

## JOB DESCRIPTION

JOB DETAILS	
<b>Job Title</b>	Head of Estates
<b>Reports to</b>	Deputy Director of Estates and Facilities
<b>Band</b>	8c (Subject to formal matching)
<b>Department/Directorate</b>	Estates and Facilities

JOB PURPOSE
<p>The Head of Estates is responsible for managing all aspects of estates operational and maintenance services for the Trust ensuring that the buildings, engineering systems and grounds are safe, well maintained, fit for purpose, available for their intended use and enhance the patients experience.</p> <p>The post holder is the lead specialist responsible for the condition and quality of the estate and the provision of professional property, building and engineering advice. Responsible for leading the maintenance team to deliver corporate aims, objectives and aspirations of the Trust.</p> <p>The Head of Estates ensures that the Trusts estate complies with statutory legislation, Health Technical Memorandum's (HTM's), Codes of Practice, The Health Act, CQC Standards and meets patients and service needs.</p> <p>A key member of the Estates and Facilities Senior Management Team to identify and implement service improvement projects using lean methodology and change management techniques.</p>

KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES
<p><b>Operational Estate Management</b></p> <ol style="list-style-type: none"> <li>1. Responsible for ensuring effective management of the Trust's estate ensuring there is a robust structure for estates management, which contributes to and supports the delivery of clinical services in a cost-effective, efficient and patient focused manner.</li> <li>2. Responsible for legal issues relating to the delivery of an effective estates function ensuring that obligations are satisfied by implementing, maintaining and monitoring safe, compliant and efficient systems for statutory compliance, plant insurance, energy and utility management and reactive breakdown maintenance services.</li> <li>3. Management of an effective maintenance programme including asset register, planned preventative maintenance (PPM), service level agreements and reactive maintenance for complex buildings, engineering services and plant maintenance ensuring that an appropriate balance between planned and reactive maintenance is achieved.</li> <li>4. Responsible for all estate aspects of meeting the PLACE targets and the quality of the patient's environment.</li> <li>5. Responsible for the day-to-day operational management of grounds and gardening service, including minor improvement schemes.</li> <li>6. Responsible for estates procurement including procedures and protocols to ensure compliance with Standing Orders and Standing Financial Instructions. Maintain approved lists of contractors in accordance with SOs/SFIs.</li> <li>7. Manage, monitor and co-ordinate operations and maintenance activities (building and engineering) with appropriate arrangements in place for the delivery of responsive and effective estates services including 'out of hours' on-call service and emergency contingency plans in support of patient care.</li> </ol>

8. To be responsible for all delegated matters affecting the control, procurement and management of estate services and to undertake deputising duties when required.
9. The management of estate staff, revenue resources and stores within the available funding and delegated works ensuring that maintenance and minor works meet safety standards, statutory compliance and that activities are carried out in the most cost effective and efficient way either through in-house staff or external contract.
10. Advise on engineering and building works concerning any problematic areas, non-compliance with statutory or mandatory regulations and risks to business continuity in respect of the estate.
11. Management of contracting and tendering procedures in the letting of contracts for maintenance agreements, specialist plant or equipment maintenance.
12. To fulfil the duties of 'Responsible Person' for water quality as defined in HTM and HSE guidance.
13. To be technically, professionally and managerially responsible for all aspects of designated duties as defined in HTM guidance including providing advice to estates staff and contractors.
14. Ensure that arrangements are in place for suitably trained staff or contractors to fulfil the role of Authorised Person, Responsible Person and Competent Person with adequate maintenance records, log books and documentation available for:

• Electrical systems (HV & LV)	• Air conditioning and refrigeration
• Fire alarm and detection systems	• Piped medical gas and vacuum
• Hot and cold water systems	• Security systems
• Decontamination	• Asbestos management
• Ventilation / LEV systems	• Building components
• Boiler plant	• Engineering insurance inspections
• Pressure systems	• Lifts, hoists and lifting equipment
• Heating systems	• Energy and utilities
• Gas installations	• Asbestos
• Fire Safety	• Other specialist areas

