

JOB DESCRIPTION

JOB DETAILS	
Job Title	Associate Programme Director – Energy Decarbonisation and Estates Assurance
Reports to	Director of Estates and Facilities
Band	Band 8d
Department/Directorate	Estates and Facilities

JOB PURPOSE
<p>The Energy Decarbonisation and Estates Assurance Associate Programme Director has responsibility for the successful operational delivery of the Trust main estates sustainability programme (Energy Decarbonisation) at the Trust-owned acute and community sites, aligned to the Trusts estates strategy, and delivering on the Trust green plan.</p> <p>The Decarbonisation and Assurance Associate Programme Director provides assurance 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>This is a complex programme and this role is responsible for delivery and oversight of the inter-related building block projects: developing the on-site infrastructure to allow a sustainable net zero carbon future, developing the infrastructure to connect to a future networked solution (district heating) and ensuring the Trust maximises its own sustainable energy through use of e.g. solar panels.</p> <p>The Associate Director is responsible for all aspects of the programme including planning, feasibility, costing, project management, design procurement and site supervision. They will work closely with capital project resources to provide effective management and delivery of concurrent multi-stranded projects at multiple stages to ensure projects are delivered on time, to the required quality, within budget and aligned to Trust strategies.</p>

KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES
<p>Reporting directly to the Director of Estates and Facilities, and to the Sustainability Board, chaired by a Trust Executive Director, the Associate Director</p> <ul style="list-style-type: none"> • is part of the senior management team for the Estates and Facilities division along with the Associate Director of Strategic Capital, Associate Director for OFH and the Deputy Director of Estates and FM • is a key member of the Trust-wide Estates and Facilities leadership team setting strategic direction for the Trust's estate and ensuring that the decarbonisation programme directly delivers on Trust strategic objectives in its implementation • will work with the Business Development Director (sustainability lead) and senior directors across the Trust, focussing on the delivery and realisation of programme success criteria and benefits for patient care, staff wellbeing and sustainability, in line with programme objectives • has specific responsibility for leading the planning and delivery of the Energy Decarbonisation Programme, Planning and delivery of the overall programme, includes all major project elements, working with the joint SROs and the key functional leads (estates, clinical, digital, strategy, finance, workforce, procurement, BI and communications) to ensure that all enabling projects within the programme are implemented in a timely and coordinated manner • will deliver the programme successfully through working collaboratively with a wide range of stakeholders across the Trust and local health communities, to support the programme and ensure successful implementation/adoption • will build and manage relationships with suppliers to ensure that the business cases needed for full programme delivery and to secure the capital are full successfully submitted and that the Energy Decarbonisation programme is delivered to the contractual agreement, which may

include formally approved variations

- build and maintain very close working relationships with sustainability estates leads across Devon and in the South West.
- be flexible and where necessary may directly manage and delivery specific projects, as requested
- will ensure standards of best practice in programme management are employed, accountable for providing assurance for clarity in governance arrangements, timelines, resource requirements, risks, benefits and outcomes
- 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
- 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.

Environmental Management

- 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 energy carbon reduction strategy as part of the Trusts Green plan.
- Oversee and monitor energy performance for the Trust. Agree and promote energy conservation and improvement initiatives. Develop and implement an energy efficiency improvement and energy carbon reduction programme.
- Ensure that an appropriate and progressive energy 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.

Strategic:

- Work with the functional project leads, Operational/Divisional Directors, other managers and clinicians engaged in the Trust operations ensuring sign off on all business case proposals
- Ensure the funding secured will enable delivery on the energy decarbonisation success criteria and that strategy and plans to align with and enable service development plans and Trust objectives.
- Work with the Estates leads to commission or undertake further feasibility studies, building on the 6 facet survey programme of work to inform the estates element of the business case development and plans, that include the development and maintenance of both the current estate and the move to future estate (development control plan);
- Work efficiently, effectively and creatively with staff and resources recognising the scale of the programme, change, and the revenue financial constraints within the Trust and wider Devon health and social care system.

KEY WORKING RELATIONSHIPS

Areas of Responsibility: See above

No. of Staff reporting to this role: Will vary over the course of the programme and will include internal and external staff.

