

**JOB DESCRIPTION**

<b>Job Title</b>	<b>Strategic Estates Primary Care Lead</b>
<b>Pay Band</b>	Band 8C
<b>Accountable to</b>	Director of Estates, Infrastructure and Sustainability
<b>Responsible To</b>	Director of Estates, Infrastructure and Sustainability
<b>Base</b>	County Hall, Agile Working, Travel across Lancashire & South Cumbria will be required, site visits.

**Job Purpose**

The Lancashire and Cumbria Integrated Care Board is looking to appoint a highly experienced professional Strategic Estates Lead to join the well-established Strategic Estates Team across the geographical area covered.

The postholder will work collaboratively and autonomously across Lancashire and South Cumbria ICS and wider partners providing strategic estates expertise and senior leadership across Primary Care.

Work across the ICB place footprints providing professional leadership, technical support, and guidance in relation to the Estates and Infrastructure strategy, and the Primary Care estates function covering PLACE.

**Key Roles and Responsibilities**

The Strategic Estates Primary Care Lead will:

- Work closely with local stakeholders to ensure the strategic development of estates plans and ensure the maximise utilisation of available resources to deliver the services for populations of each PLACE.
- Be the specialist estates lead in respect to Primary Care supporting the PLACE agenda.
- Provide estates expertise, senior leadership overview, and work collaboratively across the ICB and local system partners to support the estates and infrastructure agenda as part of a wider system working.
- Provides expert, specialist and professional advice on building and/or engineering advice to other estates staff, directors, senior management of the organisation.
- Provide detailed and technical estates guidance in respect to estates and capital planning.

- Work with the primary care lead in each place to develop and implement the Infrastructure Strategy. Ensuring that this strategy is updated and refreshed to reflect local, system and national requirements and that it aligns with each PLACE Strategic and Financial Plans.
- Support the development of PCN estates plans and strategies so that these support and are supported by the Infrastructure strategy and the six facet surveys of each PLACE.
- Encourage, support, and participate in Local Estate Forums and Integrated Care Systems to ensure efficient and effective system and engagement and alignment.
- Formulate short, medium and long-term estates work plans that support the estates and infrastructure strategies of each PLACE.
- In conjunction with NHSE colleagues support the development of a prioritisation model in respect to Primary Care estates development.
- Maximise the funding streams available to support Estates development within each PLACE and utilisation of the estates.
- Provide regular contact with internal and external stakeholders and will often need to engage with them over sensitive, highly complex, contentious, and confidential issues in relation to estates and financial issues.
- Support and contribute to the ICB Space Utilisation Programme and the delivery of PLACE and building specific plans.
- Work with the ICB Primary Care teams as well as GP practice managers to develop and encourage improvements and transformation of practices where necessary, in particular in response to areas of housing growth. This will include support from partners and property companies (NHS Property Services and CHP), GP confederations and other partners to optimise opportunities and to maximise the use of the local estate.
- Present highly complex information about projects, initiatives, and services in a formal setting (this may include options appraisals and business cases) that will require high level negotiation and persuasion on function specific matters.
- Use computerised equipment to create spreadsheets/uses CAD system for building plans/responsible for estates information systems.
- Develop transformational and business cases ensuring the effective and efficient use of resources. Ensure that business case proposals are prepared in line with agreed financial and organisational processes.
- Support business case development in respect to Primary Care Capital and BAU estates requirements, from initiation of Project to the Final Business Case.
- Assist and support GP staff in the development and production of Expressions of Interest, Project Initiation Documents and associated proposals, in line with ICB and NHS England requirements.
- Provide effective Project Management to ensure that Capital Planning, Space Utilisation and associated programmes within the Strategic Estates Team are delivered within defined quality, time and cost constraints. This will include works funded through the ICS as well as by S106 & Community Infrastructure Levy, and project specific NHS England Infrastructure Grants
- Responsible for supporting the annual budget setting process, monitoring of the estate's budgets against revenue budgets. They will identify variances and will support teams and programmes to reduce costs in the system or PLACE.
- Proactively look for opportunities to develop system working in relation to estates and infrastructure ensuring this link with the Digital, Technology and Net Zero Carbon agendas.
- Provide expert guidance in respect to the Primary Care Estates Directions, updating any changes as and when necessary to support the delivery of the wider primary care, PLACE, Infrastructure and Net Zero Carbon agendas.

