

LANCASHIRE TEACHING HOSPITAL NHS TRUST WORKFORCE DIRECTORATE

JOB DESCRIPTION (Leadership Position)

JOB TITLE: Facilities Compliance Manager

DIRECTORATE: Estates and Facilities

REPORTS TO: Head of Facilities

ACCOUNTABLE TO: Assistant Director of Facilities

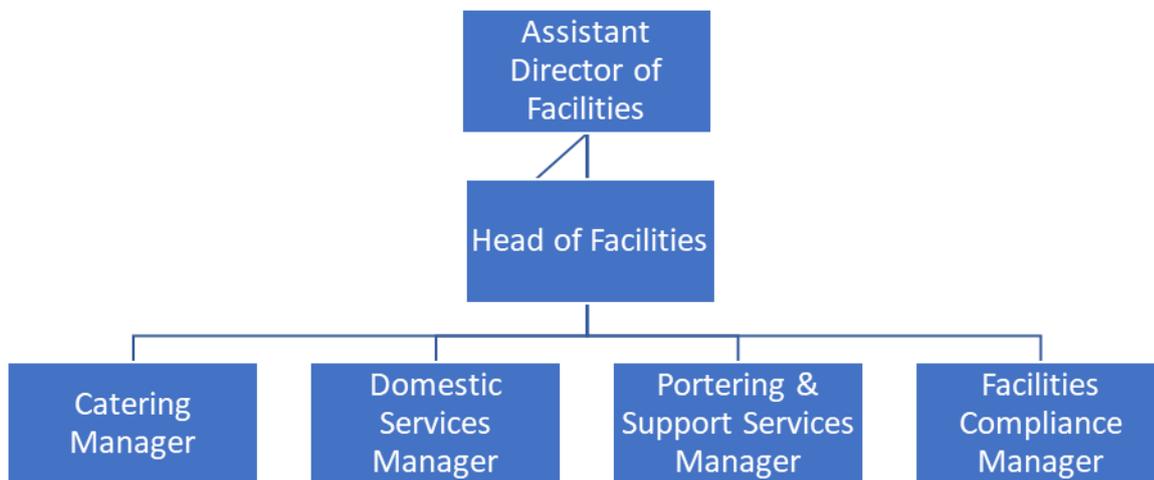
KEY RELATIONSHIPS: Senior Leaders including Divisional Directors, Heads of Service, HR and IT divisional leads, Clinical Directors, Heads of Nursing, Consultants, Matrons, IPC and Speciality Leads.

HOURS: 37.5 hours per week

LOCATION: The post holder is required to complete duties covering all sites within Lancashire Teaching Hospitals NHS Foundation Trust. This role is suitable for some WFH routinely.

BAND: 7

NB: The Post holder may be required to work in other departments across the Trust including across Trust sites.



DBS (Criminal Record) Check Level required for role:

Please indicate the level of DBS Check required in this role	Standard	Enhanced without Barred List Checks	Enhanced with Child only Barred List Check	Enhanced with Adult only Barred List Check	Enhanced with Child and Adult Barred List Checks
	X				

KSF Core Dimension Levels for Role

Communication	Personal & People development	Health, Safety & Security	Service Improvement	Quality	Equality & Diversity
4	4	3	4	4	3

Role Summary

The post holder will report directly to the Head of Facilities and be responsible for providing detailed assurance on Facilities Compliance, Training and Audit Service Performance including Health and Safety and Risk.

The post holder will provide specialist and professional advice to Facilities Directorate staff, Director and Assistant Director, Heads of Departments within the Directorate on matters relating to Facilities Compliance, and performance.

They will actively deliver the objectives of the Directorate, by providing professional, helpful, and considered analysis to support Compliance, Audit and Service priorities, making use of intelligent information from a broad range of data sources.

The post holder will provide effective compliance, and performance business services for the Directorate, setting and supporting the performance measurement agendas, ensuring the compliance needs of the Directorate, statutory and mandatory requirements etc. are measured and met to agreed deadlines.

