

JOB DESCRIPTION

JOB DETAILS	
Job Title	Divisional Business Manager for Estates and Facilities
Reports to	Deputy Director of Estates and Facilities
Band	8B
Department/Directorate	Estates and Facilities

JOB PURPOSE
<p>The primary purpose of this role is to provide assurance to the Director and Deputy on the achievement and maintenance of operational performance targets including patient safety, quality, and the finances of each Service within the Division. Identifying, escalating and communicating areas of concern and agreeing action plans with the Service Managers. The post-holder will deputise for the Director and Deputy as required.</p> <ul style="list-style-type: none"> To provide a professional managerial leadership with the support of the Deputy Director of Estates and Facilities in order to:- <ul style="list-style-type: none"> Lead the creation and delivery of Commercial Income initiatives and the Cost Improvement Programme (CIP). Support the Divisional Senior Management Team to meet performance targets for quality, volume and cost. Support the Divisional Senior Management Team in the identification and removal of cost from services lines without jeopardising safety. Ensure compliance with Standards for Better Health, national policy and relevant legislation which affects our services. To develop and lead a range of improvement programmes aimed at addressing both performance and service issues in order to support the delivery of the Trusts Strategy. To inspire and motivate staff in order to ensure that a culture of innovation becomes embedded within the organisation.

KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES
<p>Leadership/Management</p> <p>Lead the performance management processes and systems within the Division.</p> <p>Where necessary work with key staff to improve/consolidate performance against these targets.</p> <p>Deputise for the Director and Deputy for Estates and Facilities as required.</p> <p>Take responsibility for Divisional wide commercial projects as required.</p> <p>Create and sustain an open environment which promotes innovation and a positive approach to Service Development.</p> <p>Continuously develop the most efficient and cost-effective structure across the Division for the future delivery of specified Services with the involvement of clinicians, professionals, users and commissioners.</p> <p>Plan and implement change in order to improve the quality of the Divisions service provision in the Estates and Facilities in line with local needs and the wider NHS policy direction.</p> <p>Performance Management</p>

Implementing, monitoring and proactively managing the assurance frameworks within the Division to ensure the efficient and effective day to day management of the underlying services, including the achievement of all National and Local standards and targets.

Ensure the Division meets Constitutional and local performance standards and targets in all areas.

Produce information for the Performance Assurance Framework (PAF) papers.

Service Agreements

Participate in discussions with Commissioners when either new service agreements or amendments are being negotiated in order to ensure the best outcome for patients and the Trust.

Work with the Director, Deputy and Senior Divisional Management Accountant to ensure that service agreements or amendments are being negotiated to ensure the best outcomes for patients and the Trust.

Work with the Service Managers and Finance Team to ensure monitoring of service agreements and that appropriate income is received.

Quality and User Involvement

Plan and implement change involving all key stakeholders, in order to improve the quality of service in line with local needs and the Governance agenda.

To facilitate and challenge practice and processes and involve relevant staff in improving patient services and quality.

Formulate action responses internal or external audits, continuously improve the quality of the services provided by the Division.

Wherever possible and appropriate seek the involvement of users in service planning and monitoring. Create an environment that promotes patient involvement in all levels.

Audit/Research

Act upon findings of internal or external audits or reviews to continuously improve the quality of the service.

Developing approaches for the utilisation of best practice and research evidence which supports and improves patient experience.

Ensure compliance with audits undertaken by external bodies such as Dr Foster, and CQC etc in a timely fashion.

Ensure compliance with Trust Research Governance policies.

Governance

Provide advice support and input for complex incidents and complaints as required.

Ensure adherence to Trust's Health and Safety Policy and Management system. Ensure all staff are aware of its implication and their own roles and responsibilities.

Work with the Divisional Senior Team and Governance Team to ensure that Division has a structure for reviewing and implementing issues relating to its governance.

Support implementation of the Trust's Clinical Governance, Health and Safety and Risk management policies and plans, in conjunction with the Governance Team.

