring and contractor performance management skills.
- Ability to interpret technical compliance information and provide clear operational guidance to stakeholders.
- Strong organisational skills with the ability to manage multiple workstreams, priorities and deadlines.
- Ability to analyse property and maintenance performance data and use insights to improve service delivery.
- Strong report writing and presentation skills for operational, technical and governance purposes.

Skills

Level B (in addition to all previous criteria)

- Uses good strategic planning and analytical skills to shape service plans aligned with council priorities and statutory requirements.
- Shows good project and programme management capability, consistently delivering planned outcomes to time, scope, and quality.
- Manages staff effectively, applying leadership and people management skills to drive performance and engagement, while championing change and influencing sustainable transformation
- Promotes innovation and inclusion, demonstrating creativity, cultural awareness, and stakeholder engagement to deliver solutions.
- Anticipate political sensitivities; prepare clear briefings and options for senior decision-makers; support scrutiny with transparent evidence.
- Manages complex budgets with advanced financial acumen, ensuring compliance and value for money.
- Resolves cross-functional issues through advanced problem-solving, strategic negotiation, and collaborative engagement.
- Data interpretation and visualisation; transforms complex analysis into clear, actionable insights for decision-making.
- Champions organisational change by applying change management strategies and possess strong influencing skills to embed sustainable transformation.
- Promotes innovation and inclusion, demonstrating creativity, cultural awareness, and stakeholder engagement.
- Influences senior stakeholders through persuasive communication, political awareness, and credibility.
- Able to provide strategic leadership and sound judgment when deputising for the SSM/Assistant Director.
- Ability to lead large operational teams through service change, performance improvement and transformation programmes.
- Strong commercial skills relating to facilities management contracts, specifications and service delivery outcomes.
- Ability to develop and implement maintenance strategies that balance risk, compliance and value for money.
- Ability to manage complex contractor and stakeholder relationships in challenging operational environments.

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- Strong performance management skills, including the development of KPIs, service standards and continuous improvement frameworks.
- Ability to lead responses to operational incidents, compliance risks and service continuity challenges.
- Ability to translate strategic objectives into effective operational delivery plans.

Skills

Level C (in addition to all previous criteria)

- Shapes corporate strategy and long-term plans by applying advanced leadership and policy development skills.
- Navigates complex political environments, builds consensus among stakeholders, and maintains trust through transparent reporting.
- Drives innovation and inclusion, promoting forward-thinking solutions and inclusive practices.
- Builds leadership capability through talent development, succession planning, and strategic coaching for future senior leaders, while exemplifying organisational values and championing a culture of integrity and excellence.
- Anticipates risk, implements preventative controls and embeds lessons learned.
- Able to oversee large, complex budgets with exceptional financial planning and resource optimisation expertise.
- Highly skilled in leading organisational transformation initiatives by applying advanced change management strategies and cultural leadership expertise.
- Is able to develop policies and governance frameworks, demonstrating excellent political awareness and regulatory knowledge.
- Represents the council externally, utilising excellent influencing and negotiation skills to build partnerships at regional and national levels.
- Provides strategic advice to senior officers and Members on compliance and regulatory risk, establishing governance frameworks that mitigate the likelihood of statutory intervention and embedding sector-led assurance mechanisms, including peer challenge and Oflog oversight, into organisational practice.
- Establishes and enforces clear behavioural standards across all service areas.
- Provides strategic coaching and development for senior leaders and aspiring Associate Directors.
- Acts as a trusted role model for organisational values, fostering a culture grounded in integrity, accountability, and high-quality service delivery.
- Ability to provide authoritative leadership on operational Facilities Management matters across the Council's estate.
- Ability to shape and implement long-term operational strategies that improve estate performance, resilience and sustainability.
- Exceptional ability to influence senior stakeholders on complex compliance, operational and property issues.
- Ability to balance customer, commercial, compliance and organisational priorities in complex decision-making environments.
- Ability to lead large-scale service redesign and estate modernisation initiatives while maintaining operational continuity.
- Highly developed capability to manage significant operational, financial, compliance and reputational risks associated with Facilities Management service delivery. |