The post holder will contribute to the continuous development and efficient production of information reporting systems and Facilities service analysis to meet the developing needs of key internal and external stakeholders.

As an integral part of the Senior Leadership team, they will proactively monitor compliance in relation to all metrics generated by the FM department. They will also support the FM Trust service leads when negotiating service specific SLA's and participate in tender exercises as they arise.

They will also be responsible for the standardisation of process and documentation across the department which will include supporting service managers to achieve HR, H&S, Risk and IPC targets. They will provide solutions to continuously improve our service delivery and will support the workforce priorities across the Estates and Facilities division.

They will work collaboratively and positively within our ICB and will be required to support a variety of FM related projects in conjunction with other FM senior leads.

Key Duties and Responsibilities:

The duties and responsibilities listed below should be undertaken in accordance with the levels of competence as defined in the KSF outline for this post. In addition, all staff are expected to act in accordance with the values and behaviours of the Trust.

Leadership Framework Profile for Role

Inspiring Others	Responsibility for the Team	Leading from the Front	Conscious Leadership	Delivering the Service
3	3	3	3	3

(Level of capability required: 0 – Not Required, 1 – Developing, 2 – Capable, 3 – Strong, 4 – Outstanding)

Leadership Behaviour Clusters Overview

INSPIRING OTHERS - Motivates staff by involving them in the planning process, utilising their strengths, providing support and delegating to empower others. Role modelling desired behaviours by showing passion, communicating the Trust vision with pride and behaving consistently with the Trust Values.

RESPONSIBILITY FOR THE TEAM - Provides direction, feedback and understands the challenges faced by the team. Willing to pitch in and work as part of the team when necessary. Tackles conflict proactively and constructively. Demonstrates honesty and trust.

LEADING FROM THE FRONT - Able to take charge when necessary, overcoming challenges caused by conflicting priorities, lack of resources, difficult or demanding situations in the internal and external environment. Displays determination and resilience to raise performance levels. Learns from mistakes and develops creative and innovative solutions.

CONSCIOUS LEADERSHIP - Self-awareness of who they are, what they stand for, what others need from them and their impact on others. Considers different perspectives, follows up on promises and works in line with the Values. Reflects on performance using information to identify what needs to be done differently.

DELIVERING THE SERVICE - Focuses on quality and service provided. Continually tries to identify the most effective way of making the service responsive to meet changing demands. Articulates the vision with clarity, keeping focus on improving services and inspiring others to be positively involved. Manages short and long-term priorities, balancing the big picture with detail to ensure the highest standards are achieved.

Our Values



Being Caring and Compassionate

Being caring and compassionate is at the heart of everything we do, it is about understanding what each person needs and striving to make a positive difference in whatever way we can.



Recognising Individuality

Appreciating differences, making staff and patients feel respected and valued.



Seeking to Involve

Actively gets involved and encourages others to contribute and share their ideas, information, knowledge and skills in order to provide a joined up service.



Building Team Spirit

Working together as one team with shared goals doing what it takes to provide the best possible service.



Taking Personal Responsibility

Individuals are accountable for achieving improvements to obtain the highest standards of care in the most professional way, resulting in a service we can all be proud of.

ROLE DUTIES	MEASURABLE OUTCOMES					
<p>Actively review a broad range of departmental practices to confirm they remain appropriate and, where identified, introduce modifications to deliver effective governance, performance/compliance/financial/service benefits.</p> <p>Monitor, scrutinise and project manage the development, content and implementation of a range policies and procedures within areas of compliance, Facilities Strategic Delivery plan, health and safety, standards and performance relevant to, and for, the Facilities Directorate.</p>	<p>Ensure statutory and legal responsibilities are met.</p> <p>Ability to demonstrate a strategic approach which enhances the delivery of service.</p>					 