### **Governance and Risk Management**

1. To lead the development of governance strategies for the estates services ensuring compliance with legislation and adherence to regulatory framework, together with managerial responsibility concerning Care Quality Commission Standards.
2. Accountable for overall compliance with Health & Safety legislation requirements and obligations with respect to all estates services and activities.
3. Responsible for ensuring the estates function operates within relevant statutory and Trust policies, procedures and regulations relating to health & safety at work issues and risk management; and that sound internal controls, safe processes, working practices to safeguard the Trust and its assets.
4. Ensure effective risk management procedures and protocols are developed and implemented. Contribute to risk management where necessary within the Trust.
5. Responsible for engineering governance in terms of directing, managing and monitoring engineering activities to ensure compliance with statutory and legislative requirements, in accordance with HTM guidance and best practice. Fulfil the requirements of professional and technical engineer in regard to training and certification of competence in accordance with Health Technical Memoranda.
6. Provide leadership in the management of fire safety ensuring that effective policy, procedures and protocols are developed and implemented including staff training in line with the Regulatory Reform (Fire Safety) Order and NHS Firecode.

7. Responsible for monitoring and reporting to the Trust on the performance of estates, and to be responsible for any corrective actions in respect of quality, compliance, mandatory requirements, cost and volume of services and works.
8. Responsible for developing and maintaining a premises assurance model; for the delivery of quality standards and for ensuring robust mechanisms for monitoring performance against national and local targets.

#### **Environmental Management**

1. Responsible for effective management of environmental matters, including utilities in accordance with the NHS, national and local policies and current best practices; and of carbon trading and carbon reduction initiatives. Lead the Trust's carbon reduction strategy and Sustainable Development Management Plan (SDMP / Green Plan).
2. Oversee and monitor energy performance for the Trust. Agree and promote energy conservation and improvement initiatives. Develop and implement an energy efficiency improvement and carbon reduction programme.
3. Ensure that an appropriate and progressive energy and carbon management strategy and policy is implemented and that energy performance is monitored and reported with savings achieved ensuring competitive tariffs are used for the supply of all utilities.

#### **Capital Management**

1. Manage minor and delegated major capital projects as and when required by the Trust, in accordance with relevant guidance and best practice.
2. Undertake feasibility studies, option appraisals, cost planning and contribute to the preparation of business cases especially in connection with engineering and building infrastructure.
3. Liaise with the capital project team and external consultants in connection with capital schemes to advise on the capacity and capability of the site infrastructure services to support new developments and to ensure compatibility is maintained with the existing engineering plant, systems and infrastructure.

#### **Property management**

1. Responsible for the management of land and property transactions in the most efficient and effective way in accordance with Estate code and relevant codes.
2. Manage delegated property acquisitions, disposals, leases, easements and way-leaves together with landlord and tenant arrangements and relationships with third parties.
3. Responsible for the preparation of schedules of condition, dilapidation surveys and reports for buildings, engineering systems and equipment with prioritised investment programmes to ensure business continuity of hospital facilities.

Maintain up to date maintenance plans for third party occupiers under leases, licences or service level agreements and participate in income generation via the provision of estates services to new client groups.

#### **KEY WORKING RELATIONSHIPS**

Areas of Responsibility: (type of work undertaken)

No. of Staff reporting to this role: (If applicable)

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 deal with the wider healthcare community, external organisations and the public.

This will include verbal, written and electronic media.

