

## Job Description

<b>A Post Details</b>	
Job Title: Head of Estates Operations	Grade: C002
Department: Estates	Division: A Division
Reports to: Deputy Director of Estates	Contract Type: Permanent
Level of Vetting: MV	Numbers in Post: 1
<b>B Purpose of the Post</b>	
<p>The Head of Estates Operations is responsible for leading the operational delivery of Estates and Facilities services across British Transport Police (BTP), ensuring the estate is safe, compliant, and fully functional to support operational policing.</p> <p>Operating as one of three core peer leads under the Deputy Director of Estates (alongside the Estates Business Partner and Estates Programme Manager), the postholder ensures effective execution of estates operations, translating strategic intent and programme outputs into consistent, high-quality operational delivery.</p> <p>The role provides leadership across facilities management, estates compliance, building services engineering, health &amp; safety, and operational assurance. It acts as the senior intelligent client for outsourced service provision and ensures that operational performance, statutory compliance, and risk management are maintained across the estate.</p> <p><u>The postholder works in close partnership with:</u></p> <ul style="list-style-type: none"> <li>- Estates Business Partner, to align operational delivery with organisational priorities, stakeholder needs and estate strategy</li> <li>- Estates Programme Manager, to ensure seamless transition from programme delivery into operational service and lifecycle management</li> </ul> <p>The role ensures that Estates Operations is fully integrated with business planning, programme delivery and ongoing service provision, maintaining clear accountability for performance, compliance and operational risk.</p>	
<b>C Dimensions of the Post</b>	
<p><b>Financial –Direct or Non-Direct:</b></p> <ul style="list-style-type: none"> <li>- Direct responsibility for estates operational expenditure, including premises-related outgoings (such as rent, service charges, buildings insurance, business rates and BID charges, utilities costs where not recharged through service charges); FM contracts; and maintenance, compliance and lifecycle activity</li> <li>- Accountability for financial control, forecasting and value for money across estates operational expenditure (total value circa £18-20m)</li> <li>- Indirect contribution to capital planning through operational insight, asset condition data and lifecycle requirements</li> </ul> <p><b>Staff Responsibilities – Direct or Non-Direct</b></p> <p><b>Direct:</b> Leadership and line management of operational estates functions, including:</p> <ul style="list-style-type: none"> <li>- FM Intelligent Client</li> <li>- M&amp;E Engineer /Energy Manager</li> <li>- Estates Health &amp; Safety and CDM Advisor</li> <li>- Building Services and Security Technical Advisor</li> </ul> <p><b>Indirect:</b></p> <ul style="list-style-type: none"> <li>- Estates Compliance Manager</li> </ul>	

- Estates Assurance Manager
- Building Services and Security Manager
- FM Contract Advisor
- Estates administration officer
- Security staff and outsourced service providers
- Contractors and specialist suppliers across multiple services

#### **Any Other Statistical Data**

- National operational estate supporting policing across c.140 sites
- Oversight of multi-disciplinary estates operations teams (c.20+ roles within Operations pillar)
- Responsibility for performance and compliance across critical operational infrastructure

### **D Principal Accountabilities**

#### **1. Operational Delivery & Service Performance**

Lead the delivery of estates and facilities services, ensuring assets are safe, functional, and aligned to operational policing needs. Maintain performance across reactive and planned maintenance, ensuring consistent service standards nationally.

#### **2. Compliance, Assurance & Risk Management**

Ensure full compliance with statutory, regulatory and corporate requirements including H&S, CDM and building safety. Implement and maintain robust assurance frameworks, audit regimes and risk management processes.

#### **3. Intelligent Client & Contract Management**

Act as the senior intelligent client for FM and specialist contracts, ensuring suppliers deliver against agreed KPIs, SLAs and contractual obligations. Act as Delegated Service Manager for the DfT Group TFM contract for BTP services and support DfT TFM Group Management Team on overall management of the Group Contract. Drive performance, cost control and service improvement through structured contract management.

#### **4. Integration with Strategy & Programme Delivery**

Work in structured partnership with the Estates Business Partner and Estates Programme Manager to:

- Translate strategic priorities into operational delivery plans
- Support mobilisation and handover of completed projects into business-as-usual operations
- Provide operational insight to inform estate planning, business cases and future investment decisions

#### **5. Building Services & Engineering Leadership**

Provide professional oversight of M&E and technical services, ensuring reliability, resilience and lifecycle management of estate assets.