<p>Support the strategic development of options for the improvement of Facilities compliance.</p> <p>Ensure that the means of Facilities compliance delivery is regularly reviewed and develop appropriate recommendations on appropriate strategies to deliver optimum performance.</p> <p>Be required to analyse, interpret, and resolve highly complex statistical and information problems in relation to compliance facets across all Facilities services. These may require innovative and new ways of delivering services which may conflict with traditional thinking and opinions.</p> <p>Use own discretion and take appropriate action to ensure the needs of the department are met, and to use own initiative to develop the effectiveness of the department.</p> <p>Be responsible for communicating complex and sensitive or contentious service-related information to all facilities service managers, senior leadership teams and service staff and to external stakeholders. This may include the need for presenting this information formally to large groups of staff.</p> <p>Deliver wholesale change in the level and nature of communication and partnership working between operational and in house teams to deliver on departmental objectives.</p> <p>To actively review a wide range of departmental practices to confirm they remain appropriate and where identified introduce modifications to deliver performance/compliance/financial/service benefits.</p>	<p>Plan and prioritise own work to ensure effective support to all areas and the delivery of key objectives.</p> <p>Challenge ways of thinking and create an environment for innovative change and service development.</p> <p>Membership of National and Regional networks, including participation at ICB</p>			  		  
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<p>To have experience of working within facilities services and possess an in-depth knowledge of all legislative requirements and national standards which govern the delivery of facilities services e.g. food safety legislation, laundry processing, national standards for cleaning, national standards for food etc.</p> <p>To use their own initiative to deal with routine and non-routine situations, making decisions based on interpretation of both local and national policies, procedures, and guidelines.</p> <p>To occasionally undertake audit in Ward and treatment areas where there will be incidental contact with patients.</p>					
<p>Communication & Leadership</p> <p>The postholder will utilising a range of strategies, develop effective relationships and communicate courteously, diplomatically, and responsively with all stakeholders.</p> <p>Work closely with service users to ensure a customer service approach is delivered to wards and departments.</p> <p>Engage with public and patients with regards to service quality and expectations.</p> <p>Initiate and respond to user feedback by ongoing evaluation and identification of emerging trends within the provision of service.</p> <p>Develop and maintain relationships using effective and proactive communication mechanisms with staff.</p> <p>Maximise the opportunity for staff involvement in the development of service improvement.</p>	<p>Excellent relationships are developed to ensure that all service users and staff have an opportunity to influence the leadership, planning and development of services.</p> <p>Develop and maintain effective partnerships with all staff.</p> <p>Meeting the expectations of service users and patients, achieving and maintaining service standards. Able to provide information and knowledge to adapt standards to meet a changing environment.</p> <p>Provide effective leadership in ensuring motivation of staff through effective communication.</p>				 

<p>Involve teams in the decision-making process.</p> <p>Keep staff abreast of Trust and departmental updates. Provide detailed service reports to the Trust.</p>						
<p>Operational Management & Reporting</p>						
<p>Work proactively and in partnership and collaboration to determine service targets are met and ensuring that these align with organisational strategic aims and objectives and adhere to national and locally defined targets and standards.</p> <p>Develop and manage appropriate systems to identify, clarify and ensure that all areas of compliance are effectively managed in line with current legislation, mandatory requirements, codes of practice and good practice.</p> <p>Hold accountability for compliance information systems utilised to performance manage Facilities Services. This involves ensuring the information contained within the system is up to date by completing systematic quality checks and audits to ensure accuracy within the system.</p> <p>Ensure the development and maintenance of electronic records management systems, to comply with legislation and facilitate an effective and efficient approach to facilities compliance monitoring and management.</p> <p>To ensure that all in-house monitoring systems are compliant to standards to maximise the quality of the patient experience and support clinical interventions.</p> <p>Support the Head of FM and liaise with external agencies for areas of responsibility within Facilities, including but not limited to PLACE, ERIC, PAM, CQC etc, and</p>	<p>Demonstrate on-going improvements and change as and when necessary.</p> <p>Standards for service delivery are in place and monitored and remedial action is taken where necessary.</p> <p>All reports are undertaken and delivered in a timely and appropriate manner.</p>			  	  	  