Monitor and oversee the Risk Register for Estates and Facilities in conjunction with the Divisional processes.

Health and Safety – Ensure adherence to the Trust's Health and Safety policy and management system.

Ensure all staff are aware of its implication and their own roles and responsibilities.

To undertake any training required in order to maintain competency including mandatory training, i.e. Fire, Manual Handling.

To contribute to and work within a safe working environment.

KEY WORKING RELATIONSHIPS

Areas of Responsibility

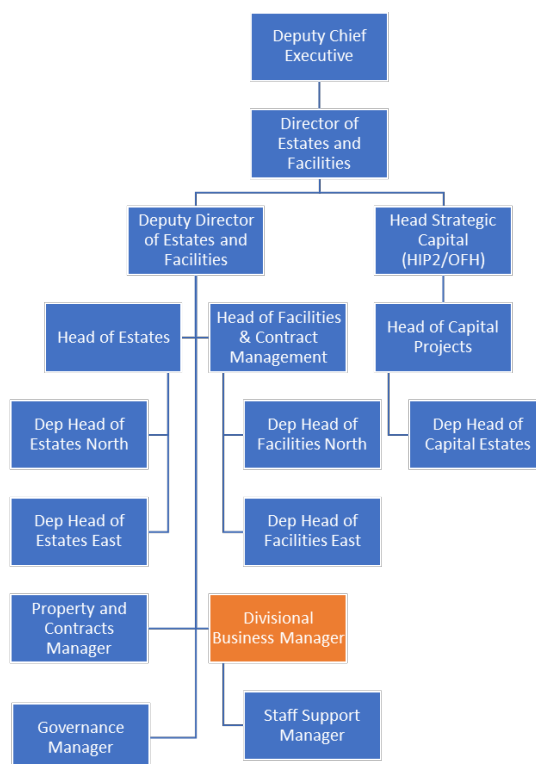
The post holder is required to deal effectively with staff of all levels throughout the Trust as and when they encounter on a day to day basis

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"> • Director of Estates and Facilities Management • Deputy Director of Estates and Facilities Management • Deputy Head of Estates • Deputy Head of Facilities • Service Managers • Department Managers • EFM Staff • Divisional Directors • Divisional Business Managers • Assistant Directors of Nursing • Cluster Managers • Lead Nurses/ Senior Matrons/ Matrons Trust Wide • HR Department • IM&T Department • Directorate Management Accountant • Legal Team 	<ul style="list-style-type: none"> • External Organisations • Other NHS Trusts • External Financial Management Organisations

ORGANISATIONAL CHART



ANALYTICAL/JUDGEMENTAL SKILLS

- Act upon findings of internal or external audits to continuously improve the quality of the service where relevant.
- Analyse large amounts of data, including complex facts and situations. Use judgment to recommend solutions and suggest a plans to implement service and cost improvements.
- To analyse highly complex data which requires interpretation and comparisons to a range of options for EFM Services and present to Senior Management.
- Use judgement in presenting data which may be conflicting and where expert opinion differs and/or where some information is unavailable.

FREEDOM TO ACT

- Provide a strategic and operational vision for the Service Delivery ensuring that all members of the team are signed up towards achieving agreed objectives.
- Deputise for the Director and Deputy as required.
- Guided by organisational policies but will need to establish the way in which these are interpreted.

COMMUNICATION/RELATIONSHIP SKILLS

- Establish effective communication channels to ensure all staff in the division are aware of the aims and business of the Division and Trust.
- Create an environment which allows open communication at all levels amongst all staff.
- Develop effective channels of communication and working relationships with key external stakeholders e.g. CCG's, other local acute Trusts and Networks
- Prepare and deliver reports to Senior Managers and the Executive Board.
- Provide and receive highly complex data / information and present in a format that is relevant to the audience using motivation, persuasive, negotiating skills, whilst having the ability to empathise and re-assure, when required often to large staff groups.

