



<b>Job title</b>	Head of Contracts & Performance	<b>Job family and level</b>	APM level 5
<b>School/ Department</b>	Estates and Facilities, Estates Operations	<b>Location</b>	University Park Campus

## Purpose of role

The Head of Contracts and Performance is responsible for the effective commercial and performance management of all Estates Division maintenance and statutory compliance contracts.

They will lead a high performing, customer-focussed Commercial & Performance Management team and will work closely with other Estates Operations and Procurement colleagues to ensure all required maintenance delivery and consultancy contracts are managed effectively to the agreed legal, commercial and performance criteria. They will also oversee helpdesk, CAFM and maintenance planning and scheduling functions to ensure the effective scheduling and delivery of all maintenance activities across the estate.

	<b>Main responsibilities</b> (Primary accountabilities and responsibilities expected to fulfil the role)	<b>% time per year</b>
<b>1</b>	<p><b>Strategy &amp; Service Development</b></p> <ul style="list-style-type: none"> <li>In collaboration with the Associate Director of Asset Management and the Estates leadership team, support the periodic review of the maintenance supply chain, with the aim of maximising value and efficiency, driving more strategic supplier relationships and ensuring policy and procedure are followed.</li> <li>Work collaboratively with the Procurement team in the procurement of maintenance contracts, including support with tender documents, bid evaluation, commercial negotiation and contract mobilisation.</li> <li>Work collaboratively with the Technical Services, Maintenance, Development and Compliance Teams to support the delivery of minor projects and asset replacement works, including issuing briefs and instructions to contractors, obtaining quotations, reviewing and signing off on contractor proposals, and support colleagues in overseeing the delivery of works.</li> <li>To work with Managers and Procurement to lead dispute resolution procedures, taking and recommending appropriate action if service providers fail to perform e.g. non-compliance with contract terms and non-delivery of expected outputs and outcomes.</li> <li>To manage risks to and compliance activities including ensuring appropriate insurance coverage is in place and appropriate and proportionate risk management mechanisms are developed, implemented and maintained.</li> </ul>	33%

	<ul style="list-style-type: none"> <li>Support service audits, benchmarking and other similar processes, ensuring that these are within the agreed terms of reference and appropriate reports are completed.</li> </ul>	
<b>2</b>	<p><b>Commercial and Contract Management</b></p> <ul style="list-style-type: none"> <li>Maintain a list of approved suppliers for maintenance, statutory compliance, minor works and stores supplies.</li> <li>Act as the commercial lead for all Estates Division maintenance contractors and consultants, providing effective contract and supplier relationship management.</li> <li>Drive high standards of commercial management and governance, in full compliance with all university financial regulations and procurement policies and processes.</li> <li>Lead the Commercial Team to ensure all contracted maintenance and compliance activities are effectively managed, are being undertaken on time, in a cost and safety conscious manner, and completed to a suitable quality.</li> <li>Work in collaboration with key stakeholders to ensure contracts are managed to agreed budgets, including review and approval of contract variations and variable works, and monitoring of financial performance against budgets.</li> <li>Work collaboratively with colleagues in Procurement to ensure the university is receiving value for money from all contractors and to ensure they are fulfilling the requirements of their contract.</li> <li>Ensure contractor KPI's and SLA's are effectively monitored and remedial actions are taken in line with contract provisions. Produce performance dashboards to share with Estates leadership.</li> <li>Ensure any complaints received from Estates colleagues and the wider University on contractor performance, craftsmanship, Health and Safety Management and general conduct on site, are effectively investigated and addressed.</li> <li>Compile periodic reports and trend analysis on the maintenance supply chain, including performance against KPIs, spend levels, size and shape of supply chain.</li> <li>Effectively manage risks arising from external maintenance contracts, including creation, review and updating of risk registers, and escalation of key issues to senior managers.</li> <li>Work closely with the Health &amp; Safety team to ensure high standards of safety performance of maintenance contractors and operatives.</li> <li>Attend and, where required, chair periodic contract management and other meetings, providing reports and analysis as required.</li> </ul>	32%
<b>3</b>	<p><b>Team Leadership &amp; Management</b></p> <ul style="list-style-type: none"> <li>Lead an effective Commercial &amp; Performance Management Team (including helpdesk, customer liaison, works scheduling, contract administration functions) whose function is to coordinate and support the effective delivery of all maintenance and statutory compliance activities across the estate, including work delivered by the internal Direct Labour Organisation (DLO) and external contractors and consultants.</li> <li>Provide leadership and day to day line management to the team, including objective setting, performance reviews, mentoring and succession planning. Lead by empowering, encouraging, recognising, motivating and communicating effectively.</li> </ul>	