The post holder is required to deal effectively with staff of all levels throughout the Trust 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:

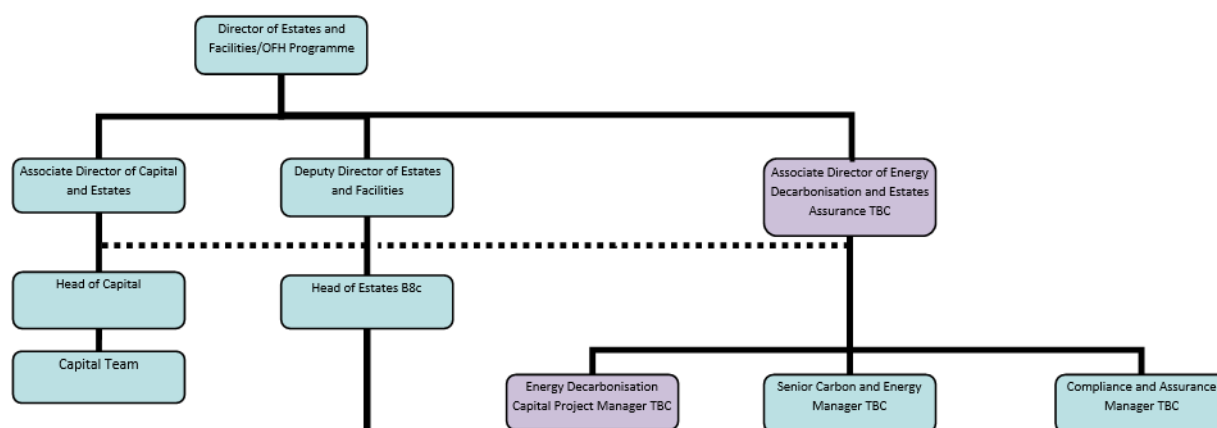
Internal to the Trust

- Clinicians, Clinical Leads and Clinical Steering Group members
- Estates and Facilities departments
- Finance
- Workforce
- Business Intelligence
- Communications and Engagement
- Procurement
- Operational teams of all levels
- Clinical and Medical teams of all levels
- Executive Directors
- Operational teams of all levels
- Clinical and Medical teams of all levels

External to the Trust

- Our Future Hospital team
- NHSE
- Other regional estates sustainability teams
- ICS/ICB
- Councillors
- Planning department
- Private developers
- Specialist advisors
- Local council departments
- MP's
- Patients
- Local engagement groups

ORGANISATIONAL CHART



FREEDOM TO ACT

The post holder will be the lead programme specialist and will work autonomously to direct the operational delivery. The post holder will need to interpret corporate and national policies and regulations and will normally decide on how expected results are best achieved working with the Programme Director and functional project leads for approval by the Programme Board of plans where the implementation of decisions will result in variance to the agreed plan or budget.

COMMUNICATION/RELATIONSHIP SKILLS

The post holder, in an unregulated market, will need to develop and maintain excellent relationships with all stakeholders ensuring both good and difficult or contentious conversations can be had, using multiple communication skills and styles (motivational, tact, negotiating, empathetic, assuring), at speed, that need to adapt to a highly complex and multi-faceted situation without jeopardising timelines and deliverables, for example:

- Suppliers: in an unregulated market, balancing potentially robust commercial management of contracts whilst maintaining a healthy relationship that supports delivery, partnership style working, innovation and research
- Internal: functional programme leads, senior managers, Operational/Divisional Directors, other managers and clinicians

- External/wider Devon and partners organisations: to large groups (over 100), other estates sustainability management leads, Operational Directors and managers, other managers and clinicians, including GPs

ANALYTICAL/JUDGEMENTAL SKILLS

The post holder will be required to make judgements, decisions or recommendations on a range of situations and information containing highly complex facts. This information will require analysis, interpretation and a comparison of a range of options so that decisions are made on well informed evidence. Examples of this will be assessing a range of solutions with complex finances so that the most cost-effective solution can be reached; or where expert opinion differs from the proposal.

PLANNING/ORGANISATIONAL SKILLS

The post holder is responsible for the planning and delivery of this programme, involving a number of sub-projects and multiple functions to support those projects. The programme is far-reaching and spanning a number of years.

