

Job Description

Title:	Director of Estates & Facilities
Grade:	VSM
Annual Leave:	27 days per annum increasing to 29 days after 5 years NHS service and 33 days after 10 years NHS service
Department:	Estates & Facilities
Responsible to:	Chief Finance Officer
Accountable to:	Chief Executive Officer

1. Post summary

The Director of Estates and Facilities is responsible for the strategic and operational management of the Trust's Estates and Facilities functions to support the delivery of high-quality healthcare and for the development of services in accordance with the Trust's strategies and corporate objectives.

The post holder provides strategic direction and advice on the estate ensuring that the built environment is safe for patients, visitors and staff, is fit for the future, is managed effectively and efficiently and adapts to changing healthcare needs.

The Director of Estates and Facilities holds corporate and professional responsibility for estates and facilities service standards, delivery of all strategic/ capital projects, management of the community portfolio, governance, policies, financial management, statutory and regulatory compliance and risk management, and provides assurance to the Trust Board and Executive Committees for the estate.

2. Main duties

The duties and responsibilities of the role include:

- Development of the Trusts estate strategy aligned to the clinical and corporate strategies.
- Strategic and Capital project planning for backlog and estate investment, and strategic / major projects.
- Organisation's estates infrastructure and master planning
- Estates management (Mechanical, electrical & building maintenance, minor new works, fire safety, grounds & gardens, administration and help desk)
- Developing and implementation of the Trusts NHS Green Plan / Decarbonisation objectives.
- Space and property, including acute and community portfolio.
- Health and Safety management



- Facilities management (patient meal service/catering, residences/accommodation, security / LSMS, access control/ID badges, portering, car parking, non-patient transport / logistics, domestic services and retail provision)
- Statutory compliance, assurance, risk management and governance for the built environment
- Workforce management
- Professional lead for all staff groups within Division
- Information and reporting for estates and facilities functions
- Budget management (capital and revenue) to achieve best value and efficiencies
- Executive lead for Trust decarbonisation / Net Zero Carbon agenda
- Development of strategies and policies for the directorate
- Contributes to corporate decision making
- Take part in executive Gold On Call rota

Key information:

- Main acute sites: 1
- Leaseholder sites: 13
- Satellite sites: circa 60
- Number of Staff reporting to this role: circa 250 WTE's (plus contractors)
- Revenue budget: c £31m
- Capital/ strategic budget: varies dependent on capital projects

3. Key Working relationships

The post holder is required to deal effectively with staff of all levels throughout the Trust as and when they encounter on a day to day basis. In addition, the post holder will work with the wider healthcare community, external organisations and the public. This will include verbal, written and electronic media.

Of particular importance are working relationships with:

Internal:

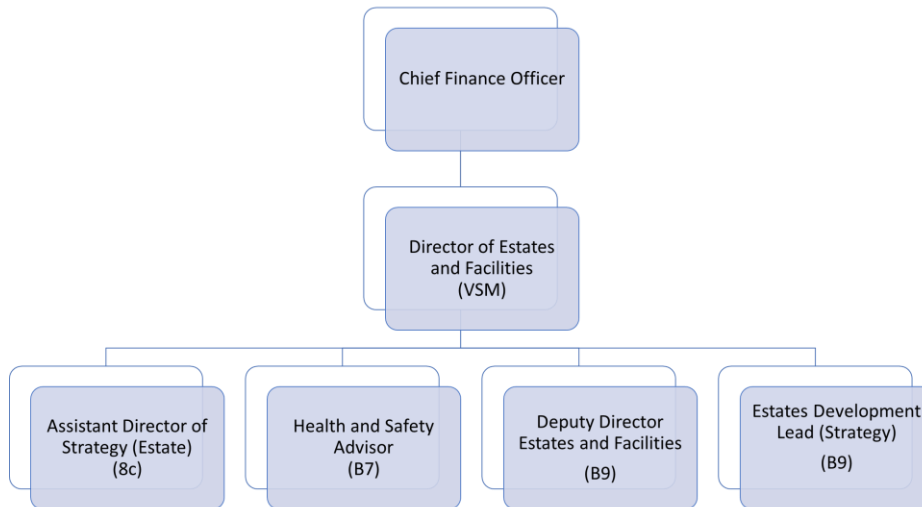
Chief Executive • Trust Board • Executive Directors • Non- Executive Directors • Governors
 • Divisional Directors • Clinical Directors • Infection Control • Senior Managers • Clinicians
 • Patient Representative Groups • Comms Team • Finance Department
 • Procurement Department • Ward Staff • Departmental Staff • Staff Representatives