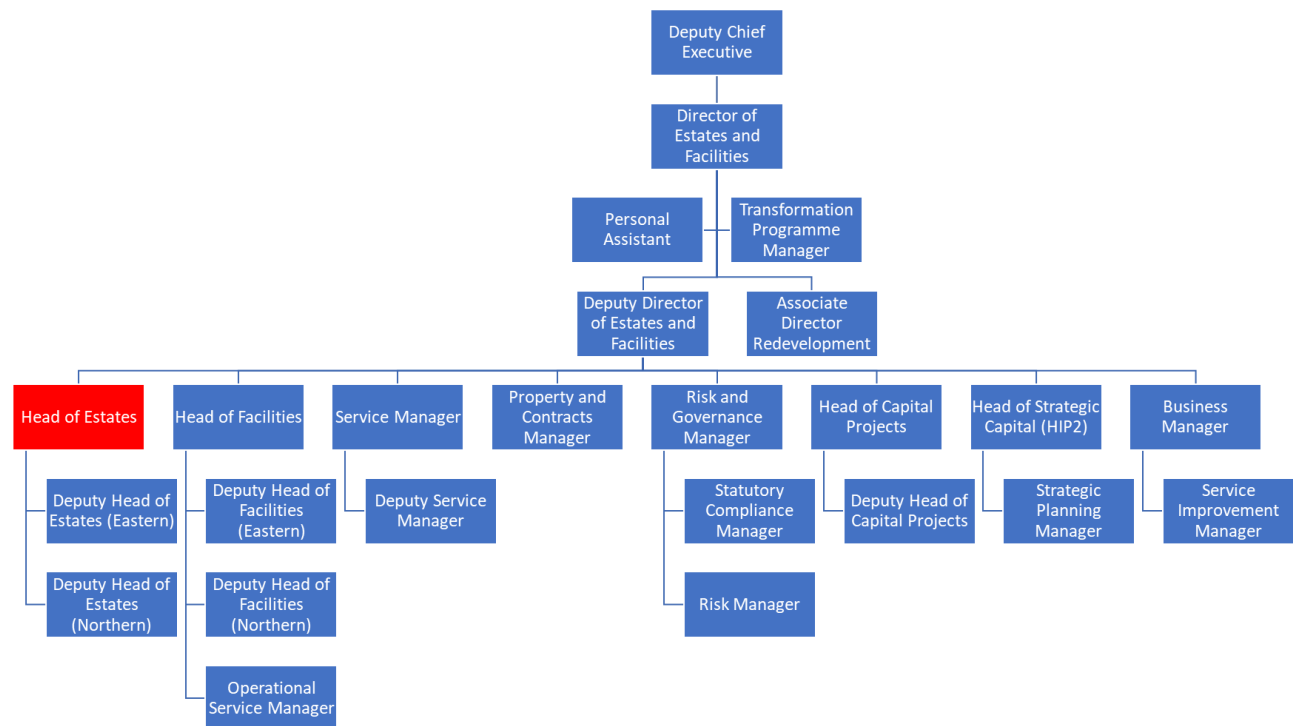
Of particular importance are working relationships with:

**Internal to the Trust**

**External to the Trust**

<ul style="list-style-type: none"> <li>• Trust Board</li> <li>• Executive Directors</li> <li>• Non- Executive Directors</li> <li>• Governors</li> <li>• Divisional Directors</li> <li>• Clinical Directors</li> <li>• Senior Managers</li> <li>• Clinicians</li> <li>• Patient Representative Groups</li> <li>• Comms Team</li> <li>• Finance</li> <li>• Facilities</li> <li>• Estates</li> <li>• Ward and Department Staff</li> <li>• Staff Representatives</li> </ul>	<ul style="list-style-type: none"> <li>• DHSC</li> <li>• NHSI/E</li> <li>• NEW Devon CCH</li> <li>• Community Health Partnerships</li> <li>• NHS Property Services</li> <li>• Other NHS Trusts/ Providers</li> <li>• The Health and Social Care Information Centre</li> <li>• Local Planning Departments</li> <li>• Property and Design Consultants</li> <li>• Contractors</li> <li>• Government Agencies</li> <li>• Local Enforcement Agencies HSE/ EHO</li> <li>• National Associations</li> </ul>
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## ORGANISATIONAL CHART



## FREEDOM TO ACT

- Works autonomously within delegated levels of authority.
- Maintain high professional standards and explore opportunities to develop practice.
- Interpret policy, strategy, standards and legislation related to the design of clinical accommodation.
- Use managerial and judgemental skills to analyse highly complex situations and formulate appropriate solutions/responses.
- Be responsible for organising own, and that of the team, workload, prioritising to meet the needs of the Trust.
- Ensure appropriate risk control measures are in place with estates risks identified, managed, mitigated where possible, resolved or escalated.

## COMMUNICATION/RELATIONSHIP SKILLS

- Deputise for the Director / Deputy Director of Estates and Facilities including attendance at management / executive committees and other meetings as required.
- Provide and receive highly complex, sensitive and contentious information.
- Present complex, sensitive or contentious information to large groups of staff, i.e. Trust Board and Divisional Managers.
- Provide absence cover and support for other senior estates and facilities managers.
- Work as a key member of the Estates and Facilities Senior Management Team to identify and implement service improvement projects using lean methodology and change management techniques.
- Communicate estates policy and technical information at Board level and to directors, senior managers and clinical teams.
- Conduct complex negotiations with external consultants, contractors and suppliers.
- Develop and update the Intranet page for estates services.

