

# **Northern Care Alliance**

## **Job Description & Person Specification**



## **Choose to make a Difference**

Be developed • Be supported • Be inspired • Be empowered • Be rewarded • Make a difference

# We're thrilled you're thinking of joining us!

The Northern Care Alliance is an NHS Group formed by bringing together two NHS Trusts, Salford Royal NHS Foundation Trust and The Pennine Acute Hospitals NHS Trust.

As an NHS Group, we can deliver a more co-ordinated way of providing safe and sustainable local health services, consistent with the concepts of standardisation of best practice across our hospitals and community services in Greater Manchester.

Our four Care Organisations: Salford, Oldham, Bury & Rochdale provide services to over one million people in Greater Manchester and the North West.

We employ 17,500 staff, have a combined operating budget of £1.3bn and provide 2,000 beds.

## **The Alliance was formed:**

- To provide safe, reliable and high-quality care
- To provide economies of scale
- To improve management of healthcare at a local level
- To bring together health and social care in each local area.

The Alliance provides a range of healthcare services including five hospitals and associated community services - Salford Royal, The Royal Oldham Hospital, Fairfield General Hospital in Bury, Rochdale Infirmary and North Manchester General Hospital.

Using our mantra of 'Saving lives, Improving lives', the aim is for our Care Organisations to work closely with the communities they serve to deliver safe, high quality and reliable care, which are trusted, connected and pioneering.

We are creating an environment each individual will be inspired and empowered by to be the best they can be. Thanks to our size and geographical reach, we are able to offer an abundance of career opportunities, internal mobility and development opportunities that cannot be met elsewhere. This is a really exciting time to join our new team.



# Our Values

We have four core values which are a focus for how our staff and volunteers work with each other to provide care for our patients. We think of our values as a set of guiding principles to refer to when making decisions and interacting with people and they help us to work together to continuously improve the organisation and ourselves.

These core values form part of the Organisations Performance Framework which regularly reviews how staff are performing.

## **Patient & People Focus**

This value enables us to place the patient first in everything we do.

All staff are required to demonstrate that they:

- Communicate effectively with patients, families and colleagues
- Pro-actively personalise the service, connecting with patients and carers
- Adopt and practice the 'safe, clean, personal' ethos.

## **Continuous Improvement**

This value ensures that the organisation including individual staff are always moving forwards and improving the ways things are done.

All staff are required to demonstrate that they:

- Look at ways of measuring and auditing improvements
- Pro-actively develop goals and objectives in support of the Trust's vision
- Identify opportunities to reduce waste and inefficiency.

## **Accountability**

This value enables us all to recognise our own part in keeping our organisation 'safe, clean and personal' in the way we care for people.

All staff are required to demonstrate that they:

- Are transparent and results focused
- Display personal accountability towards problem-solving
- Recognise and accept accountability beyond job role.

## **Respect**

This value is about respecting patients and colleagues alike, and also the on-going reputation of the organisation.

All staff are required to demonstrate that they:

- Are supportive and empower staff involvement
- Are consistent and understanding of others and their needs



# Job Description

**Job Title: Multiskilled Estates Manager**

**Band: 7**

**Reports to: Senior Estates Manager**

**Responsible to: General Manager Estates & Facilities**

**Base/Department:**

**Main purpose of the job:**

1. Responsible for the management of the wider Estate. To include the maintenance and repair of all building fabric, utilities and engineering services, across the NCA, using the best possible business and working practices.
2. Maintaining the infrastructure and critical services to enable patients to be treated in a clean, safe and pleasant environment.
3. Responsible for managing and complying with all statutory instruments related to all estates infrastructure and engineering services.
4. To manage contracts, both internal and external, in addition to the directly employed workforce, to ensure the delivery of operational services.

## **Main Tasks & Overview of Responsibilities**

Provide engineering and building services leadership, ensuring effective maintenance programs are developed to meet statutory requirements, minimise risk and provide a safe and comfortable environment for patients, staff and visitors.

Support the Estates & Facilities General Manager in the service delivery of Hard FM services for the Care Organisation.

Support the Estates & Facilities General Manager in providing advice and initial design input in the preparation of estates backlog schemes to deliver effective facilities, which minimise revenue costs.

Support the Estates & Facilities General Manager in developing the estate operations in line with the corporate objectives of the Northern Care Alliance.