The post holder is responsible for programme governance and must ensure that an appropriate programme management framework is in place and an established mechanism to ensure regular dialogue that promotes problem solving, team work and risk sharing which is aligned to delivering the objective of the programme. This includes:

- A prioritised implementation plan for the Energy Decarbonisation Programme and, including but not limited to
 - Timescales and inter-dependencies
 - Budget management including
 - budgets for directly employed staff
 - budgets relating to seconded and or contract staff
 - contract charges (for implementation)
 - any necessary variations to budget to contract charges which must be formally documented and appropriately approved by the Director Estates and FM and/or Trust finance management
 - Risk management
 - Stakeholder engagement
- Ensuring organisational readiness for the implementation of the various phases and projects within the programme by using motivational skills to encourage collaborative working ensuring there is excellent engagement and communications from the programme with for example a champions/stakeholder forum and an excellent continuous learning programme that supports, as much as possible, the Trust becoming a learning organisation with staff learning in the way that suit them and best enables them to successfully work in new ways with new processes.
- Responsible for the development and management of risk registers and risk mitigation plans
- Developing, implementing and managing of the programme plan and milestones
- Working with suppliers and service leads to define implementation plans for major schemes
- Accountable for change management control
- Overseeing delivery of full statistical analysis/modelling of change/benefits/impacts with programme implementation

PATIENT/CLIENT CARE

The post holder is required to put the patient, as the first priority, at the centre of all activities. The post holder will have limited contact with patients in the course of their normal duties but there may be periods of public/patient engagement, particularly during consultation and engagement events. The post holder must always assist patients during any planned or incidental contacts and be sensitive to patient and public need for information about the programme, impact on future benefits.

POLICY/SERVICE DEVELOPMENT

The post holder will be responsible for the development of any new policies resulting from the programme:

- leading, with functional and contractor input relevant working group(s) to enable the development and implementation of policy documents as required throughout the business case process.
- ensuring that programme staff, contractors and service providers are clear on responsibilities and working in alignment with national and local policies

The post holder will have responsibility for the implementation of and adherence to other Trust policies within the teams they are responsible for.

FINANCIAL/PHYSICAL RESOURCES

The post holder will be the main budget holder for the Utilities Budget (Energy and Water) and Energy Decarbonisation Programme and is responsible for ensuring budgets are monitored, set and agreed (with the financial officer) and that projects are established and managed in a financially responsible manner. The post holder is:

- responsible for the budget management of the multi stranded phased programme
- an authorised signatory for departmental financial payments relating to the decarbonisation e.g. travel claim forms, overtime payments and contractor timesheets, invoices
- responsible for the purchase of some physical assets or supplies, in line with Standing Financial instructions, normally no more than £90,000 per item and within pre-determined budgetary limits
- budget holder for the Utilities Budget and Energy Decarbonisation Programme Management Office, authorising expenditure and accountable for the delivery of the programme within each year's capital and revenue plan and allocated budget.
- responsible for the identification and design of future measurement of realisation of benefits enabled by the Programme and therefore achieve full Programme value.

HUMAN RESOURCES

The post holder is responsible for the management of multiple specialist functions across the programme and is accountable for the direct line management responsibility for their own staff including appraisals, sickness absence, disciplinary and grievance, recruitment and selection decisions, personal and career development and departmental workload and allocation.

The postholder is responsible for resource planning and recruiting to the resource plan including internal substantive and seconded positions, specialist resource via contractor or external companies where specific knowledge and skills is required but not available within the Trust.

To be responsible for the effective delivery of specialist training and awareness sessions to clinical and non-clinical staff across the Trust on relevant areas of the programme.

INFORMATION RESOURCES

The post holder will have a lead responsibility the development of the full business case for national approval including benefits realisation and the identification of digital opportunity and implementation of enabling systems such as patient monitoring. The identified solution is likely to include the development and implementation of a number of systems which will process, generate, create and store information.

The post holder will be responsible for ensuring that governance is established and maintained so that Programme and project information is maintained electronically through the use and updating of information systems, production of performance/management reports such as asset, contract and risk management information for performance management and reporting of the Programme, especially;

- good record keeping and version controls as documents may be required to support commercial negotiations and/or disputes, especially where projects may be delayed and commercial discussions will be dependent on “evidence of cause”
- uses IT systems to analyse, process, produce reports to inform key stakeholders of on-going developments relating to the overall programme and the wider implications.
- analyse, process and present reports with supporting material created through project and programme working that enables evidence-based decision making by key stakeholders.

RESEARCH AND DEVELOPMENT

The post holder will occasionally undertake research and development activity as required by the job, to inform and develop relevant project plans relating to the Programme.