- Maintain a good working relationship with other team members within the wider organisation and have the ability to share and advise on complex technical issues.
- Promote a team approach and encourage staff innovation, integration, involvement, change management and improvement at all levels including effective methods of communication.
- Lead contact for service users, including seeking views on Estates matters, and responding to enquiries or concerns, including face to face and group sessions.
- Represent the Trust externally for estates related issues.
- Work with Nursing and Infection Control staff in the prevention and control of Healthcare Associated Infections through the maintenance of engineering plant, systems and buildings in accordance with the Health Act 2006 (The Hygiene Code).
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#### **ANALYTICAL/JUDGEMENTAL SKILLS**

- Ensure that robust mechanisms are in place to regularly monitor and report performance for all estates activities with regular reports for expenditure, performance and compliance.
- Working as part of a multi-disciplinary team, support the development of robust and compelling business cases.
- Exploit opportunities to attract external capital investment through public dividend capital or other routes, including preparing bids for funding.
- Analyse and interpret highly complex building / engineering contracts, cost schedules and reports and develop options for best delivery route and outcomes taking into account legislation, regulations and guidance.
- Develop estates records including as-fitted drawings, maintenance manuals, service records, statistical returns, Estates Return Information Collection (ERIC), performance reports, controlled documents, logbooks, policies and procedures.
- Produce regular performance and status reports ensuring that estate functions achieve key performance indicators (KPI's) including budgets, emergency call outs, maintenance response times, energy consumption, capital recharges, statutory compliance, etc.

#### **PLANNING/ORGANISATIONAL SKILLS**

- Ensure the Trust's estate and building assets are maintained to best practice as indicated in Health Building Notes and Health Technical Memoranda and actively contribute to the Trust's delivery of the key strategic priorities and objectives.
- Formulate costed maintenance plans for all sites, buildings and specialist systems aligned to the Trusts clinical strategy.
- Develop long term estate strategies, impacting across the whole organisation, in line with the Trusts clinical and corporate objectives taking account of all dependencies, infrastructure and interfaces.
- Enable and lead strategic relationships with stakeholders including those operating services from Trust property, providing timely advice to the Executive Directors, Trust Management Executive, Trust Board, and other stakeholders as required.
- Deliver against objectives, achieve quality outcomes and work to tight deadlines.

#### **PATIENT/CLIENT CARE**

- Assist patients and visitors via incidental contact with regard to the provision of feedback on estates services and working methods.

#### **POLICY/SERVICE DEVELOPMENT**

- To ensure the Trust's estate and building assets are maintained to best practice as indicated in Health Building Notes and Hospital Technical Memoranda and actively contribute to the Trust's delivery of the key strategic priorities and objectives.
- Responsible for a range of policies in connection with estate management, operations or minor new works aligned to the Trusts clinical strategy.
- Support the shaping and development of the Trusts Estate Strategy including site development taking account of all dependencies and infrastructure.



- Liaise with statutory external authorities and specialists regarding estate services.
- Responsible for quality assurance and working towards continuously improving the quality of estates services.
- Maintain a 5-year rolling risk assessed and prioritised Estate Investment Plan

#### **FINANCIAL/PHYSICAL RESOURCES**

- Overall, financial responsibility ensuring controls are in place for estates management, energy and utilities and delegated budgets and expenditure in compliance with the Trust's Standing Financial Instructions.
- Manage and monitor the estates department revenue budget maintaining effective budgetary control within approved allocations to deliver a balanced budget annually.
- Management of the estate capital investment plan including working with senior Trust staff to prioritise capital investment to balance competing needs and risks.
- Provide advice on all aspects of infrastructure investment in relation to property, buildings and engineering systems, providing feasible and viable solutions.
- Management of delegated budgets including authorised signatory, planning and forecasting expenditure, producing costs savings and improving value for money in line with the Trusts Standing Financial Instructions.
- Identify and deliver efficiencies for the CIP programme and monitor progress against agreed targets.
- Benchmark the Estate and Estates services against other NHS and private providers to ensure value for money and optimum service delivery.

#### **HUMAN RESOURCES**

- Direct Line Manager for estates teams providing support and guidance as required.
- Coach, develop and support operational managers, delivering new and innovative practice across teams to ensure the continuous improvement in efficiency and effectiveness and the development of high standards.
- Responsible for recruitment and retention of team, professional and technical development of staff, monitoring, annual training development plans, succession planning and undertaking individual performance and development reviews.
- Provide cover and leadership as line manager when required for the operational teams.
- Lead and actively manage a highly effective and responsive operational Estates team promoting a culture that recognises all users as customers through teamwork, staff innovation, flexibility, involvement, change management and improvement at all levels including effective methods of communication, team briefing (two-way) and liaison with other staff groups at all levels.
- Provide clear leadership, be a positive role model and actively promote the Trust's vision, strategic aims and values ensuring that all estates services are patient focused, high quality and meet the needs of nursing staff and user departments.