The efficient and effective management of professional estates trades staff, administration staff, general maintenance operatives and other support staff as required.

Responsible for dealing with all Estate emergencies and for the activation and escalation of the Trust estates emergency plan whilst operating an 'On-Call' system.

Provide specialist information to consultants & design staff regarding complex systems and services to enable the provision of development and improvements to the building fabric & engineering services across the Trust.

Responsible for the efficient and effective management of all contractors including specialist services contractors dealing with highly complex plant and equipment.

Take the role of Authorised Person across a number of specific building and engineering services as required.

### **Communications and Relationships**

Provide data for NHS returns and the development of performance measures, including benchmarking, to identify opportunities for improvement.

Close liaison with Matrons, Ward Managers, Head of Departments and Fire Safety Advisors providing Estates related technical guidance where required and requested.

Provide technical support to specialist contractors and Estates/Project Officers.

Checking and updating/amending Service Level Agreements.

Day-to-day management of in house trades staff and external third party specialist contractors.

Ensuring appropriate response to breakdowns by craftsmen and specialist contractors at all times.

To identify and manage external relationships which will ensure the Trust maintains strong relationships with relevant regulatory and statutory bodies.



At all times to carry allocated NCA communication device(s) to facilitate immediate response to emergencies.

Communicate and disseminate information amongst estates staff.

Lead initiatives as delegated by the General Manager Estates & Facilities.

Achieve objectives through negotiations with staff and staff representatives involving contentious issues.

Attend meetings as appropriate, such as medical gas committees, water safety committees, fire safety and project meeting.

## **Knowledge, Training & Experience**

Required to have and maintain a comprehensive knowledge of estates services in relation to HTMs, legislation & statutory compliance and best practice.

Maintain personal development and attend courses internally and externally as required to remain compliant and informed of changes in legislation, HTMs etc.

Responsible for the professional and technical management of highly specialised areas of estate management including high & low voltage electrical installations, piped medical gases, critical patient support systems, fire alarms, lifts, building regulations, working at heights, confined spaces, compliance, construction design management and patient environment etc.

Understanding of building, mechanical and electrical engineering services, ensuring effective maintenance programmes are developed to meet statutory requirements, minimise risk and provide a safe and comfortable environment for patients, staff and visitors.

Responsible for the diagnosis and resolution of problems on complex plant and equipment comprising major sections of the engineering infrastructure in order to ensure patient and staff safety.

Responsible for the safe management and effective delivery of the medical gas service to enable clinicians and nursing staff to effectively treat patients in routine and emergency situations.

Responsibility for planning, organising and supervising specialised estates maintenance strategies in clinical & non-clinical areas utilizing both in-house and third party resources.

Provide senior line management for a variety of multi-skilled, multi-disciplinary staff and the appropriate recording of such information necessary for the efficient operation of the Trust systems and services.

Responsible for the interpretation and implementation of legislation and technical guidance with regard to delegated areas of estate maintenance including providing appropriate advice to the Trust.



Negotiate with outside agencies to ensure that all goods and services are obtained in accordance with the relevant Trust procedures and provide value for money.

Using a wide range of strategic planning tools, analyse and develop solutions for Estate issues to allow the effective completion of the Trust's forward maintenance register and condition surveys of equipment, fabric, plant & services.

Financial management of budget up to £500K, including authorised signatory for the procurement and payment of a range of maintenance, repairs and refurbishment schemes, within a delegated area of estate management.

Responsible for the creation and updating of all adequate plant histories using the Trust's central works management and database systems in order to enable the Trust to make best use of equipment and resources.

Ensure that all mechanical engineering assets operated by the division are utilised efficiently and effectively.

Continual use of the Trust works information system to create, develop and deliver comprehensive reports on specified areas of responsibility.

Provide a responsive maintenance service to pre determined time scales and standards.

Drive Trust vehicles as and when required.

### **Analytical and Judgmental Skills**

Analyse risks, understand highly complex situations, carry out option appraisals and identify resource consequences in areas of conflicting priorities to result in a balanced judgement of actions.

Required to interpret complex plans and aspirations of the Trust to subordinate staff, contractors and service users. Prioritising finite resources to achieve maximum benefit.

Work with and interpret the findings of consultants carrying out condition surveys.

Prioritise asset improvements, decide upon acceptable timescales to meet current standards and evaluate achievement against available funding.

Receive, interpret and disseminate complex and specialised information from outside agencies, to other staff groups within the Trust.

