



Belfast Health and Social Care Trust

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JOB DESCRIPTION

POST: Estates Divisional Manager Operations

BAND: 8B

REPORTS TO: Senior Estates Operations Manager

RESPONSIBLE TO: Co-Director Estates

Job Summary

The post holder will be responsible through the Senior Estates Operations Manager for ensuring that the built estate reflects an environment that is conducive to the provision of patient and client care of the highest quality.

The post holder will have delegated professional responsibility for the safe and effective operational management of the Belfast Trust Estate and its patient environment.

He/she will be responsible for the development and implementation of Operational Estates strategies and policies, in support of the development of Trust services.

The post holder will be responsible for the provision of all maintenance and operational services appropriate to the management of the Trust's estate. The post holder will ensure that the Trust meets its relevant legislative and statutory requirements. He/she will ensure that the estates services are cost effective and provided within agreed financial targets.

The post holder will work as part of the senior estates team to ensure that the needs of patients, clients and carers are at the core of the way the Trust delivers services and that capital and financial resources are effectively deployed to meet these needs.

He/she will work to achieve objectives required within the performance management framework for the Trust.

KEY RESULT AREAS

Setting Direction

- To support Senior Estates Operations Manager with the implementation and delivery of the Trust's Estate Strategy and Estate Control Plan.
- To develop, implement and be responsible for innovative operational strategies and working priorities for the safe, efficient and effective management of the Estate.
- To promote continuously improving services through the use of key estates performance management indicators in collaboration with user groups and stakeholders.
- To work to achieve the highest possible standards in relation to the safety, comfort and well being of all patients, visitors and staff.
- To develop and sustain the optimum operational management of the Trust estate through the efficient use of staff, service agents and external contractors.
- To develop, implement and sustain innovative systems of information management with regard to operational issues throughout the Trust in collaboration with users, contractors and statutory bodies.

Service Delivery

- To provide a full range of high quality professional and expert advice on all legislative and engineering and operational matters pertaining to the estate of the Trust.
- To ensure the development, implementation and delivery of planned maintenance programmes and any additional maintenance or modifications to enable the Trust to comply with the latest legislation, policy and insurance requirements, in relation to all buildings, plant, equipment and systems.
- To be responsible for the provision of high quality, efficient estates services, which are flexible and responsive to user needs and demands.
- To be responsible for contingency planning, major incident planning and emergency response plans as it applies to built environment of the Trust. To ensure that the estates business continuity and contingency plans are regularly reviewed and satisfactorily inform the overall Trust Major Incident/Business Continuity Plan.

- To develop and sustain a Trust-wide programme of planned and prioritized expenditure in respect of backlog maintenance and replacement of major items of plant and equipment.
- To be responsible for the optimum use of energy and utilities by the Trust Estate. To set programmes for energy conservation in accordance with local, national and other NHS targets and in collaboration with the Estates Senior Management Team.
- To be responsible for the comprehensive maintenance of asset registers for the Trust's land, buildings and plant within the remit of the post holder.
- To manage works schemes as directed including the production of business cases, appointing and monitoring project managers, professional and technical consultants and contractors.
- To develop and implement a collaborative comprehensive risk management plan for the management of the Trust estate which accurately reflects clinical risk, business continuity, patient wellbeing, engineering and economic considerations.
- To ensure at all times the management of estates operational issues are patient focussed and that the needs of the patient are paramount in all considerations.

Development and Innovation

To develop innovative strategies and consequent policies for a wide range of services across the Trust including:

- estates specialist service procurement
- management of plant and equipment
- contingency planning and business continuity
- 'whole-risk' analysis
- Fire safety
- Electrical safety
- Water hygiene
- Indoor air hygiene
- Medical gas pipeline systems
- Asbestos management
- Operational information and systems management
- Building management and control systems
- General Health and Safety including safe systems of work

and other areas in the emerging services of operational estates management.

To undertake research and testing of new engineering systems and processes within academic standards and protocols.

Collaborative Working

- To provide effective and efficient estate operational management services in support of the Trust's delivery plans and objectives.
- To work in collaboration with the Director, Co-Directors and other Senior Managers in the Planning and Redevelopment Corporate Group to improve the quality of all infrastructure development.
- To assess estates requirements through consultation with users and other interested parties – and to develop appropriate programmes and procedures for work. To deliver services that are integrated with clinical service delivery.
- To work in collaboration with other Service Directors, Co-Directors and senior managers of the Trust to link estates maintenance issues into the Trust's governance and operational management strategies.
- To recognise and establish links with other specialists, both internal and external to the Trust, as and when required.
- To form effective, collaborative relationships with relevant external organisations to influence the development of region wide approaches to estates services planning.
- To work closely with all relevant stakeholders to secure their commitment and involvement in the delivery of the estates strategy.
- To consult, negotiate and communicate with staff side as appropriate across the range of work responsibilities.
- To work in partnership with staff-side colleagues to identify improved, safe and flexible approaches to the delivery of estates services.

Communication and Information Management

- To develop, implement and evaluate estates management software and information systems in collaboration with the Estates Senior Management Team.
- To utilise all available information to progress the efficiency of the estates management group and to ensure maximum value for money and accountability.

- To ensure the full reporting against relevant estates aspects of the management plan, in line with the Trust Performance Management Framework.
- To agree with Estates Senior Managers a number of key performance indicators/benchmarks for the estates functions and to provide regular information and reports on the Trust's progress against these indicators.
- To meet with, present to and communicate with a wide range of senior clinical and non-clinical staff in the Trust and with senior staff of external organisations.
- To articulate and communicate the vision and strategy for estates operational management throughout the Trust.
- To represent the estates department within the corporate litigation management group and also represent the Trust at court as required.
- To undertake professional and thorough investigation and reporting of adverse incidents and accidents and provide advice to the Co-Director of litigation Management on all related issues.
- To develop and deliver innovative and effective training programmes for all groups of staff across the Trust in relation to management of the Estate.

