



## Property Management Services National Manager



## A little bit about The Original Cottage Company...

Set up by Richard & Lesley Ellis, Norfolk Country Cottages commenced trading in January 1992 from the family kitchen table. Since then, with enthusiastic organic growth and judicious acquisitions, we have grown to be the largest family-owned, independent holiday cottage company in the country, known collectively as The Original Cottage Company (TOCC).

Having our local brands means we can give that local, personal touch to our homeowners and holidaymakers alike. Being part of a bigger family means we can also offer more professional marketing, IT and accounts services than would not be possible with a smaller company. We believe this gives the best of both worlds and is unique in our industry.

Our big competitors think we are crazy for having so many offices, staff and brands and our small competitors dream of having the expertise that we can offer. This is the reason we have grown every year since 1992.

We foster universally high standards and take a strongly ethical approach when dealing with our employees. We believe in playing to people's strengths and are proud of our reputation for flexibility and fairness as an employer, providing a professional, innovative and fun place to work. This is reflected in the fact that many of our employees are long-serving and thus very experienced.

As an award winning employer, we take delight in seeing our employees develop and grow within the business. We are proud to be a true family business with a strong set of values which guide and inform the way we work. We are:

Family owned  
Reliable  
Innovative

Local  
Honest  
Flexible  
Fun

Friendly  
Customer focused  
Progressive

# Job Description - What's the job all about then?

## Overview

**Reporting to:** Sales Director

**Key relationships:** Local General Managers & Local Property Management Services Managers, TOCC Regional Managers, Senior Operations Team, the Executive Team.

This is an important and exciting job; helping us to grow an essential service in a fast growing, values driven business, within the increasingly competitive Self Catering Holiday Home industry. We market and represent over 5000 high quality holiday-homes across the UK and are finding an increasing number of owners want us to help “manage” their properties by offering cleaning and maintenance support. This is a senior position, leading and overseeing the growth and development of holiday-home Property Management Services (PMS) throughout TOCC. With many different methods currently employed, you will be responsible for supporting the implementation of a consistent commercial PMS model, business systems, operating procedures and ensuring harmonisation throughout the company, working through local managers to deliver effective high-quality services for cottage owners and driving business profitability.

## Responsibilities & Tasks

### Key Responsibilities

Lead implementation/transition of agreed PMS model including:

- Financial controls and procedures.
- Regulation/enhancement of business processes.
- Price optimisation.
- Deliver the new PMS work management system including:
  - Standardised reporting.
  - Setting KPIs.
  - Oversee establishment of the new on-line supplier invoicing/payment portal.
- Cultivate consistent high-quality culture (reflecting the demands of a PMS business).
- Maintain/grow a sustainable and scalable nationwide PMS business.
- Develop strategy for additional revenue streams.
- Develop mechanisms which ensure PMS supports the growth and profitability of TOCC holiday-letting business.

## General Duties

- Implementing and maintaining effective systems, processes and operating methods consistently across TOCC to meet the stated needs of customers, colleagues and achieve business outcomes
- Identifying opportunities for operational improvement and undertaking a range of projects that will address business priorities and effectively deliver the desired objectives
- Developing a close working understanding of the holiday-letting businesses, to identify methods by which property management services can complement the homeowner relationship to enhance value
- Championing the best practice agenda within the business, openly engaging on operational issues, identifying opportunities for change, and gaining stakeholder buy-in for change initiatives
- Evaluating the efficacy of change initiatives with internal and external customers/stakeholders and ensuring that learnings are incorporated as part of a process of continuous improvement
- Delivering a comprehensive communication plan that will keep colleagues at all levels of the organisation informed of the PMS agenda. To present updates to the Board periodically as needed
- Support the migration process for new acquisitions to ensure a prompt and effective harmonisation with TOCC property management systems, processes and business methods where appropriate
- Collaborating with various internal/external stakeholders to manage systems, processes, and resources that drive property management services to ensure optimum performance at all times
- Producing and maintaining appropriate documentation and training material on key operational systems and procedures and ensure that this is freely available to staff on demand
- Monitoring a range of metrics in order to understand business performance/customer success and working with stakeholders to drive regular incremental improvements
- Maintaining productive and collaborative working relationships with local teams. Monitoring business performance and advising on improvements that will maximise effectiveness and profitability
- Assuming responsibility for continuous personal and professional development
- Frequent travel to TOCC offices within the UK

## Working Relationships

1. Pro-actively foster good working relationships with General Managers, Local PMS Managers, Group Services & Regional Managers.
2. Build a strong working relationship with our Operations Support Team in Reepham.

## Key performance indicators

- Effectiveness of change initiatives undertaken (measured versus agreed aims, budget, timeline)
- Balanced scorecard KPIs (e.g. PMS profitability, homeowner retention and relationship value, etc)
- Quality and accuracy of business proposals, reports and insights provided
- Internal and external stakeholder satisfaction
- Demonstration of company values through management style

## Person Specification - Our perfect candidate...

Recognised as the authority on PMS within the business, the jobholder will have a natural leadership style and personal presence that quickly instils confidence among colleagues. Effective relationship building with local management teams will be essential as will the ability to exert influence through others that are not direct reports.

### Essential Skills/Experience/Qualifications

- Excellent written and verbal communication skills. Required to engage regularly at all organisational levels from colleagues in frontline service positions, middle/senior management and Board members
- Confident working with data to analyse performance and can identify key metrics that drive success
- Able to undertake analysis of operations activity to understand service and commercial outcomes
- Attention to detail and able to work to strict deadlines, effectively managing multiple priorities
- Experience of working with management accounts and can confidently interpret financial reporting
- Views resistance to change as a challenge to overcome, and relishes the opportunity to work with others on areas of common interest, understand the issues and work together on solutions
- Project management experience essential

### Desirable Skills/Experience/Qualifications

- Someone who thrives on change, with a 'can do' attitude and a good sense of humour
- Industry experience of property or facilities management - field service management highly desirable

## The Nitty Gritty

We offer attractive working conditions and a very strong team working ethos in which people are encouraged to feel part of “the family”.

- As this role covers our national portfolio of properties we are flexible on location as living and working close to the heart of the business will naturally be beneficial. Our Group Services central office is based in Norfolk and frequent communication and visits to colleagues based there will also be necessary.
- We envisage this to be a full time job but we could be flexible for the right candidate. As a family business we know our people require flexibility; whether that’s hours, location, working from home etc. - we are happy to discuss arrangements to secure the best person for the job.
- Since the Self Catering industry operates every day of the week and the majority of PMS activity is at the weekend, we expect the role to include occasional Saturdays.
- A competitive rate of pay is offered, commensurate to experience.
- Performance and results related annual bonus.
- Company car.
- 22 days holiday a year (plus bank holidays) and nobody works on their birthday! The longer you work with us then the better holiday and conditions you receive – we value longevity and loyalty.
- We operate a company contributory pension scheme.
- In a steadily growing company such as this, the career opportunities are there for further advancement into any part of the business – promoting from within being a major part of our business philosophy and values.

## Interested? This is how to apply...

Please send a CV and covering letter (this is important to us) with a little bit about you and why the job appeals to you. This should be addressed to Martin Wickham and sent to us using the contact details below. The closing date is 6th June 2019 but don’t delay as we encourage early applications. We look forward to hearing from you soon.

### Email Address

[s.loudon@originalcottages.co.uk](mailto:s.loudon@originalcottages.co.uk)

### Office Address

Bank House, Market Place, Reepham, Norfolk, NR10 4JJ.

### Website

[originalcottages.co.uk/working-with-us](http://originalcottages.co.uk/working-with-us)