### **Planning and Organisational Skills**

Responsibilities for organising team work load both on a day to day basis and longer term.

Undertake, instigate and/or support surveys for statutory compliance.





To plan own workload and decide on priorities for own work area, balancing patient-related and service demands.

Work closely with the Group Asset & CAFM Manager to ensure CAFM system is maintained and up to date including assets and PPMs.

Participate in tender processes of services and ensure all service contracts are managed in line with the contract specification.

Monitoring of maintenance, ensuring required tests are carried out in line with manufacturer instructions and/or HTM. Store all test results as required by legislation/relevant guidance.

Provide technical advice to craftsmen and clients including costing requests for new installations.

Make adequate arrangements for service shutdowns with service users and any contractors.

Issue permits to work and keep all necessary records.

To be an authorised person for selected areas, ensuring compliance to HTM and HBN's.

Participate in providing 24 hour emergency cover to the NCA. This involves inclusion in a 24 hour, 365 day a year on-call rota, covering for absent colleagues and taking first line responsibility for the Estates function within the NCA.

The postholder may be required to work outside the normal working hours, as and when required.

To identify, evaluate and seek to implement innovative service developments and ensure that the estates service remains responsive to the needs of patients.

To ensure estates staff are aware of the objectives set within the annual business plan and that these are fully reflected within the staff appraisal and development processes.

## **Physical Skills**

The successful applicant will be required to undertake desktop exercises with excellent keyboard skills and in the use of spreadsheets to assist the inputting, manipulation and extraction of data from various systems and packages.

Ability to travel between sites to attend emergencies, meetings and manage staff.

Ability to work in a challenging and changing environment.

## **Responsibility for Policy/Service Development**

Responsible for the delivery of estates policies and procedures, ensuring the development and maintenance of the highest standards for the benefit of patients, visitors and staff.

To ensure that local documents as required by HTMs are in situ and up to date e.g. lift evacuation processes.



Development, implementation and review of the organisation's Authorising Engineer action plans.

Implement Group policies and comment on departmental procedures and guidelines. Promote the ethos of continuous improvement disseminating any new knowledge gained to other colleagues.

## **Responsibilities for Financial and Physical Resource**

To ensure Standing Financial Instructions and Standing Orders are adhered to at all times;

To manage any designated budgets, ensuring required cost savings are achieved and that the budget is appropriately managed and reviewed.

Maintain effective control within the allocated resources and ensure delivery of cost effective services in accordance with current best practice. Provide data for NHS returns and the development of performance measures, including benchmarking, to identify opportunities for improvement i.e. Estate Returns Information Collection [ERIC].

Highlight the requirement for additional funding where standards fall below standards set by current legislation and codes of practice; participate in drawing up business plans.

Maintain effective control within the allocated resources and ensure delivery of cost effective services in accordance with current best practice.

Responsible for the purchase of materials and participate in the contract of services.

## **Responsibilities for Human Resources**

The post holder will be responsible for the recruitment, selection, induction, development, training and management of estates personnel, including personal development reviews.

Provide professional leadership and management, ensuring effective training, inspections and maintenance programmes are developed to meet statutory requirements, minimise risk and provide a safe environment for patients, staff and visitors.

Provide visible operational leadership to all staff and promote continual improvement in quality, performance and delivery of Group objectives.

Lead, manage and motivate staff within the estates team and the wider organisation to deliver and improve the NCA estates service.

To be responsible for working with colleagues to maintain and improve the quality of services provided to our patients and other service users.

Ensure that all tasks are carried out in compliance with relevant statutory legislation and local policies and codes of practice including Health and Safety, COSHH and in particular by following agreed safe working procedures, and reporting incidents using the NCA incident reporting system.

The postholder must take responsibility in agreement with their line manager for their own personal development and undertake all mandatory training required for the role particularly attending refresher training as required.

Accountable for the direct management of all estates trades staff and third party contractors

To continually review skill mix to meet service needs and reporting of corrective action where necessary.

## **Health & Safety**

Compliance with the Health & Safety at Work Act 1974 – the post holder is required to fulfil a proactive role towards the management of risk in all their actions. This entails the risk assessment of all situations, the taking of appropriate actions and reporting of all incidents, near misses and hazards, and a statutory duty of care for their own personal safety and that of others who may be affected by their actions or omissions.