PLANNING/ORGANISATIONAL SKILLS

- Assist the Director and Deputy in organising the structure and work patterns of the Division in order to ensure well defined line management and efficient and appropriate use of staff.

- Develop and document the Divisional business and strategic plans including long term plans, which will form the basis for the Trust documents.
- Ensure that strategic and operational goals are planned effectively and funded appropriately before implementation and in conjunction with Management Accountant, Director, Deputy and Senior Team.
- Plan and implement cost improvement programmes (in conjunction with staff) in order to deliver the required saving whilst ensuring the safety of service remains in line with local needs and the NHS policy direction.
- Take responsibility for Divisional wide projects as required.
- Responsibility to ensure the department meets NHS Plan, CQC and National Performance Targets.

PATIENT/CLIENT CARE

- Incidental contact with patients.

POLICY/SERVICE DEVELOPMENT

- Lead the formulation and implementation of service and divisional policies and procedures as appropriate.
- Develop and document the department business and strategic plans which will form the basis for the Trust documents.
- Ensure that strategic and operational goals are planned effectively and funded appropriately before implementation and in conjunction with the Divisional Senior Management Team.
- Work in conjunction with the Deputy Director of Facilities & Estates and Service Managers to ensure the implementation of the CIP aligns with the Trust's Clinical Governance, Health and Safety and Risk Management policies and plans.
- Create an open environment which promotes innovation and a positive approach to Service Development.
- Support Estates and Facilities Management to continuously develop the most efficient and cost-effective structure for the future delivery of specified services with the support of Department Managers.
- Responsible for the implementation and formulation of Divisional and Trust policies and procedures as appropriate. Monitor in order to ensure their continued effectiveness.
- To promote initiatives for working practices and identify commercial income opportunities.

FINANCIAL/PHYSICAL RESOURCES

- To assist the Director, Deputy and Senior Management Team in the successful financial management of the Division by managing within budgets, developing and delivering cost improvement programmes, maintaining/improving profitability, complying with all Trust financial rules, effectively managing charitable funds, recognising and balancing finance v quality/safety/efficiency.
- Work with the Service Managers, the Performance Management and Finance Teams to monitor delivery of service agreements and ensure that appropriate income is received.
- Provide the Director and Deputy with information about risks to key performance targets and propose mitigating actions to be agreed at Divisional level.
- Take responsibility for the management of the financial and physical resources allocated to the Division. Identify revenue shortfalls and provide and implement business solutions to address these after agreement with the Director and Deputy.
- Take a lead role in the planning and implementation of Capital Schemes within the Division. This may involve holding meetings with clinical staff, architects, estates managers, building contractors and private sector managers within allocated resources.
- Ensure the whole Division delivers services agreed with commissioners within the financial constraints, including efficiency programmes.

HUMAN RESOURCES

- Responsible as Line Manager to staff members, including career development, 1:1 meetings and annual Personal Development Review (PDR).
- Ensure adherence to the Trust's Health and Safety Policy and management system. Ensure all staff are aware of its implication and their own roles and responsibilities. Take responsibility for risk assessment at department level.
- Support workforce role redesign for the Division.

- Develop a workforce plan for EFM. Ensure that Trust HR policies are adhered to and that these link through.
- ensure that Trust policies are adhered to in relation to disciplinary and grievance procedures.
- Act as a professional resource for the workforce in order to ensure a high-quality learning environment is achieved.
- Ensuring performance reviews are completed, personal development plans are in place and essential training compliance for the Division is within Trust agreed levels.
- Lead on the effective implementation of good human resource management across the specified Division.
- Support workforce role redesign for the Division.
- To take part in regular performance appraisal.

INFORMATION RESOURCES

- Provide quarterly review information for Divisional CIP plans.
- In conjunction with the Deputy Director of Estates and Facilities, provide monthly review information for departments which contributes to the monthly Divisional report.