External:

Department of Health • NHS Improvement/England • NHS Digital • CQC • STP/ICS/CCG
 Community Health Partnerships • NHS Property Services • Other NHS Trusts/Providers
 • The Health & Social Care Information Centre • County Council and Local Authorities
 • Local Planning Departments • Local Fire and Rescue Service
 • Property and Design Consultants • Professional Bodies • Contractors • Patients
 • General Public • Local Media (via Comms) • Government Agencies
 • Local and Regional Trade Union Representatives • Local Enforcement Agencies (HSE/EHO)
 • National Associations (Hefma/ IHEEM))



4. Organisational Chart



5. Freedom to act

- Works autonomously within delegated levels of authority.
- Interpret and comply with relevant legislation, regulations and best practice guidance for all aspects of estates and facilities across the Trust.
- To maintain one's own high professional standards and explore opportunities to develop practice.
- To work within Trust policies and procedures, building and health and safety regulations.
- To use managerial and judgemental skills to analyse complex situations and formulate appropriate solutions/responses.
- To be responsible for organising own workload, prioritising to meet the needs of the Trust.
- Formulate appropriate policy, risk and governance arrangements across the entire spectrum of estates and facilities services.
- Deliver compliance against relevant legislation and regulation, and produce supporting evidence as required by the Trust Board or external regulators.
- Hold accountability for all financial, contract, business and performance aspects of estates and facilities functions, managing and minimising financial risk and creating business opportunities.
- Ensure that the Trust has an appropriate Premises Assurance Model, and that this is aligned to legislation, regulation and good practice, and that this is used to provide assurance to the Trust Board, external stakeholders and regulators.
- Provide advice to the Trust Executive and Trust Board on the Carter and Model Hospital metrics that are associated with the Trust's estate.



- Lead collaborative work across the region which builds on the Carter and Model Hospital metrics to effect change leading to improved compliance and efficiency.
- Hold Responsibility for audit functions associated with estates and facilities, including cleaning, patient catering safety, legionella control, fire safety, asbestos management.
- Ensure that an appropriate internal and external audit programme is delivered across estates and facilities, in accordance with the Trust's audit requirements
- Management of estates capital investment programme providing advice on all aspects of capital investment.
- Ensure that capital costs are prepared in accordance with professional standards, NHS Estates guidance at the various stages of business cases.
- Manage capital project developments from inception to completion including design process and governance arrangements.
- Manage the award of construction contracts ensuring all legal aspects are covered.
- Responsible for estate engineering governance in accordance with standards and guidance.
- Responsible for all aspects of facilities management ensuring standards are achieved and maintained.

6. Analytical / Judgement skills

- Analyse, interpret and present highly complex data and build business cases supported by clear evidence using analytical techniques.
- Produce relevant information reports to substantiate the performance of all aspects of estates and facilities.
- Present data and analysis to a wide range of audiences, tailoring the content to match the requirements of the audience.
- Hold corporate responsibility for all information systems that are used to deliver estates and facilities services, ensuring that robust contingency and business continuity plans are in place.
- Ensure that all information governance and data protection standards are met for estates and facilities functions.
- Ensure estates and facilities data is accurately recorded and analysed for the Estates Return Information Collection (ERIC) covering a wide range of services.
- Develop a robust performance management system which provides customer focus and demonstrates added value ensuring that the function achieves Key Performance Indicators and maintains agreed and workload commitments within available resources.