- Support the rent review process with NHS England and local finance officers as required.
- Update each PLACE senior management team in respect to Primary Care and estates requirements supporting the governance requirements when required.
- As part of the Space Utilisation programme, review the properties owned by NHS Property Services/CHP that have void occupancy and therefore are charged to each ICB but are unused. Explore possible uses as part of the infrastructure strategy or disposal in consultation with NHSPS.
- Chair the PLACE/neighbourhood Estates Operations Group for (where appropriate) and feed into wider system groups within the ICB system.
- Work independently and will be required to interpret policies, national guidance to support the system at all levels of the place to develop, communicate and support the strategic agenda.

### **Leadership duties**

The post holder will:

- Work alongside Strategic Estates colleagues to provide a strategic and informed-client function supporting the development and transformation of the primary care estate across L&SC
- Work autonomously with significant discretion to work to broad occupational policy from NHS England and other key partners to ensure delivery of patient outcomes across the ICB.
- Will lead and provide comprehensive reports to both internal and external stakeholders in relation to projects and strategic objectives in relation to the Infrastructure Strategy.
- Exercise own judgement across wide range of estates issues taking into account legislation, H&S, conflicting demands, professional and technical expert advice on estates/contractual matters, formulation of strategic estates development options, dealing with contractors and GP disputes.
- Will lead negotiations with key stakeholders in respect to estates projects which can include responsibility for selecting suppliers ensuring cost, quality and time as well as delivery in line with the procurement framework and Procure 23
- Provide leadership and guidance to support the finance and primary care team and the senior teams in PLACE where required.
- Establish and maintain strong working relationships with primary care, commissioning, and clinical leads across PLACE and wider ICS system.
- Undertake any other duties as commensurate with the role as an estate professional.
- Maintain oversight of system controls and processes ensuring systems are integrated with the Infrastructure strategy, ensuring synergy between strategy milestones and objectives.
- Supervising and managing staff in day-to-day, programme and project activities as directed. It is envisaged that they will support and work closely with other members of the finance and primary care team and provide mentoring and support to these teams in respect to issues relating to estates.
- Actively promote the Net Zero Agenda working in conjunction with the NZC Lead and supporting green initiatives and investments.
- Devise, develop and implement appropriate information sharing systems implement and maintain in line with appropriate Information Governance procedures.
- Create and implement strategies and business plans, clearly identifying links to national, regional, and local priorities and policy objectives.

- Formulate long term strategic plans and interpret national guidance in respect to estates and the implications on resources.
- Contribute to corporate decisions and strategic planning as part of the ICBs management teams.
- Develop a culture that promotes equality and values diversity. The post holder must be aware of and be committed to the Equality, Diversity, and Inclusion policies of NHS ICB, comply with all the requirements of these policies, and also actively promote Equality, Diversity, and Inclusion issues relevant to the post.
- Implement national financial policy and practices to specific areas of responsibility outside the service area and invest time in becoming the expert for those areas by wider reading, involvement in service and visits to colleagues working in the service and suggesting the improvements in the processes/policies.
- Ensure the principles of openness, transparency and candour are observed and upheld in all working practices.
- Ensure the delivery of Value for Money is achieved in respect to estates.

### **Person Specification**

<b>Qualifications</b>		
Masters Educated to master's degree level in relevant subject or equivalent level qualification or significant experience of working at a similar level in specialist area supported by professional development plus in-depth managerial, financial and strategic knowledge	√	
Professional qualification in an Estates Discipline ( RICS, CIOB, RIBA, CEmg)	√	
Evidence of Continuing Professional Development.	√	
PRINCE 2 practitioner/ MSP or equivalent programme/ project management qualification		√
<b>Knowledge and experience</b>		
Experience of senior level decision making.	√	
Strong Knowledge and understanding of the estates management and strategic estates requirements	√	
Management of large-scale projects and development of options appraisals and business cases	√	
Experience of developing business cases following HMT Green Book		√
Evidence of the successful management of a complex programme of work and development of strategic and technical plans within a complex organisation or group of organisations.	√	
Able to contribute to the strategy and aspirations of the ICB and act in a manner consistent with its values.	√	
Successful record of managing change and transformation in a complex organisation and across systems.	√	
Experience of working in a collective decision-making group such as a board or committee;	√	
Good understanding of strategic infrastructure and estates planning	√	
Experience and knowledge of the NHS Premises Directions and Primary Care Estates		√

