Together

LANCASHIRE TEACHING HOSPITAL NHS TRUST
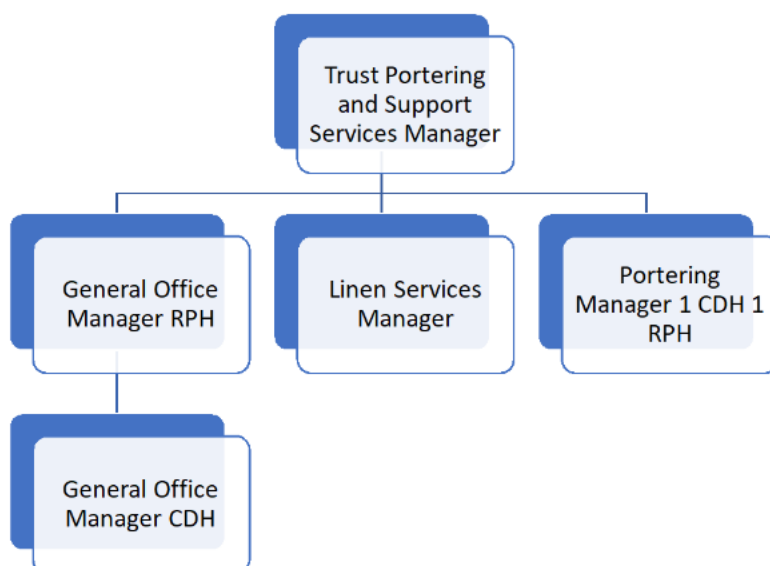# WORKFORCE DIRECTORATE

JOB DESCRIPTION (Leadership Position)

JOB TITLE: Portering & Support Services 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, Clinical Directors, Heads of Nursing, Consultants, Matrons, IPC and Speciality Leads, Finance Workforce

DIRECT REPORTS: Portering Services Managers
Linen Services Manager
General Office Manager

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.

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 Trust Portering and Support Services Manager has managerial, technical, and professional responsibility for all Portering, linen, general office, and associated contract services throughout the Trust. You will report to the Head of Facilities and manage the Portering, General Office and Linen Services operation for patients, staff, and visitors.

You will be the primary lead for the department and have responsibility for proactively and positively engaging with all staff, patients, and visitors to continuously improve our services. You will provide engaged leadership to create a positive team culture and to drive quality and financial improvements within their remit.

You will develop and lead on a Business and Service Delivery Plan for Portering, Linen and General Office Services, which will support the Divisional and Trust Business Plans and will develop and hold all Business Continuity Plans within their area of responsibility.

You are directly responsible for producing and monitoring all procedures and standards necessary to manage the Trust Portering, General Office, and Linen Services and to ensure compliance with all relevant legislation.

You will be responsible for associated Portering, and Linen Services undertaken for other Trusts by means of service level contracts where applicable.

The post holder, as a senior member of the Facilities team, will be required to undertake other duties to support the Facilities function and to act on behalf of the Head of Facilities, as necessary.

You will work collaboratively with our Integrated Care Board colleagues to standardise and streamline our Facilities offer across the region.

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					
Leadership						
Responsible for the operational delivery of Portering, General Office and Linen Services including, the development and delivery of efficient and effective systems, policies, and procedures. Assist in the development of the Facilities Development Strategy, to support the Trust's business and clinical priorities, ensuring compliance with regulations and providing cost efficient and effective services.	Ensure statutory and legal responsibilities are met. Ability to demonstrate a strategic approach which enhances the delivery of service. All reports are undertaken and delivered in a timely and appropriate manner. Ability to support and develop managers.			✓		✓

Assist in the continuing development and delivery of Portering and Linen Services across the Trust, ensuring performance delivery and Value for Money against National metrics. Monitor the performance standards of Portering and Linen Services to ensure that the Trust's service requirements and service standards are being achieved and provide the necessary level of assurance to the Trust Board as required. Audit, review, propose and implement service improvements so ensuring that positive performance standards are achieved. Take any remedial action, as necessary. Support the National and Trust wide PLACE and CQC audit process. Develop and deliver, in conjunction with the Head of Facilities, the Directorate Business Plan objectives. Demonstrate good leadership skills with these principles being applied at all levels of staff within the Portering Service. The Portering Services Manager must encourage all staff to reach their full potential. Be responsible for supervisions, appraisals, and personal development plans for staff within line management.	Plan and prioritise own work to ensure effective support to all areas and the delivery of key objectives. Challenge ways of thinking and create an environment for innovative change and service development. Membership of National and Regional networks, including participation at ICB Support the Trust and the Directorate in the delivery of its 'Values and Visions'.			🟠🟠🟠	🟢🟢🟢🟢🟢
Communication					
The postholder will utilise the Estates & Facilities strategy, develop effective relationships and communicate courteously, diplomatically, and responsively with all stakeholders.	Excellent relationships are developed to ensure that all service users and staff have an opportunity to influence the leadership, planning and development of services.		🔴🔴	🟠	🔵 🟢

Work closely with service users to ensure a customer service approach is delivered to wards and departments. Engage with public and patients with regards to service quality and expectations. Initiate and respond to user feedback by ongoing evaluation and identification of emerging trends within the provision of service. Develop and maintain relationships using effective and proactive communication mechanisms with staff. Maximise the opportunity for staff involvement in the development of service improvement. Involve teams in the decision-making process. Keep staff abreast of Trust and departmental updates. Provide detailed service reports to Divisional Board, IPC & Senior Leadership Team. Communicate with key stakeholders in relation to relevant legislation, policies, and procedures, i.e., sickness and disciplinary policies, recruitment, and development policies. Create pathways for continuous development of staff within Portering, motivate and lead staff to achieve team goals, leading into the overall Facilities objectives.	Develop and maintain effective partnerships with all staff. 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. Provide effective leadership to motivate and engage staff. Provision of clear and comprehensive written reports.				
Operational Management & Service Delivery					
Responsible for the strategic and operational planning of the relevant services.	Demonstrate on-going improvements and change as and when necessary.				