7. Planning / Organisational Skills

- Formulate long term strategic plans for the estate and associated estates and facilities services, which have wide ranging impact across the organisation and the entire local healthcare system.
- Lead the delivery against the Trust's key estates and facilities strategic priorities and set short and long-term corporate objectives that deliver to these priorities.
- Responsible for the shaping and development of the Trusts estate strategy taking account of all dependencies, infrastructure and interfaces for multiple capital projects.



- Own and champion the Trust's strategic master plans, ensuring that plans reflect emerging clinical and corporate requirements.
- Lead the representation and engagement of the Trust in system-wide inter-agency strategic development, including through the ICS estates group.
- Develop and deliver the Trust's retail strategy, ensuring that the Trust provides commercially viable retail services which reflect current and emerging needs of patients, staff and visitors.
- Develop and deliver a carbon reduction plan and support the shaping and delivery of the Trusts sustainability strategy to reduce carbon in conjunction with the local and national initiatives.
- Work with other public sector organisations to maximise environment and sustainability opportunities.
- Formulate and progress a strategic plan for the integration and or closer working of estates and facilities functions and services where feasible across the London region, responding to the estate's implications of the delivery of new models of care.
- Facilitate and lead strategic relationships with stakeholders including those operating services from Trust property, providing timely advice to the Executive Directors and Board.
- Principal liaison role with local Authority Planning Officers and Specialists regarding planning issues, alignment with the Councils local plan and planning applications in connection with site development and capital projects.
- Appoint specialist consultants in relation to estate development including property, commercial and legal advisors as appropriate

8. Policy / Service Development

- Hold corporate responsibility for estates and facilities policies, and provide assurance to Board with respect to compliance with these policies.
- Provide highly complex, sensitive information relating to strategy, policy and technical systems to directors and senior managers.
- Responsible for change management ensuring that appropriate staff communication mechanisms are in place including discussion forums and team briefing.
- Lead the estates and facilities departments and manage, motivate and develop staff to maintain the highest level of staff morale, technical and professional standards and transparency.
- Ensure that there are relevant policies, plans and procedures in place to ensure delivery of a safe and compliant estate.
- Responsible for establishing and updating Trust policies in connection with estates and facilities services or inputting to the development of Trust policies.
- Develop programmes to modernise and re-design functions and services which improve efficiency and/or effectiveness of the built environment and the patient experience.
- Develop continuous improvement for estates and facilities services, maximising opportunities to integrate support services, deliver efficiencies, productivity and financial improvements.



- Ensure that patient feedback is obtained on estates and facilities services, and that this is used to improve services for the future. Lead on the Trust's PLACE assessment ensuring the engagement of patient representative groups, and the implementation of improvement projects.
- Lead and encourage the development of new and innovative practice to ensure the continuous improvement, efficiency and effectiveness and the development of high standards.
- Interpret complex guidance and national standards for estates and facilities services.

9. Financial responsibilities

- Responsible for significant revenue and capital budgets, including backlog.
- Strategic and development capital budgets
- Own the Trust revenue budget for estates and facilities, delivering within annual financial targets.
- Deliver financial accountability and services in line with Standing Financial Instructions.
- Ensure that there is an appropriate scheme of delegation in place across estates and facilities.
- Develop and deliver cost improvement programmes which mitigate cost pressures and reduce the overall cost of delivery of estates and facilities services.
- Overall, financial responsibility ensuring controls are in place for revenue and capital budgets including contracts and purchasing in compliance with the Trust's Standing Financial Instructions.
- Monitor and review expenditure ensuring budgets and establishment plans are prepared and managed which reflect the requirement of the service and workforce plan, are consistent with available resources and take any corrective action as necessary.
- Develop and implement productivity and efficiency measures in support of cost improvement plans and continually seek best practice and value for money.
- Benchmark services against other similar NHS providers to ensure optimum service delivery.
- Manage services within budgetary constraints and achieve agreed savings and efficiency targets. Commit and realign resources to meet key priorities and make cases as appropriate, for the resources to meet the Trust's objectives.
- Approve purchase orders and invoices as authorised signatory.