<p>coordinate the submission of Facilities Performance Management annual data collection returns.</p> <p>Be responsible for the chairing the Compliance performance meetings, preparation of compliance plans and statistical information, and for all aspects of the Facilities Directorate governance, compliance, health and safety and performance area.</p> <p>Prepare reports for review by the Head of Facilities or consideration at senior management and co-ordinate receipt of information from a variety of sources across the service.</p> <p>Regularly review centrally issued Government Directives for area of responsibility and provides recommendations on strategies to ensure compliance.</p> <p>Ensure that the FM service leads are provided with accurate and timely information as required, and to ensure appropriate systems are installed to provide consistent quality of service.</p> <p>Be required to meet regularly with the Head of Facilities, to discuss and provide updates on all issues relating to the role, including compliance of service delivery to specifications and performance monitoring data.</p> <p>To co-ordinate the Facilities Management Team's activities to ensure all compliance programmes, audits etc. are in place to systematically update the database; this will ensure any future investment decisions are based on accurate and current data.</p> <p>Attend the Facilities Senior Leadership and other relevant meetings to discuss and update on all</p>	<p>To provide regular updates and produce reports which detail both demonstrable quantitative and qualitative benefits of projects and service improvement initiatives for a Senior audience within required deadlines.</p> <p>All reports are undertaken and delivered in a timely and appropriate manner.</p>					
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<p>compliance, health and safety and performance activities. Provide assurance that the required level of quality and compliance is being provided. Communication to meet this requirement may be verbal or written.</p> <p>Plan and organise a large and diverse range of compliance activities many of which contribute to the Facilities Strategic vision and can be highly complex in nature. Plans may need adjustment, taking into consideration the uncertainty of future developments which may impact on them.</p> <p>To develop and manage a suite of reporting tools to provide Facilities management teams with the relevant intelligent information to operate departments within agreed performance and compliance targets.</p> <p>Concentrate for prolonged, frequent periods of time to: produce and analyse complex, high level statistical reports from information systems. (eg. support systems, finance reports, workforce management systems, National Standards and Legislation).</p> <p>To develop the compliance, audit, training, and performance functions in jointly delivering the short-, medium- and long-term targets.</p> <p>To actively review a wide range of departmental practices to confirm they remain appropriate and where identified introduce modifications to deliver performance/compliance/financial/service benefits.</p> <p>To develop and manage a suite of reporting tools to provide Facilities management teams with the relevant</p>	<p>Provide or support the analysis of performance data.</p>					
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<p>intelligent information to operate departments within agreed performance and compliance targets.</p> <p>Demonstrate advanced IT skills and can produce and manipulate data to create detailed spreadsheet information.</p> <p>Monitor performance through the development and use of Key Performance indicators (KPIs) and the Divisional assurance dashboard to demonstrate the delivery of agreed service standards.</p> <p>To use a wide variety of information systems to generate reports and complex queries on a regular basis. To interrogate and present in formats to facilitate the analysis of complex and detailed information.</p> <p>To regularly use software systems relating to compliance information and ensure this data is constantly updated.</p> <p>Present performance reports to the Head of Facilities on performance delivery with action plans.</p> <p>Maintain a good understanding of available new technologies and techniques relevant to the service.</p> <p>Assist with responses to Freedom of Information requests relative to Compliance.</p>						
Health and Safety						
<p>Chair the Facilities Compliance and Performance meetings and clarify policy, legislative and mandatory requirements to Senior Managers within the Facilities Directorate. Provide assurance that the governance, risk, and performance management policies and strategies achieve their objectives.</p>						 