#### **6. Performance Management & Reporting**

Establish and maintain performance frameworks and reporting mechanisms to provide clear insight into:

- Operational performance
- Compliance status
- Risk exposure
- Financial pressures

Provide regular reporting to the Deputy Director of Estates and governance boards.

**7. Stakeholder Engagement & Operational Interface**

Work with internal stakeholders, operational leads and the Estates Business Partner to ensure estates services meet operational requirements. Support issue resolution and ensure clear communication of service delivery constraints and priorities.

**8. Financial Control & Value Management**

Ensure effective financial management of operational budgets, identifying efficiencies, cost avoidance opportunities and value-for-money improvements across estates operations.

**9. Continuous Improvement & Standardisation**

Drive service improvement, innovation and standardisation across estates operational delivery, embedding consistent processes, systems and performance expectations nationally.

**E Decision Making**

**Make decisions**

**Operational delivery priorities, resource allocation and service interventions**

- Escalation and mitigation of compliance and safety risks
- Contractor performance management and enforcement actions
- Implementation of operational policies and procedures

**Significant say in decisions**

- Estates operational performance and service delivery model effectiveness
- Integration of programme outputs into operational environments
- Risk, compliance and operational readiness across the estate
- The postholder is a member of the Estates Senior Management Team and contributes to collective decision-making across Business, Programme and Operations functions.

**F Contact with Others**

**Internal**

Director of Corporate Development, other Deputy Directors within the Directorate (Decision Support, Financial Control, Commercial, C/Supt Operational Lead), other senior managers within Finance, Commercial Services and Estates.

- Chief Officers and other Heads of Departments / Divisional Commanders. All police officers and staff.
- Budget Holders
- BTPA Executive and Members.

**External**

Network Rail, Train Operating Companies, TfL (including Pfl), GLA, Professional Institutions, External Consultants, Contractors and Suppliers, Department for Transport, Cabinet Office including Office of Government Property and the Government Property Agency, Home Office, Local Authorities and other Regulatory Bodies, including other Police Forces and the National Police Estates Group (NPEG).

**G Essential Criteria**

<p><b>Qualifications and Training:</b></p> <ul style="list-style-type: none"> <li>• <b>Relevant professional qualification</b> (e.g. RIBA, RICS, IWF, CIOB, Engineering or equivalent experience)</li> <li>• Education to Degree Level (or equivalent) with the ability to prepare reports, research and work independently.</li> </ul>
<p><b>Experience:</b></p> <ul style="list-style-type: none"> <li>• Significant experience at senior level in estates operations, facilities management or property service delivery within a complex, multi-site organisation</li> <li>• Proven track record of managing outsourced service providers and contracts at scale</li> <li>• Experience in statutory compliance, health &amp; safety and operational risk management</li> <li>• Experience of working with senior stakeholders and within governance structures</li> </ul>
<p><b>Skills:</b></p> <p>You will be an innovative and self-motivated person, who is dedicated to making BTP more efficient and effective. You will have a strong service oriented, can-do attitude with the ability to break activities into clear distinct sections and plans.</p> <p>You will be a strong persuasive communicator, with excellent interpersonal skills, you can communicate in a clear manner, and you are able to flex your style so that it is appropriate to the audience. You will be able and willing to challenge at any level in an appropriate manner. You will be resilient and able to remain calm under pressure or in changing circumstances.</p> <ul style="list-style-type: none"> <li>• Strong contract and supplier performance management capability</li> <li>• Ability to manage operational risk and compliance frameworks</li> <li>• Excellent leadership and people management skills across multidisciplinary teams</li> <li>• Strong analytical, reporting and decision-making capability</li> <li>• Effective stakeholder engagement and communication skills</li> </ul>
<p><b>Knowledge:</b></p> <ul style="list-style-type: none"> <li>• Estates compliance, H&amp;S and building safety frameworks</li> <li>• Facilities management operating models and intelligent client functions</li> <li>• Public sector governance, financial controls and accountability</li> </ul>
<p><b>H Additional Information</b></p> <p>This role is suitable for the post holder to be based throughout England, Scotland or Wales. BTP is a national Force and the role will require travel as needed.</p> <p><b>For Policy &amp; Reward to complete only:</b>  <b>Panel Approval:</b> Pauline Okirie  <b>Date:</b>24/06/2026</p>