10. Information Resources

- Develop and use property databases and computer aided design / facilities systems to drive performance of estates and facilities functions.
- Hold corporate responsibility for all information systems that are used to deliver estates and facilities services, ensuring that robust contingency and business continuity plans are in place.



- Ensure that all information governance and data protection standards are met for estates and facilities functions.
- Ensure estates and facilities data is accurately recorded and analysed for the Estates Return Information Collection (ERIC) and Model Hospital (MH) covering a wide range of services.
- Responsible for the management of multiple information systems including building management, engineering controls, energy management, property database, CCTV, security, internal radios, help desk, transport tracking and process management.

11. Research & Development

- Develop and lead research associated with support services, and share this through peer reviewed publications, professional bodies, and technical conferences.
- Maintain and grow commercial and other NHS income, and develop business strategies for the future development of services
- Hold accountability for the delivery and development of commercial facilities services which reduce the net cost of running the estate including car parking, laundry, HSDU, nursery, retail income, staff residential accommodation and other related services.
- Contribute to and work within a safe working environment.
- Comply with Trust Infection Control Policies at all times in such a manner as to minimise the risk of healthcare associated infection.
- As an employee of the Trust, abide by any relevant code of professional conduct and/or practice applicable to you. A breach of this requirement may result in action being taken against you (in accordance with the Trust's disciplinary policy) up to and including dismissal.
- You must also take responsibility for your workplace health and wellbeing:
 - When required, gain support from Occupational Health, Human Resources or other sources.
 - Health and wellbeing support available from policies and/or Occupational Health.
 - Follow the Trust's health and wellbeing vision of healthy body, healthy mind, healthy you.
 - Undertake a Display Screen Equipment assessment (DES) if appropriate to role.



Equal Opportunities

Our latest policy known as “Promoting Equality, Diversity and Human Rights” outlines the Trust’s commitment to ensuring that no job applicant or employee receives less than favourable treatment on grounds of sex, marital and civil partnership status, gender reassignment, pregnancy and maternity, race, colour, creed, religion or belief, physical disability, mental health, learning difficulty, age or sexual orientation and is not placed at a disadvantage by conditions or requirements that cannot be shown to be justifiable.

For more information about our policy and commitment to equality, click: <http://www.whittington.nhs.uk/default.asp?c=10505&q=equality> ”

Infection control

All staff have a responsibility to prevent and control infections within the Whittington. This includes ensuring personal and team compliance with all relevant policies, especially hand hygiene, the trust dress code, and MRSA screening policies.

Working patterns

The Trust is currently exploring ways in which patients can be given more choice about when they can attend appointments at the hospital. In order to make this possible there may be a future requirement for administrative staff scheduling appointments for patients to contact them by telephone in the evenings or at weekends. This means that administrative staff may be required to work a shift pattern in future. Shifts will not normally operate beyond 9 pm in the evenings and appropriate pay enhancements will apply. Staff will be consulted about the introduction of / changes to shift systems.

Staff working in any department where an on 'call rota' operates will be required to participate in the rota. Managers will discuss with staff the level of 'on call' cover required taking into account their individual circumstances.

Staff in nursing posts may be requested to work in any area throughout the Trust by the matron or the site manager.

Health & Safety Policy

Employees must be aware of the responsibilities placed on them under the Health and Safety at Work Act 1974, to ensure that the agreed safety procedures are carried out to maintain a safe environment for employees and visitors.