The successful applicant will have a duty of care to fellow colleagues and the general public. In addition, the applicant may be required to undertake additional Health and Safety training conducive to ability and role requirement.

Support risk management, complaints and legal services for the investigation of all fire related adverse incident reports. Implement procedures and ensure compliance with and accountability for fire safety controls assurance.

To ensure that all errors, complaints and adverse incidents related to Estates are reported, investigated and managed within the NCA's guidelines.

To ensure that all works are completed in accordance with all NCA policies and procedures.

To identify through risk assessment, any risks within the department or during the delivery of services.

To ensure the postholder provides incident reports and supporting documentation for any unexpected event or incident they are involved in.

To ensure the estates asbestos register is available to all employees and contractors including those who are employed by another division e.g. IM&T.

To ensure that Health and Safety Files are kept updated at all times and that everyone knows where they can be found.

To support the development and management of departmental risk registers.

The postholder must be aware of the responsibilities placed on them under the Health and Safety Act 1974 to ensure that the agreed procedures are carried out to maintain a safe and secure environment for the people who use the Trust's services, staff and visitors.

The postholder is accountable for the effective deployment of activities that ensure that your department/ward/clinical team is reducing hospital acquired infection. You will ensure that you and your staff comply with the Trust's policies on infection prevention and control. You will ensure that you and your staff receive the training required to maintain competence to execute the Trusts

policies on infection, prevention and control. You have a responsibility to bring deficiencies in the deployment of such policies to the attention of your line manager.

## **Making Every Contact Count**

Front line staff are in an ideal position to offer support and advice on how to improve health and wellbeing.

Staff should use their interactions with the public to give them additional advice on health and wellbeing.

Staff will be given training and support to help them to signpost people to other services which may improve their health and wellbeing.

All staff shall take the opportunity to assist members of the public to navigate themselves around our hospital premises.

## **Responsibility for Information Resources**

Maintain accurate, timely and legible records in accordance with Group Policy.

Compliance with the Data Protection Act 1998 and attend Information Governance training annually

Ensure all estates records are accurate and kept up to date, and to ensure that any overdue or out of date information is managed appropriately. Ensure all estates information is stored appropriately and easy to find following request e.g. Duty Holder, Authorising Engineers, HSE, CQC etc.

## **Responsibility for Research & Development**

Continually audit, develop, introduce and improve the systems and procedures to assist financial management, monitoring and reporting within the Division.

Work with and respond to both internal and external audit and research requests for information as required.

## **Freedom to Act**

The post holder will be required to assess the best way to fulfil their responsibilities and achieve their objectives with guidance from their line manager and in the participation of NCA Groups/Committee meetings e.g. electrical safety group, water safety committee etc.

To be responsible and accountable for all aspects of own work as guided by legislation, national standards and NCA policies and procedures.

## **Participate in Mentoring Arrangements**

Recognise and accept responsibility for own personal development; fully participate in the Group's appraisal system and personal development planning process on an annual basis.



Assist in new staff inductions including supervision of less experience staff demonstrating own duties.

Facilitate a supportive learning environment that enables all members of the team to develop.

## **Partnership Working**

Provide cover on other Group sites as required to support the estates department.

Provide advice to contractors when on site, providing information as required to ensure safe working.

Provide guidance for and ensure contractors comply with current legislation to safeguard standards of fire safety.

To support clinical teams in developing environments that offer the very best standards that are future proofed, evidence based and clinically sensitive to the needs of our users.

To develop effective external working relationships with service providers, and other relevant stakeholders.

Work as a team member with all estates managers to provide assurances to the Group Associate Director of Estates.

To work with the Capital Design Team and the Trust Measured Term Contractor (if applicable) for the provision of estates management and the provision of site based knowledge.

## **Equality and Diversity**

The post holder is required to understand the importance of people's rights to be treated in a fair and non-discriminatory manner. All training delivered will be inclusive to all learners.

## **Safeguarding**

The Group is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expects all staff and volunteers to share this commitment. You will be expected to fulfil your mandatory safeguarding training at the level applicable to this role.

## **Analysis and data management**

To use a number of IT-based resources and systems for the collation, assessment, management, dissemination and action associated with information pertinent to Capital, Estates and Facilities Services.