Regular review of operational service standards and any associated risks are in place.	Standards for service delivery are in place and monitored and remedial action is taken where necessary.			🟠	🔵	🟢
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.				🟠		🟢
Monitor service performance through the development and use of Key Performance indicators (KPIs) and the Divisional assurance dashboard to demonstrate the delivery of agreed service standards.				🟠	🔵	🟢
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.				🟠		🟢
Present performance reports to the Head of Facilities on performance delivery with action plans.				🟠		🟢
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.				🟠		🟢
Manage risk assessments and incidents within Portering, incorporating current Health and Safety legislation, liaising directly with the Risk Team to resolve any outstanding investigations.						

Actively promote quality in the team, by making clear standards, expectations, monitoring progress and taking action when standards fall short of expectations. Maintain a good understanding of available new technologies and techniques relevant to the service. Assist with responses to Freedom of Information requests relative to Portering Services.						
Finance						
Management and control of Portering annual budgets. Delegated financial authorisation in line with the Directorates individual authorisation limits.	To ensure that appropriate protocols are in place control expenditure within the budget. To monitor expenditure and ensure timely identification of budget variances, taking appropriate action to rectify such discrepancies. To authorise expenditure in line in standing financial instructions.					👥👥
Learning & Development						
Influence the development and provision of training in relation to relevant services. Maintain knowledge of the latest NHS polces and specific guidance. Learning through a trust approved wider opportunities to enhance skills that will support a personal development plan.	Development of core skills for managers and staff. Identifying and development of rising stars.			👨‍👨‍👦		👥👥
Change Management & Service Development						
Development of short-, medium- and long-term operational plan to embed positive change and upskill staff.	Ability to identify benefits and risks and how to overcome blockages to service development.			👨‍👨‍👦👨‍👨‍👦		👥👥

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. Produce complex reports about organisational development issues, recommending courses of action.	Evidence of successful implementation of initiatives. Projects are managed to timescales and key milestones are delivered. 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. Provide or support the analysis of performance data.			🟠		🟢

Occupational hazards or exposures relevant to this job (please tick)			
Physical			
Patient moving & handling	✔	Regular DSE work	✔
Regular equipment / material moving & handling > 10kg	☐	Climbing ladders and / or working at height	☐
Noise (LEP, d > 80)	☐	Hand Arm Vibration	☐
Hot or cold conditions	☐	Exposure to Ionising Radiations	☐
Entry into confined spaces	☐	Other potential ergonomic problems	☐
Driving on Trust business		Vocational driving (C1, D1, LGV, PCV)	
Chemical			
Exposure to known respiratory irritants or sensitisers	☐	Exposure to known skin irritants or sensitisers (including latex)	☐
Exposure to asbestos (non-licenced work)	☐	Exposure to any other chemicals	☐
Biological			
Exposure-prone procedures	☐	Laboratory exposure to pathogens	☐
Other			
Night work	☐	On-call duties/ lone working	☐

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: Trust Portering & Support Services Manager   **Band:** 7   **DIRECTORATE:** Estates and Facilities

ATTRIBUTE	ESSENTIAL	DESIRABLE	HOW ASSESSED
Qualifications & Education	• Degree or comparable level 7 qualification within Facilities Management or considerable equivalent practical experience of managing a large multi-disciplinary team. • Evidence of continuing professional development.	• Appropriate professional management qualification.	• Application form • Interview
Knowledge & Experience	• Significant experience in a leadership position within the NHS, public sector or wider • Experience in a public service environment. • Experience of managing a budget. • Experience of managing a portering team or similar function, across multiples sites with competing priorities.	• Experience of Infection Prevention and Control practices and procedures within a healthcare environment.	• Application form • Interview
Skills & Abilities	• Effective communication and interpersonal skills. • Efficient time management skills with the ability to prioritise tasks to meet deadlines. • IT literate with well-developed skills to produce self-generated information including, the use of excel. • Effective leadership and motivational skills to develop and maintain a positive team culture and progress the team. • Ability to set and achieve competing operational objectives. • Good standard of written and verbal communication. • Effective problem-solving skills.		• Application form • Interview

	• Effective negotiating skills. • Good organisational skills. • Ability to work alone and as part of a team. • Ability to use initiative appropriately. • Strong analytical skills and ability to consider the wider picture including future scenario planning. • Ability to build effective relationships. • Ability to demonstrate diplomacy in dealing with all stakeholders. • Able to demonstrate leadership achievements to manage change. • Able to provide and receive highly complex, sensitive information. • Ability to develop and implement policies / protocols for own area.		
Values & Behaviours	• 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.		• Interview
Leadership Framework Behaviours	**INSPIRING OTHERS** • 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. • 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. **RESPONSIBILITY FOR THE TEAM** • Can alternate between working as part of the team and taking control. • Clearly communicates key performance priorities and objectives to their team's 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. **LEADING FROM THE FRONT** • Is confident taking charge and can effectively deal with and influence more challenging individuals.		• Application form • Interview

- 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.

CONSCIOUS LEADERSHIP
- 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.

DELIVERING THE SERVICE
- 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.