<p>Responsible for Health and safety issues relevant to the services provided and to ensure compliance with current legislation regarding the provision of services e.g. statutory and regulatory compliance, COSHH, Hygiene code, Infection control etc.</p> <p>Manage risk assessments and incidents within Compliance, incorporating current Health and Safety legislation, liaising directly with the Risk Team to resolve any outstanding investigations.</p> <p>Use highly developed specialist knowledge and experience to interpret and advise on the implementation of complex National policies, legislative requirements and centrally issued guidance. Develop and recommend strategies to comply, and to deliver on set objectives.</p> <p>Act within broad occupational policies or regulations interpreting how best to implement them i.e. Health and Safety, Health Technical Memoranda and all other relevant occupational policies and guidelines, including implementing change to enable new legislation and working practices to be embraced.</p> <p>Ensure systems are put in place to ensure the services are provided in accordance with statutory obligations, NHS mandatory standards and Trust policies and procedures including systems to assess and monitor compliance with Health and Safety at Work legislation.</p> <p>Conduct annual surveys, risk assessments and audits to monitor service performance and take appropriate actions to address actual or potential service failures, risks and regulatory non-compliance.</p>						
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Learning & Development					
<p>Influence the development and provision of training in relation to relevant services.</p> <p>Support the improvement and performance of Facilities Services. This will require provision of advice and support to the operational managers.</p> <p>Maintain knowledge of the latest NHS policies and specific guidance.</p> <p>Undertake continuous personal development through a recognised CPD process seeking opportunities to enhance skills that will support a personal development plan.</p>	<p>Development of core skills for managers and staff.</p> <p>Identifying and development of rising stars.</p>				 
Human Resource and Service Development					
<p>Work proactively with Managers in own or other departments in ensuring rapid resolutions to conflicting views/opinions where issues may be sensitive, contentious, and complex.</p> <p>Be responsible for undertaking staff appraisal, developing training plans, CPD, monitoring and recording sickness and absence management.</p> <p>To provide leadership where required and to deliver a high level of specialist advice relevant to own work areas to the Facilities Team.</p> <p>Manage sensitive and confidential information relating to team members and liaise appropriately with Human Resources if necessary.</p> <p>Development of short-, medium- and long-term compliance business plans.</p>	<p>Ability to support and develop managers.</p> <p>Plan and prioritise own work to ensure effective support to all areas and the delivery of key objectives.</p> <p>Ability to identify benefits and risks and how to overcome blockages to service development.</p> <p>Evidence of successful implementation of initiatives. Projects are managed to timescales and key milestones are delivered.</p> <p>To provide regular updates and produce reports which detail both demonstrable quantitative and qualitative benefits of projects</p>			  	  

<p>To take responsibility for managing a broad range of complex changes in a range of service areas, helping to influence change at all levels of the organisation.</p> <p>Produce complex reports about organisational development issues, recommending courses of action.</p> <p>Communicate in relation to relevant legislation, policies, and procedures, i.e. sickness and disciplinary policies, recruitment and development policies.</p> <p>Actively promote quality in the team, by making clear standards, expectations, monitoring progress and taking action when standards fall short of expectations.</p>	<p>and service improvement initiatives for a Senior audience within required deadlines.</p> <p>Provide or support the analysis of performance data.</p>					
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Occupational hazards or exposures relevant to this job (please tick)			
Physical			
Patient moving & handling	<input checked="" type="checkbox"/>	Regular DSE work	<input checked="" type="checkbox"/>
Regular equipment / material moving & handling > 10kg	<input type="checkbox"/>	Climbing ladders and / or working at height	<input type="checkbox"/>
Noise (LEP,d > 80)	<input type="checkbox"/>	Hand Arm Vibration	<input type="checkbox"/>
Hot or cold conditions	<input type="checkbox"/>	Exposure to Ionising Radiations	<input type="checkbox"/>
Entry into confined spaces	<input type="checkbox"/>	Other potential ergonomic problems	<input type="checkbox"/>
Driving on Trust business		Vocational driving (C1,D1, LGV, PCV)	
Chemical			
Exposure to known respiratory irritants or sensitisers	<input type="checkbox"/>	Exposure to known skin irritants or sensitisers (including latex)	<input type="checkbox"/>
Exposure to asbestos (non-licenced work)	<input type="checkbox"/>	Exposure to any other chemicals	<input type="checkbox"/>
Biological			
Exposure-prone procedures	<input type="checkbox"/>	Laboratory exposure to pathogens	<input type="checkbox"/>
Other			
Night work	<input type="checkbox"/>	On-call duties/ lone working	<input type="checkbox"/>