	<ul style="list-style-type: none"> <li>• Develop a high performing team that delivers an efficient, customer-focussed service based on industry best practices and latest asset management thinking.</li> <li>• Undertake staff Appraisal Development Conversations (ADC) in line with the standard University guidance and carry out regular 1-2-1 meetings direct reports.</li> <li>• Support the welfare and well-being of the team and ensure common staff welfare issues are addressed.</li> <li>• Lead on interviewing, selection and recruitment of new staff, ensuring that suitable staffing levels are maintained, developing business cases for any staffing changes and development needs.</li> <li>• Monitor staff performance and address employment matters when applicable including sickness, capability, grievances and disciplinary.</li> <li>• Ensure new and existing staff are appropriately trained for the tasks which they are directed.</li> <li>• Ensure all University HR policies and procedures are fully implemented and that issues such as performance management, disputes and grievances are effectively managed.</li> </ul>	30%
<b>4</b>	<p><b>Other duties</b></p> <ul style="list-style-type: none"> <li>• Provide cover for other senior Asset Management colleagues during periods of absence.</li> <li>• Undertake such other duties as may reasonably be required by the Director of Estates Operations and the Director of Asset Management.</li> </ul>	5%

## Person specification

	<b>Essential</b>	<b>Desirable</b>
<b>Skills</b>	<ul style="list-style-type: none"> <li>• Strong interpersonal, influencing and negotiating skills, including ability to engage productively with non-procurement specialists</li> <li>• Well-developed problem-solving skills, using initiative and judgement in more complex situations</li> <li>• Excellent communication and stakeholder relationship management skills at all levels.</li> <li>• Ability to lead and work within a team, plan and manage work activities, communicate and prioritise workloads.</li> <li>• Demonstrable analytical and report-writing skills.</li> <li>• Ability to extract, collate and present data from a range of sources</li> <li>• Highly skilled in developing and managing contracts.</li> <li>• Ability to identify and pro-actively manage risks, issues and problems effectively.</li> <li>• Able to work under pressure and meet competing deadlines</li> <li>• Excellent practical IT skills including Microsoft Office (Office 365) and Outlook</li> <li>• Well-developed customer service skills and focus on service quality</li> </ul>	
<b>Knowledge and experience</b>	<ul style="list-style-type: none"> <li>• Experience in a similar or related role in a complex organisation</li> <li>• Demonstrable experience of effective commercial management of maintenance contracts for large and complex estates.</li> <li>• Proven operational or line management experience in senior positions.</li> <li>• Experience of working within a customer focused environment dealing with people in a variety of complex and difficult situations</li> <li>• Experience of working independently to high professional standards and tight deadlines</li> </ul>	<ul style="list-style-type: none"> <li>• Experience in Higher Education or similar complex environment</li> <li>• Awareness of CDM Regulations and safe working on site.</li> </ul>

	<ul style="list-style-type: none"> <li>• Experience in common forms of maintenance contract such as NEC and JCT, including commercial and performance management and reporting.</li> <li>• Experience in contract management principles such as Service Level Agreements and KPIs, change control, risk-reward mechanisms.</li> <li>• Working knowledge of legislation, regulation and compliance relating to health, safety, environment and operational risk within a maintenance context.</li> </ul>	
<p><b>Qualifications, certification and training (relevant to role)</b></p>	<ul style="list-style-type: none"> <li>• A degree or an HND qualification or equivalent with some relevant experience or proven relevant experience within a similar role</li> <li>• Full, current driving licence</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant professional qualifications within Industry Sector, e.g. IWFM, RICS, CIOB</li> <li>• Relevant professional health &amp; Safety qualifications (e.g. IOSH, NEBOSH)</li> <li>• Chartered membership of CIPS</li> </ul>



## Expectations and behaviours

The University has developed a clear set of core expectations and behaviours that our people should be demonstrating in their work, and as ambassadors of the University's strategy, vision and values. The following are essential to the role:

- Valuing people** Is always equitable and fair and works with integrity. Proactively looks for ways to develop the team and is comfortable providing clarity by explaining the rationale behind decisions.
- Taking ownership** Is highly self-aware, looking for ways to improve, both taking on board and offering constructive feedback. Inspires others to take accountability for their own areas.
- Forward thinking** Driven to question the status quo and explore new ideas, supporting the team to "lead the way" in terms of know-how and learning.
- Professional pride** Sets the bar high with quality systems and control measures in place. Demands high standards of others identifying and addressing any gaps to enhance the overall performance.
- Always inclusive** Ensures accessibility to the wider community, actively encouraging inclusion and seeking to involve others. Ensures others always consider the wider context when sharing information making full use of networks and connections.

## Key relationships with others