PHYSICAL SKILLS

The post holder is required to have advanced keyboard skills and advanced use of IT applications to produce reports, presentations and highly complex programme plans.

PHYSICAL EFFORT

There is a frequent requirement for sitting and standing in a restricted position for substantial periods of time. There is an occasional requirement for light, physical effort.

The post requires travelling, meetings in various venues, office-based work and construction site visits.

MENTAL EFFORT

There will be frequent requirement for prolonged concentration when reading, interpreting and developing policy documents, reports and project plans. The post holder may be frequently interrupted to deal with staffing or project issues. The post holder will need to manage a range of conflicting and constantly changing priorities and be able to prioritise to successfully manage those items that require immediate response.

EMOTIONAL EFFORT

There will be occasional exposure to distressing or emotional circumstances where the post holder may have to part unwelcome news to staff where there may be high expectations of redevelopment for their area of work, or effectively influence and negotiate with stakeholders in difficult circumstances such as where plans and performance have not been met.

WORKING CONDITIONS

There is a requirement to use VDU equipment more or less continuously on most days, frequent requirement to travel i.e. drive to meetings across the whole of the Trust's geographical area as well as travel to national forums across the country.

OTHER RESPONSIBILITIES

- Trust Utilities (Energy and Water)
- Designated person for Fire Safety

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.

At the Royal Devon, we are committed to reducing our carbon emissions and minimising the impact of healthcare on the environment, as outlined in our Green Plan available on our website. We actively promote sustainable practices and encourage colleagues to explore and implement greener ways of working within their roles.

PERSON SPECIFICATION

Job Title	Associate Programme Director - Energy Decarbonisation and Estates Assurance
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Requirements	Essential	Desirable
QUALIFICATION/ SPECIAL TRAINING Master's degree qualification or extensive equivalent experience Proven and in-depth professional knowledge of programme and project management Professional membership in estate discipline (CIBSE, IEE, IMechE, IHEEM, RICS, CIOB or RIBA) Proven in-depth professional knowledge and experience of change management Significant experience in complex project management or project-based change management activities including performance management, budget management experience of >£10m Project qualifications e.g. PRINCE2 qualification Experience in programme management – leading project teams Programme Leadership qualification e.g. APM Project Leadership Programme Programme Management qualification e.g. Managing Successful Programmes (MSP) 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 E E E	D D D D
KNOWLEDGE/SKILLS: 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. 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 Excellent written and verbal communication and interpersonal skills Excellent numerical and analytical skills and experience; especially the application of statistical analysis e.g. for project-based evidence IT literacy and keyboard skills Ability to interpret and implement national policy and guidelines; ability to develop and implement local policy. Knowledge of legislation relating to the confidentiality of information (NHS patient and business information) Knowledge of financial management (planning and reporting processes) including ability to model contractual finance plans with awareness of implications of contract clauses, contract charges and payment profiles and good financial models of resources over medium - long term (5-10-year project/contract lifetimes) Construction project management and capital build delivery	All E	

<p>EXPERIENCE:</p> <p>Proven experience of working at a senior management level, managing projects, teams and budgets in a challenging environment</p> <p>In depth knowledge of statutory compliance, relevant health and safety and risk management</p> <p>Experience of working and engaging with a variety of stakeholders including subject matter experts who are both leading and recipients of change programmes</p> <p>Significant experience of working with patients, the public, clinicians and health partners or similar staff groups</p> <p>Significant NHS or equivalent public sector organisation experience or equivalent private sector experience that is clearly transferable</p> <p>Demonstrable experience of high-level negotiation and influencing skills</p> <p>Ability to prioritise workload of self and staff based on organisational impact and programme requirements</p> <p>Budgetary control, planning and forecasting</p>	All E	
<p>PERSONAL ATTRIBUTES</p> <p>Exceptionally well-developed leadership skills; able to motivate team members and delegate effectively</p> <p>Demonstrable ability to make highly complex processes and technologies understandable and real for users</p> <p>Proven ability to liaise with multidisciplinary teams at all levels</p> <p>Committed to service development and improvement</p> <p>Flexible approach to work</p> <p>Organised and effective time management</p>	All E	
<p>OTHER REQUIREMENTS</p> <p>The post holder must demonstrate a positive commitment to uphold diversity and equality policies approved by the Trust.</p> <p>Ability to travel to other locations as required must have current driving licence</p>	All E	

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