#### **INFORMATION RESOURCES**

- Responsible for the management and development of Estate information systems and ensuring that all adequate information systems are suitable for purpose and maintained to provide appropriate data for the requirements of managing and developing the estate
- Provide regular information to support estate services via computer software systems (MICAD) for schedules of accommodation, programmes, processes and procedures.
- Provide information in connection with ERIC returns, Model Hospital, and for the Trust Premises Assurance Model.
- Ensure that data collected is analysed, reported by the team as appropriate and monitor the processing of data and information.
- Develop a library of standard technical briefs, specifications, layouts, finishes, systems, schedule of costs and products improving the quality of operational services.

## RESEARCH AND DEVELOPMENT

- Carry out regular research and development, linking with professional and industry bodies to ensure that latest thinking and best practice is being introduced and delivered to optimise strategic estate management.
- Investigate and implement new innovative materials, concepts, products and systems for estates services advising on suitability and value for money to develop premises solutions and to enhance the patient's environment.

## PHYSICAL SKILLS

- Utilise and review sensitive measurement tools and computer technology with a high degree of accuracy for building management systems, MICAD property database software and AutoCAD drawings.
- Produce high levels of timely documentation for contract management, maintenance management reporting and assessment of specifications.

## PHYSICAL EFFORT

- Frequent requirement for sitting or standing in a restricted position for a substantial proportion of the working time.
- High level of activity required including walking, standing and sitting in order to visit and inspect all areas on multiple sites.

## MENTAL EFFORT

- There is a frequent requirement for concentration where the work pattern is unpredictable.

## EMOTIONAL EFFORT

- Occasional exposure to distressing or emotional circumstances.

## WORKING CONDITIONS

- Requirement for VDU use more or less continuously on most days.

## OTHER RESPONSIBILITIES

Take part in regular performance appraisal.

Undertake any training required in order to maintain competency including mandatory training, e.g. Manual Handling

Contribute to and work within a safe working environment

You are expected to comply with Trust Infection Control Policies and conduct him/herself at all times in such a manner as to minimise the risk of healthcare associated infection

As an employee of the Trust, it is a contractual duty that you 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.
- Familiarise yourself with the 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.



#### **APPLICABLE TO MANAGERS ONLY**

Leading the team effectively and supporting their wellbeing by:

- Championing health and wellbeing.
- Encouraging and support staff engagement in delivery of the service.
- Encouraging staff to comment on development and delivery of the service.
- Ensuring during 1:1's / supervision with employees you always check how they are.

#### **GENERAL**

This is a description of the job as it is now. We periodically examine employees' job descriptions and update them to ensure that they reflect the job as it is then being performed, or to incorporate any changes being proposed. This procedure is conducted by the manager in consultation with the jobholder. You will, therefore, be expected to participate fully in such discussions. We aim to reach agreement on reasonable changes, but if agreement is not possible, we reserve the right to insist on changes to your job description after consultation with you.

Everyone within the Trust has a responsibility for, and is committed to, safeguarding and promoting the welfare of vulnerable adults, children and young people and for ensuring that they are protected from harm, ensuring that the Trusts Child Protection and Safeguarding Adult policies and procedures are promoted and adhered to by all members of staff.

Northern Devon Healthcare NHS Trust and the Royal Devon and Exeter NHS Foundation Trust continue to develop our long standing partnership with a view to becoming a single integrated organisation across Eastern and Northern Devon. Working together gives us the opportunity to offer unique and varied careers across our services combining the RD&E's track record of excellence in research, teaching and links to the university with NDHT's innovation and adaptability.