Governance

The post holder will operate at all times to high standards of probity. This will include compliance with:

- Health and safety regulations
- All policies and procedures approved by the Trust
- Trust Standing Financial Instructions
- Working within the Data Protection act 1984, Health & Safety at work Act 1974, Maintain confidentiality at all times, as required by legislation and Trust Policy
- Working to defined policies and procedures, actively implementing the development of the electronic solution
- Work within the limitations of the role
- Professional codes of conduct including the NHS Managers Code of Conduct (where these apply)
- All policies and procedures related to infection prevention and control as relevant to their post
- To raise any concerns as soon as possible, as per whistle blowing policy, relating to any:-
 - Healthcare matters, e.g. suspected negligence, mistreatment or abuse of patients; the quality of care provided
 - Concerns about the professional or clinical practice or competence of staff
 - The treatment of other staff, including suspected harassment, discrimination or victimisation
 - Health, safety and environment issues
 - Suspicion or knowledge of theft, fraud, corruption, bribery allegations or other financial malpractice
 - Employment standards and/or working practices
 - Criminal offences or miscarriages of justice
 - Failure to comply with any other legal obligation
 - Deliberate concealment of any of the above

Information Governance

- To be fully aware of and committed to all Policies, Procedures and Initiatives relating to Information Governance - this will include, but not limited to, Data Quality improvements, Confidentiality and Information Security

- To take personal responsibility for safeguarding and ensuring the quality of information.

Behaviour

The post holder will be expected to:

- Support the aims and vision of the Trust
- Act with honesty and integrity at all times
- Be a positive ambassador for the Trust
- Demonstrate high standards of personal conduct
- set an example and encourage openness and honesty (particularly in reporting incidents and near misses) and will actively foster a culture of learning and improvement
- Value and respect colleagues, other members of staff and patients
- Work with others to develop and improve our services
- Uphold the Trust's commitment to equality and diversity
- Take personal responsibility for their words, deed and actions and the quality of the service they deliver

Job Review

This job description will be reviewed periodically to take into account changes and developments in service requirements. Any changes will be discussed fully with the post holder.

Signature of Post Holder:

Date:

Signature of Manager:

Date:

**LANCASHIRE TEACHING HOSPITAL NHS FOUNDATION TRUST
PERSON SPECIFICATION**

POST: Facilities Compliance Manager

Band: 7

DIRECTORATE: Estates and Facilities

ATTRIBUTE	ESSENTIAL	DESIRABLE	HOW ASSESSED
<p>Qualifications & Education</p>	<ul style="list-style-type: none"> • Highly developed, specialist knowledge of Facilities Compliance, audit and data analysis, gained through relevant qualification or equivalent combination of education, knowledge, skills, and experience. • Degree or comparable level 7 qualification within Facilities management or relevant experience, skills and knowledge. • An in-depth knowledge of Legislative Changes, Statutory Standards, legal requirements etc. • High level of IT qualification and skills related to software systems, Microsoft Office products including Microsoft Excel, Access and MSQuery. • Evidence of continued professional development to include attendance at seminars, conferences, training courses and meetings. • Significant experience in a leadership position within the NHS, public sector or wider. 	<ul style="list-style-type: none"> • A good knowledge of the Healthcare/NHS environment. 	<ul style="list-style-type: none"> • Application form • Interview • References
<p>Knowledge & Experience</p>	<ul style="list-style-type: none"> • Previous experience of developing and successfully implementing Systems i.e. Compliance management, Informatics and Performance. • Previous management experience of a wide range of Facilities issues. • A high level of understanding of compliance issues, current legislation and mandatory requirements relating to the facilities function. • Experience in a public service environment. 	<ul style="list-style-type: none"> • Experience working within NHS Facilities management. 	<ul style="list-style-type: none"> • Application form • Interview • References