Safeguarding

To comply with the Trust's Safeguarding Children and Adults policies, procedures and protocols. All individual members of staff (paid or unpaid) have a duty to safeguard and promote the welfare of children, young people and vulnerable adults. This will require you to:

- Ensure you are familiar with and comply with the London Child Protection Procedures and protocols for promoting and safeguarding the welfare of children and young people.
- Ensure you are familiar and comply with the Safeguarding Vulnerable Adults Pan London Procedures.
- Ensure you are familiar and comply with local protocols and systems for information sharing.
- Know the appropriate contact numbers and required reporting lines.
- Participate in required training and supervision.
- Comply with required professional boundaries and codes of conduct

Whittington Health is committed to safeguarding all children and vulnerable adults and expects all staff and volunteers to share this commitment.

Data Protection

This post has a confidential aspect. If you are required to obtain, process and/or use information in any format whether electronic or paper based, you should do so in a fair and

lawful way. You should hold data only for the specific registered purpose and not use or disclose it in any way incompatible with such a purpose and ought to disclose data only to authorised persons or organisations as instructed. Breaches of confidence in relation to data will result in disciplinary action, which may result in dismissal.

Confidentiality

You are required to maintain confidentiality of any information concerning patients or staff which you have access to or may be given in the course of your work, in accordance with current policy on confidentiality at Whittington Health.



Whittington Mission, Vision and Goals

We have an excellent reputation for being innovative, responsive and flexible to the changing clinical needs of the local population. We are treating more patients than ever before and are dedicated to improving services to deliver the best for our patients.

Our mission

Helping local people live longer, healthier lives.

Our vision

Provide safe, personal, co-ordinated care for the community we serve.

Our goals

We have developed six key strategic goals to make sure we continue to support people to live longer, healthier lives.

- To secure the best possible health and wellbeing for all our community
- To integrate and coordinate care in person-centred teams
- To deliver consistent, high quality, safe services
- To support our patients and users in being active partners in their care
- To be recognised as a leader in the fields of medical and multi-professional education, and population-based clinical research
- To innovate and continuously improve the quality of our services to deliver the best outcomes for our local population

Whittington Values

Our values underpin everything we do. Our staff are committed to delivering the following values in everything they do.

Our ICARE values have been created by our staff and are embedded in our appraisal and planning processes and form part of our staff excellence awards.





Carbon Reduction

All staff have a responsibility to contribute to a reduction in the organisation's carbon footprint. You should actively encourage others through your own actions to reduce their contribution to carbon emissions. This includes switching off electrical appliances that are not in use, turning down heating, closing windows, switching off lights and reporting carbon waste.

Security

It is the responsibility of all employees to work within the security policies and procedures of the Whittington Health NHS Trust to protect the patients, staff and visitors and the property of the Trust. This duty applies to the specific work area of the individual and the Hospital in general. All staff are required to wear official identification badges.

No Smoking

Whittington Health promotes a No Smoking Policy as part of employee's healthy living style. You will be required to work within the framework of this policy. Smoking is not permitted within Whittington Health premises.

Method of Payment

Payment of salaries is made into your bank account/building society account by direct bank system. Details of a bank account or building society account will be required on the first day at work. There is no facility for any other form of payment.

Probationary Period

Employment at Whittington Health is offered subject to successful completion of a 6 month probationary period for all staff with the exception of GMC Registered Doctors.



Person Specification

Post:	Director of Estates & Facilities	Grade:	VSM		
Department	Estates & Facilities	Candidate Name			Notes
Attribute		Essential	Desirable	How Assessed	
Education / Qualifications	Degree in relevant estates or facilities discipline.	e		CV/ interview	
	Post-graduate qualification at Masters level (Master's degree or equivalent in relevant discipline)	e			
	Chartered professional registration/accreditation in relevant discipline (RIBA, CIOB, RICS, CIBSE, etc.)	e			
	Project management qualification or equivalent level of experience.	e			
	Specialist training over more than one discipline in relevant discipline acquired through post-graduate courses (IWFM, IHEEM, etc.)	e			
	Evidence of CPD and leadership development at advanced and very senior manager level.	e			
Skills & Abilities	Sound knowledge of legislation relating to estates and facilities services.	e		CV/ interview	
	Excellent communicator for highly complex, sensitive information with good written and verbal communication at all levels, and strong negotiation skills and the ability to influence and effect change.	e			
	Extensive professional knowledge and understanding of healthcare estates and technology across a number of specialist discipline/functions including construction and engineering services.	e			