## PERSON SPECIFICATION

<b>Job Title</b>	Head of Estates
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Requirements	Essential	Desirable
<b>QUALIFICATION/ SPECIAL TRAINING</b> Masters degree in engineering, building or equivalent qualification in building services or relevant discipline Specialist engineering or building knowledge acquired through post graduate qualification Professional membership in estate discipline (CIBSE, IEE, IMechE, IHEEM, RICS, CIOB or RIBA) Chartered membership or working towards chartered status Accredited qualification in management Proven record of Continuing Professional Development including specialisation to the healthcare estate (e.g. legionella, electrical systems, fire, pressure systems, asbestos, H&SAW, DDA etc)	E E E   E	   D D
<b>KNOWLEDGE/SKILLS</b> Track record of successful management of estates services Extensive knowledge and understanding of estate management across all disciplines and functions Extensive professional knowledge of healthcare estate and technology across a number of specialist subjects including electrical and mechanical engineering services Sound knowledge of legislation relating to estates services. Ability to assimilate high volumes of complex information and disseminate clearly and concisely Effective communicator with good written and verbal communication skills at all levels, and good negotiation skills Proven experience of delivery of savings A detailed knowledge and application of NHS technical documents (HTNs, HBNs, etc.), British Standards, regulations, legislation, and best practice guidance Detailed knowledge and understanding of Health & Safety legislation including Construction Design Management (CDM) Understanding risk and risk management systems Experience of leading multiple professional teams	E E E E E E E E E E E E	
<b>EXPERIENCE</b> Extensive experience of managing estates services at senior level including leading all estates disciplines In depth knowledge of statutory compliance, relevant health and safety and risk management Knowledge of building services techniques and standards In depth knowledge of maintenance planning and organisation (PPM, reactive, contract, etc) Sound knowledge of trade principles and practice Detailed knowledge of NHS technical documents, British standards, regulations, legislation and codes of practice High level of engineering knowledge (elect & mech), techniques, systems and standards Authorised Person or equivalent for engineering installations or systems	E E E E E E E E	

Energy and utility management Budgetary control, planning and forecasting Experience of implementing quality controls, processes and procedures Proven track record in financial management, budgetary and financial control and management of change Risk assessment and critical path analysis Estate management and property management experience	E E E  E  E E	
<b>PERSONAL ATTRIBUTES</b> Strong leadership, negotiation, communication and influencing skills. Team player with collegial working style and willingness to share responsibility High levels of stamina and ability to concentrate on the most complex and challenging issues for extended periods of time Exemplary personal standards of conduct and behaviour Self-motivated, with high work standards for self and others with drive and resilience Highly developed verbal and written communication skills Ability to work constructively and communicate with a wide range of professionals and staff at all levels Ability to prepare reports on complex issues to a range of audiences, often at short notice Able to develop cost effective and straight forward systems to convey complex messages simply A team leader who is resourceful, with the ability to drive change, inspiring and leading by example Personal and professional demeanour and credibility that generates trust and confidence in others	E E  E  E E  E E  E E  E E  E	
<b>OTHER REQUIREMENTS</b> Up to date with the NHS agenda, national directives and all governance aspects, with specific emphasis on estates issues Commitment to NHS and public service values of accountability, probity, openness and equality of opportunity Able to demonstrate clarity of thinking, plan and organise Concentration and mental effort for prolonged periods whilst reading documents and providing clear guidance as a result Ability to travel to other locations as required The job involves visiting and inspecting clinical and non-clinical departments Able to deal with occasional distressing or emotional circumstances dealing with staff grievance, disputes or unwelcome news to be imparted to staff both on a collective or individual basis Reliable and flexible approach to work	E  E  E E  E E E  E	

WORKING CONDITIONS/HAZARDS		FREQUENCY (Rare/ Occasional/ Moderate/ Frequent)			
		R	O	M	F
<b>Hazards/ Risks requiring Immunisation Screening</b>					
Laboratory specimens	N				
Contact with patients	Y		X		
Exposure Prone Procedures	N				
Blood/body fluids	N				
Laboratory specimens	N				
<b>Hazard/Risks requiring Respiratory Health Surveillance</b>					
Solvents (e.g. toluene, xylene, white spirit, acetone, formaldehyde and ethyl acetate)	N				
Respiratory sensitisers (e.g isocyanates)	N				
Chlorine based cleaning solutions (e.g. Chlorclean, Actichlor, Tristel)	N				
Animals	N				
Cytotoxic drugs	N				
<b>Risks requiring Other Health Surveillance</b>					
Radiation (>6mSv)	N				
Laser (Class 3R, 3B, 4)	N				
Dusty environment (>4mg/m3)	Y			x	
Noise (over 80dBA)	Y			x	
Hand held vibration tools (=>2.5 m/s2)	N				
<b>Other General Hazards/ Risks</b>					
VDU use ( > 1 hour daily)	Y/N				
Heavy manual handling (>10kg)	Y/N				
Driving	Y/N				
Food handling	Y/N				
Night working	Y/N				
Electrical work	Y/N				
Physical Effort	Y				X
Mental Effort	Y				X
Emotional Effort	Y		X		
Working in isolation	N				
Challenging behaviour	Y			X	