<b>Key skills/abilities</b>		
Able to demonstrate effective systems leadership qualities and collaborate with colleagues across the stakeholders in pursuit of common goals.	✓	
Able to navigate complex multi-organisational environment, including relationships and negotiations at a very senior level.	✓	
Able to create a compelling vision for the future and communicate this within and across the organisations.	✓	
Experience of setting strategic business goals (outcomes, growth areas, challenges etc).	✓	
Able to think conceptually in order to plan flexibly for the longer term and continually alert to finding ways to improve.	✓	
Able to demonstrate considerable communication, negotiation and relationship building skills.	✓	
Able to influence and persuade others, articulating a balanced, not personal, view, and to engage in constructive debate without being adversarial or losing respect and goodwill.	✓	
Able to take an objective view, seeing issues from all perspectives, especially external and user perspectives.	✓	
Able to recognise key influencers and the skills in engaging and involving them.	✓	
Able to communicate effectively, listening to others and actively sharing information.	✓	
Confidence to question information and explanations supplied by others, who may be experts in their field.	✓	
Able to demonstrate a working understanding of integrated governance and assurance.	✓	
Able to understand and analyse complex / highly complex issues, drawing on the breadth of data that needs to inform decision making and able to ensure that it is used appropriately to balance competing priorities and make difficult decisions.	✓	
In depth understanding of health and care, and an appreciation of the broad social, political and economic trends influencing this context.		✓
Experience of holding organisations and senior individuals to account against expected outcomes and deliverables.		✓
Sound understanding of local government structures and processes.	✓	
<b>Physical skills and emotional effort</b>		
Physical Skills:	✓	
<ul style="list-style-type: none"> <li>• Will be requirement to travel across sites, as required throughout Lancashire and South Cumbria</li> </ul>		
Physical effort:	✓	
<ul style="list-style-type: none"> <li>• The work is agile and the post-holder is a Display Screen Equipment user</li> </ul>		
Emotional effort & key stressors:	S/I	
<ul style="list-style-type: none"> <li>• Exercising professional judgement with authority whilst faced with opposing opinion, conflicting facts and a legal/contractual framework with scope for varied interpretation</li> </ul>		

<ul style="list-style-type: none"> <li>• Long periods of concentration in dealing with difficult, complex and contentious situations in respect of legal, technical and confidential issues</li> <li>• Working with frequent interruptions, and short deadlines. Unpredictable work pattern</li> <li>• Management of large and diverse workload, including competing priorities and constantly bearing in mind issues of precedent which may have implications across the ICS</li> <li>• Willingness to speak up in situations of conflict</li> </ul>		
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### **Knowledge, skills and Attributes**

#### **Essential**

- Computer literate with an ability to use the required systems/Microsoft IT packages
- Standard keyboard skills
- Has attention to detail, able to work accurately, identifying errors quickly and easily
- Ability to anticipate problems, appraises risks, consider overall implications, and make effective decisions
- Ability to manage change
- Ability to develop and sustain personal relationships with a wide range of individuals and within groups
- Strong negotiating and influencing skills
- Able to exercise independent judgement where appropriate and problem solve
- Able to deal with potential conflicts of interest and sensitive information
- Excellent written and verbal communication skills
- Has a responsive, solution focused approach to addressing issues and barriers
- Flexible and adaptable
- Resilience in complex and demanding situations
- Acts with integrity and can engender trust
- Able to work as part of a team
- Enthusiastic about area of work and achieving results
- Able to regulate behaviour even when challenged