	General management, financial and strategic knowledge.	e			
	Ability to lead a team and establish a culture of high performance, personal responsibility for quality of output, collaborative team-working and sharing of ideas, expertise and success.	e			
	Results-driven, with commitment to deliver objectives to agreed quality standards, budget, and timescales.	e			
	Highly complex facts requiring analytical, interpretation and problem-solving skills involving judgments across wide range of engineering and building issues concerning legislation, statutory compliance and conflicting demands.	e			
	Ability to establish clear priorities among competing objectives/activities.	e			
	Able to manage high levels of complexity and ambiguity while maintaining team focus.	e			
	Outstanding relationship management skills. Ability to build and maintain positive and productive relationships across a range of partners and stakeholders, working across organisational boundaries.	e			
	Politically astute. Understands internal and external organisational relationships and is sensitive to change management issues.	e			
	Commitment to modernising health services for the benefit of patients, public and staff.	e			
	In-depth understanding of capital procurement process and procedures.	e			
	Knowledge of the technical design, local planning and construction projects including CDM regulations.	e			

	Knowledge of Health & Safety for the delivery of estates and facilities Services which impact on patient care and public and staff safety.	e			
Knowledge & Experience	A minimum of 10 years' senior management experience in a large organisation in estates and facilities management.	e		CV/ interview	
	Track record of successful management of estates and facilities services.	e			
	Delivery of complex capital investment programmes.	e			
	Management of strategic development and/or rationalisation of complex property portfolios.	e			
	Experience of leading or supporting business cases for major investment.	e			
	Procurement of services and/or buildings from the private sector.	e			
	Experience with lease negotiations and development of estate strategies.	e			
	Track record of managing and delivering large scale, complex and technically demanding projects, or services.	e			
	Successful at delivering within a complex environment.	e			
	Evidence of setting and achieving ambitious targets and of implementing innovative solutions to improve services within financial constraints.	e			
	Experience of establishing effective financial control procedures	e			
	Ability and evidence of contributing to policy formulation.	e			

	<p>Experience of effective partnership working with other organisations at a senior level, preferably a mix of public, private and voluntary sector.</p> <p>Experience in writing and gaining acceptance of Board level papers.</p> <p>Experience of using specialist estates and facilities software systems to drive performance of estates and facilities functions.</p> <p>Highly developed leadership, negotiation and influencing skills with the ability to motivate, challenge and engage individuals and teams.</p> <p>Ability to self-manage workload and cope under pressure.</p> <p>Ability to communicate highly complex and sensitive information where agreement and cooperation is required and engage with individuals at all levels in the Trust and across organisations.</p> <p>Ability to develop effective working relationships with key partners and influence a wide range of internal and external stake holders.</p> <p>Proven ability and skill to analyse, interpret and present complex data and build business cases supported by clear evidence.</p> <p>Advanced skill at using Microsoft Office products, including Word, Excel and PowerPoint.</p>	<p>e</p> <p>e</p> <p>e</p> <p>e</p> <p>e</p> <p>e</p> <p>e</p> <p>e</p>			
PERSONAL QUALITIES	<p>Self-motivated, with high work standards for self and others.</p> <p>Takes personal responsibility for quality of output.</p> <p>Drive and resilience .</p>	<p>e</p> <p>e</p> <p>e</p>		CV/ references	

	Discretion, tact and diplomacy	e			
	Demonstrates confidence and self-belief.	e			
	Able to build personal and professional credibility with teams and staff.	e			
	Ability to be empathetic and to handle difficult or emotional situations	e			
Other	Respected and experienced professional with a reputation for setting and delivering high standards.	e			
	Commitment to pursue patients concerns and resolving problems.	e			
	Ability to travel to other locations as required.	e			

Completed by:

Date:.....

Offer post Yes/ No

Comments