	Specification	Essential / Desirable	Evidence
<b>Registration</b>	<p><i>Member of the British Institute of Facilities Management</i></p> <p><i>Member of the Institute of Healthcare Engineering and Estate Management.</i></p>	<p><b>D</b></p> <p><b>D</b></p>	<p><i>Certificate of registration</i></p>
<b>Essential Qualifications</b>	<p><i>Professional/academic qualification at degree level or demonstrable equivalent experience in a Technical or Estates discipline.</i></p> <p><i>Evidence of continuing personal and professional development in EFM disciplines.</i></p>	<p><b>E</b></p> <p><b>E</b></p>	<p><i>Application &amp; Interview</i></p> <p>“</p> <p>“</p>
<b>Knowledge, Skills and Experience</b>	<p><i>Demonstrable experience in a manager position, ideally in the estates and facilities management sector)</i></p> <p><i>Evidence of successful projects/programmes of work within agreed constraints e.g. budgets, timescales.</i></p> <p><i>Demonstrable track record in estates management/estates supervisory roles with ability to think and work across a range of activities</i></p> <p><i>Recent experience of successful negotiation and</i></p>	<p><b>E</b></p> <p><b>E</b></p> <p><b>E</b></p> <p><b>E</b></p>	<p><i>Application &amp; Interview</i></p> <p>“</p> <p>“</p> <p>“</p>

	<i>contract management.</i>		
	<i>Experience of procurement through tendering.</i>	<b>E</b>	“
	<i>Evidence of Commitment to Continuing Professional Development.</i>	<b>D</b>	“
	<i>Ability to work effectively and inclusively with a wide range of people.</i>	<b>E</b>	“
	<i>Working knowledge of estates management and mandatory standards</i>	<b>E</b>	“
	<b>General Skills</b>		
	<i>Negotiation and influencing skills including conflict resolution.</i>	<b>E</b>	“
	<i>Excellent oral and written communication skills.</i>	<b>E</b>	“
	<i>Excellent analytical and judgement skills demonstrating an ability to interpret and act on complex information.</i>	<b>E</b>	“
	<i>Demonstrable ability to prioritise and manage time, people and resources to deliver required outcomes.</i>	<b>E</b>	“
	<i>Proven ability to manage resources effectively.</i>	<b>E</b>	“
	<i>Detailed knowledge and experience of the operation of NHS Organisations.</i>	<b>D</b>	“
	<i>Performance Management and development of staff.</i>	<b>E</b>	“
	<i>Well-developed leadership and motivational skills.</i>	<b>E</b>	“

	<i>Ability to work on own initiative and as part of a team.</i>	<b>E</b>	“
	<i>Self-motivating with a drive to develop Estates Services.</i>	<b>E</b>	“
	<i>Ability to achieve demanding tasks and objectives against deadlines.</i>	<b>E</b>	“

## Physical & Mental Requirements

<p><b>Physical effort:</b> <i>Required to use a VDU for several hours on a daily basis to assess and act on complex financial, operational and other information. General combination of sitting, standing and walking which will include site inspections, accessing roof areas and restricted spaces and other light physical effort.</i></p> <p><b>Mental effort:</b> <i>Daily prolonged concentration for reviewing and analysing statistics, and reports.</i></p> <p><i>Unpredictable work pattern and with frequent interruptions with urgent requests for advice or action</i></p>	<p><b>Emotional effort:</b> <i>Exposure to distressing or emotional circumstances includes dealing with staff disciplinary and even dismissal cases. Reviewing information that may involve serious patient incidents. Dealing with aggravated staff matters when relocating systems or services that may be contentious.</i></p> <p><b>Working conditions:</b> <i>The role of estates and facilities management generally dictates that there will be a requirement to work in inclement weather dealing with floods from rains, collapsed drains etc, extreme heat/cold and smells from entering into plant rooms and service ducts, exposure to noise, and fumes. Exposure to these unpleasant working conditions is not a rare occurrence in estates and facilities operational management. Post holder will also be expected to be able to travel to other sites within the Trust to attend a variety of meetings.</i></p>
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Criteria	Importance (High, medium, or low)
BSc/BTEC, HNC or equivalent in an Estates Engineering or related background	H
	H
	H
Demonstrable track record in stakeholder management and customer service delivery	H
Excellent written and verbal communication skills	H
Effective Interpersonal and communication skills	H
Experience of successful negotiation and contract management and procurement through tendering	M
Previous NHS Experience.	M
Professional Registration (IHEEM/CIOB/CIBSE/IEng)	L