	<ul style="list-style-type: none"> Fully understand the level and the standard of service required and ensure statutory and performance standards are maintained, monitored and regularly reviewed. 		
Skills & Abilities	<ul style="list-style-type: none"> Ability to work within and lead large teams in diverse services. Able to communicate effectively verbally and in writing including communicating highly complex, sensitive, or contentious information. High level of analytical skills and ability to draw conclusions for complex information. Ability to develop solutions to compliance and information issues and to support management and senior management teams in finding solutions. Excellent change management approach with influential and persuasive skills and the ability to overcome barriers to change with a positive 'can do' attitude. Ability to work to short and demanding timescales. 	<ul style="list-style-type: none"> Good standard of written and verbal communication Problem solving Effective negotiating Setting and achieving operational objectives 	<ul style="list-style-type: none"> Application form Interview References
Values & Behaviours	<ul style="list-style-type: none"> Ability to work under pressure, thinking calmly and quickly in contentious emotive and challenging situations. Enthusiastic, with patience and perseverance. Committed to high quality service delivery and client/patient satisfaction. Required to work under pressure to meet deadlines and targets. Complex interpersonal and multi-disciplinary working. Have a flexible attitude to work. Uphold Trust Values. 		<ul style="list-style-type: none"> Interview References
	<p>INSPIRING OTHERS</p> <ul style="list-style-type: none"> Motivates a wide range of individuals, actively encourages and supports their colleagues to work to the best of their ability Encourages staff to take ownership for their own development. 		<ul style="list-style-type: none"> Application form

<p>Leadership Framework Behaviours</p>	<ul style="list-style-type: none"> • Demonstrates high levels of personal performance and conduct at all times, makes clear to staff that they are expected to do the same. • Involves relevant colleagues in decision-making, listens but takes the final decision themselves. <p>RESPONSIBILITY FOR THE TEAM</p> <ul style="list-style-type: none"> • Can alternate between working as part of the team and taking control. • Clearly communicates key performance priorities and objectives to their teams eliminating ambiguity. • Exhibits foresight to identify and defuse conflict before it occurs. Creates an environment where conflict is managed, resolved and a way forward is found. • Encourages multi-way feedback environment, e.g. openly between team members; uses feedback as a motivational tool. <p>LEADING FROM THE FRONT</p> <ul style="list-style-type: none"> • Is confident taking charge, and is able to effectively deal with and influence more challenging individuals. • Shows optimism and resilience under the most stressful circumstances. Inspires others, keeps the positive message going even when others have ceased to believe. • Is prepared to be held accountable for agreed goals. Sets targets for performance, providing staff with clarity of purpose and direction. • Sees through conflicting or complex information to find a solution that tackles the problem at source. Requires staff to propose solutions when raising problems. Delivers solutions that have a positive and far reaching impact, influencing future direction of the Trust. <p>CONSCIOUS LEADERSHIP</p> <ul style="list-style-type: none"> • Uses talents to the full by participating in a variety of events to build strengths. Is dedicated to continuous learning and self-improvement, undertakes activities to enrich knowledge build new skills and hone existing skills. • Acknowledges and respects others' diverse perspectives. Takes the time to get to know individual team members, willing to listen non-judgementally to others' opinions and contributions regardless of whether they agree to them. • Recognises the impact their behaviour has on others and seeks to regulate behaviour to have a positive outcome. • Is known to support and apply a high set of ethical and moral principles. Stays true to personal/Trust values regardless of internal and external pressures. <p>DELIVERING THE SERVICE</p> <ul style="list-style-type: none"> • Designs, implements and drives forward improvement initiatives, can measure the impact process improvements have at all levels (e.g. patient, team, department). Takes a proactive approach, bringing about improvements before being asked. • Maintains an overview of team progress, taking steps to ensure that targets are attained, and staff make the best use of their time. the progress being made and predicts potential failures, developing contingency plans. • Has a long term vision that sets out stretching goals, using them to motivate their team to improve service standards. • Creates an environment where poor performance or conduct is tackled promptly and directly, empowering staff members to challenge poor performance in one another. 	<ul style="list-style-type: none"> • Interview • References
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