RESEARCH AND DEVELOPMENT

- Ensure compliance with audits undertaken by external bodies such as Dr Foster, CHI and Acute Hospital Portfolio, etc. in a timely fashion.

PHYSICAL SKILLS

- Standard Keyboard and driving skills required.

PHYSICAL EFFORT

- Little requirement for physical effort, combination of sitting, standing and walking.

MENTAL EFFORT

- There is an occasional requirement for prolonged concentration.

EMOTIONAL EFFORT

- Occasional indirect exposure to emotional or distressing circumstances.

WORKING CONDITIONS

- Exposure to unpleasant working conditions or hazards is rare.

OTHER RESPONSIBILITIES

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 (DSE)

MANAGEMENT

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.

DISCLOSURE AND BARRING SERVICE CHECKS

This post has been identified as involving access to vulnerable adults and/or children and in line with Trust policy successful applicants will be required to undertake a Disclosure & Barring Service Disclosure Check.

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.

PERSON SPECIFICATION

Job Title	Divisional Business Manager for Estates and Facilities
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Requirements	Essential	Desirable
QUALIFICATION/ SPECIAL TRAINING		
Post graduate level or equivalent academic or healthcare professional qualification.	E	
Master's degree or equivalent management experience.	E	
Evidence of continuing professional development.	E	
Project Management Qualification / experience		D
KNOWLEDGE/SKILLS		
Innovative, able to problem solve and make decisions	E	
Has good insight and the ability to respond well to constructive criticism	E	
Working knowledge of healthcare service delivery issues	E	
Ability to interpret and implement agenda for health and social care services arising from government policies	E	
Ability to influence and negotiate across a broad range of professional and/or organisations as appropriate	E	
Ability to analyse/interpret a range of highly complex data in order to identify solutions to service delivery	E	
Highly effective interpersonal, communication and people management skills when dealing with highly complex or sensitive information	E	
Competent IT skills including Word, Excel, PowerPoint, databases and e-mail.	E	
Ability to manage own time and meet deadlines	E	
Detailed knowledge of performance management frameworks and methodologies		
Sound understanding of operational budgetary management	E	
Good report writing/written communication skills	E	
Ability to translate contractual agreements into plans for service delivery	E	
Highly effective presentation skills and the ability to prese	E	
EXPERIENCE		
Working at a senior operational management level	E	
Change management	E	
Demand and capacity planning	E	
Project Management		D
Leading and implementing change management, including service improvement and redesign	E	
Budgetary responsibility	E	
Developing and advising other staff at a more senior level than the post holder	E	
Experience and knowledge of business planning, financial management and performance monitoring	E	D
PERSONAL ATTRIBUTES		
Remain calm in stressful situations	E	
Demonstrates ambition and clear personal career planning		D
Demonstrates personal credibility and personal style that encourages others to be open and allows effective engagement with senior decision makers	E	
Demonstrate the ability to handle complex or difficult situations with authority and commitment at a senior level	E	

WORKING CONDITIONS/HAZARDS		FREQUENCY (Rare/ Occasional/ Moderate/ Frequent)			
		R	O	M	F
Hazards/ Risks requiring Immunisation Screening					
Laboratory specimens	N				
Contact with patients	Y	•			
Exposure Prone Procedures	N				
Blood/body fluids	N				
Laboratory specimens	N				
Hazard/Risks requiring Respiratory Health Surveillance					
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				
Risks requiring Other Health Surveillance					
Radiation (>6mSv)	N				
Laser (Class 3R, 3B, 4)	N				
Dusty environment (>4mg/m ³)	N				
Noise (over 80dBA)	N				
Hand held vibration tools (=>2.5 m/s ²)	N				
Other General Hazards/ Risks					
VDU use (> 1 hour daily)	Y				•
Heavy manual handling (>10kg)	N				
Driving	N				
Food handling	N				
Night working	N				
Electrical work	N				
Physical Effort	N				
Mental Effort	Y				•
Emotional Effort	Y				•
Working in isolation	N				
Challenging behaviour	Y	•			