



JOB DESCRIPTION: OPERATIONS MANAGER

1. ROLE PROFILING

Job title: Operations Manager

Department: Delivery

Reports to: Executive Director of Delivery

Job Purpose: The Operations Manager is responsible for translating the Delivery Pillar's strategy into day-to-day execution, ensuring Iceni's operations run efficiently, commercially and to a consistently high standard across all teams, regions and disciplines.

The role is the primary conduit between the Delivery Pillar and the rest of the business, maintaining alignment across Pillars and ensuring that actions agreed at Board level are implemented effectively and on time.

The Operations Manager is not a fee-earning role. It exists to support, enable and challenge the fee-earning teams – including where necessary those more senior in the business – to deliver at their best. The role carries real authority and is expected to be used.

The role will chair the Quality & Standards Sub-Board and will develop over time to include responsibility for key business systems, likely including CRM and MailManager.

2. ACCOUNTABILITIES

Operational Delivery & Process Management

- Oversee day-to-day business operations across all fee-earning teams and service lines

- Implement and maintain efficient systems, processes and workflows, ensuring consistency across teams, regions and disciplines
- Standardise delivery practices and identify opportunities to improve efficiency and reduce duplication
- Support the integration of new services, offices or individuals into established operational frameworks

Resource & Capacity Planning

- Work with Directors and Team Leaders to manage resource allocation across the portfolio
- Monitor utilisation rates in the context of Financial Passports, identifying capacity gaps or inefficiencies and recommending action
- Reallocate resource across teams and offices where necessary to support efficient project delivery
- Help optimise team structures to improve delivery performance and profitability

Commercial Performance & Financial Support

- Monitor project profitability, fee recovery and financial performance across the portfolio
- Collaborate with Finance & Governance on budgeting, forecasting and reporting
- Identify operational improvements that translate into measurable commercial gains
- Provide data-led insight on performance deviations and recommended corrective action

Process Improvement & Business Systems

- Lead continuous improvement initiatives across business operations
- Review and streamline internal processes including project management, reporting and quality management systems
- Oversee implementation and optimisation of business systems, including CRM and MailManager
- Ensure systems are used consistently and effectively across the business

Governance, Quality & Standards

- Chair the Quality & Standards Sub-Board, overseeing delivery standards and professional compliance across the business
- Ensure compliance with relevant regulations and standards including RTPI, ISO, GDPR and Health & Safety
- Maintain and improve quality assurance systems and frameworks
- Support risk management processes across projects and escalate issues proactively
- Oversee tender and proposals quality in liaison with the Tenders and Proposals Administrator

Cross-Pillar Alignment & Board Support

- Act as the primary operational link between the Delivery Pillar and People, Growth and Finance & Governance Pillars
- Ensure actions arising from the Delivery Board are tracked, managed and delivered to time and budget
- Monitor KPIs and report significant deviations promptly, escalating matters to the Executive Director of Delivery as appropriate
- Troubleshoot delivery issues proactively, intervening before problems escalate

GENERAL RESPONSIBILITIES

Commitment to Health and Safety: Ensure that all business development, marketing, and client engagement activities are conducted in line with Icenis's health and safety policies and safe working practices.

Commitment to Equal Opportunities: Promote Icenis's inclusive, values-led culture in all external representation, client engagement, and recruitment-facing activity.

Commitment to Quality Assurance: Ensure that pursuit, bid, and marketing processes meet consistent quality and professional standards across the business.

SUCCESS MEASURES

Measures of Success

- Consistent delivery standards and process compliance across all teams and regions
- Improved utilisation rates and resource efficiency
- Board actions implemented on time and to agreed standard
- Operational improvements with measurable commercial impact
- Effective quality governance through the Quality & Standards Sub-Board
- Strong cross-pillar alignment and communication
- Business systems optimised and consistently used across the business

PERSON SPECIFICATION

Experience

- Proven experience in an operations or business management role within a professional services or consultancy environment (Essential)
- Experience supporting or managing project-based delivery, ideally within a fee-earning or property-related business (Essential)
- Strong background in resource planning, utilisation monitoring and capacity management (Essential)

- Experience working with financial data, commercial reporting and performance metrics (Essential)
- Experience managing or improving business systems, processes and quality frameworks (Essential)
- Experience chairing or managing a working group, sub-board or governance forum (Desirable)

Knowledge

- Understanding of how a property-related or professional services consultancy operates commercially (Essential)
- Knowledge of quality management, compliance and governance requirements (e.g. ISO, GDPR, H&S) (Essential)
- Familiarity with CRM systems and operational tools relevant to a consultancy environment (Desirable)
- Understanding of resource and financial planning frameworks (Essential)

Skills

- Strong organisational and operational management skills, with the ability to manage multiple priorities (Essential)
- Commercial awareness and financial acumen – able to interpret data and translate it into action (Essential)
- Excellent communication and stakeholder management skills, including the ability to influence at senior level (Essential)
- Analytical mindset with the ability to identify problems, diagnose root causes and implement solutions (Essential)
- Ability to lead process improvement and embed change across a complex organisation (Essential)

Behaviours

- Commercially minded but hands-on – equally comfortable in the detail and the boardroom (Essential)
- Proactive and delivery-focused, with a low tolerance for drift or inaction (Essential)
- Collaborative – works well across teams and disciplines, without being territorial (Essential)
- Confident to challenge the status quo, including with those more senior in the business (Essential)
- High attention to detail, without losing sight of the bigger picture (Essential)
- Operates with integrity and in line with Icenis's employee ownership values (Essential)

Qualifications

- Degree in a relevant field (e.g. business, management, planning, property) (Desirable)
- Professional qualification in operations, project management or a related discipline (e.g. PRINCE2, APM, CMI) (Desirable)