Quality

The Estates Operations Senior Manager will be responsible for and required:

- To provide expert advice and interpretation of all aspects of current and proposed legislation, guidance, standards and industrial good practice for the full range of diverse estates services including:
 - building maintenance, to include water hygiene, indoor air hygiene, asbestos management and fire safety
 - engineering maintenance
 - pressure systems including LPHW and steam
 - LOLER
 - high and low voltage networks
 - electro-medical equipment
 - decontamination of equipment
 - medical gases
 - Health and safety
 - Policy and procedure
 - HV/LV
 - Emergency planning
 - Nurse call systems

- Decontamination
 - Pest Control
 - Security systems
- To work within the requirements of the Trust's integrated governance framework, ensuring that all elements relating to the delivery of estates services meet legislation requirements.
 - To contribute to the achievement of relevant controls assurance standards for estates management.

Financial and Resource Management

- To develop budget management tools for the control and management of estates operations budgets across the Trust.
- To develop a suite of estates operational maintenance budgets for all operational maintenance areas.
- To proactively and innovatively manage the financial resources for estates, operations, ensuring that budgets are fully utilised and distributed across the organisation to ensure optimum use and best value for money.
- To ensure the continued value of the Trusts fixed assets through the judicious allocation and management of the maintenance budget.
- To develop a range of budgetary pressure papers for operational areas, including, backlog maintenance, networks development and market challenges.
- To be responsible for the financial management of Estates Operational budgets.
- To be responsible for the management and maintenance of financial and physical resources as defined within the post holders remit.

People Management and Development

- To deputise for Senior Estates Managers in their absence, when required.
- To promote the corporate values and culture of the organisations through the development and implementation of relevant policies and procedures, and appropriate personal behaviour

- To lead and empower a team of estates management staff, providing expert advice to the Trust as required.
- To delegate appropriate responsibility and authority to the level of staff within his/her control, consistent with effective decision making, whilst retaining responsibility and accountability for results.
- To contribute as an effective team member of the Estates Senior Management Team.
- To participate in the Trust's Performance Review Scheme. To review the performance of direct reports on a regular basis, and to provide direction on personal development requirements and appropriate action.
- To take responsibility for his/her own performance and take action to address identified personal development areas.
- To maintain good staff relationships and morale amongst the staff reporting to him/her, through effective feedback, recognition, appraisal and development.
- Where appropriate, review the organisational plan and establishment levels and ensure that each is consistent with achieving objectives and to recommend change where appropriate.
- To participate, as required, in the selection and appointment of staff, in accordance with procedures laid down by the Trust.
- To take such action as may be necessary in disciplinary matters, in accordance with procedures laid down by the Trust.
- To promote the Trust's policies on 'equality of opportunity' through his/her own actions and to ensure the adherence to these policies by staff for whom he/she has responsibility.
- To contribute to the Trust's overall corporate and integrated governance processes to ensure its compliance with public sector values and codes of conduct, operations and accountability.

General Responsibilities

Employees of the Trust are required to promote and support the mission and vision of the service for which they are responsible and:

At all times provide a caring service and to treat those with whom they come into contact in a courteous and respectful manner.

- Demonstrate their commitment by their regular attendance and the efficient completion of all tasks allocated to them.
- Comply with the Trust's Smoke Free Policy.
- Carry out their duties and responsibilities in compliance with the Health and Safety Policies and Statutory Regulations.
- Adhere to Equality and Good Relations duties throughout the course of their employment.
- Ensure the ongoing confidence of the public in-service provision.
- Maintain high standards of personal accountability.
- Comply with the HPSS Code of Conduct.

Records Management

Divisional Estates Managers are responsible to Estates Senior Management for all records held, created or used as part of their business including corporate and administrative records whether paper-based or electronic and also including emails. All such records are public records and are accessible to the general public, with limited exceptions, under the Freedom of Information Act 2000, the Environment Information Regulations 2004 and the Data Protection Act 1998.

Environmental Cleaning Strategy

The Trusts Environmental Cleaning Strategy recognizes the key principle that "Cleanliness matters is everyone's responsibility, not just the cleaners" Whilst there are staff employed who are responsible for cleaning services, all Trust staff have a responsibility to ensure a clean, comfortable, safe environment for patients, clients, residents, visitors, staff and members of the general public.

Infection Prevention and Control

The Belfast Trust is committed to reducing Healthcare associated infections (HCAIs) and all staff have a part to play in making this happen. Staff must comply with all policies in relation to Infection Prevention and Control and with

ongoing reduction strategies. Standard Infection Prevention and Control Precautions must be used at all times to ensure the safety of patients and staff. This includes:-

- Cleaning hands either with soap and water or a hand sanitiser at the appropriate times (WHO '5 moments');
- Using the correct '7 step' hand hygiene technique;
- Being 'bare below the elbows' when in a clinical environment;
- Following Trust policies and the Regional Infection Control Manual (found on intranet);
- Wearing the correct Personal Protective Equipment (PPE);
- Ensuring correct handling and disposal of waste (including sharps) and laundry;
- Ensuring all medical devices (equipment) are decontaminated appropriately ie cleaned, disinfected and/or sterilised;
- Ensuring compliance with High Impact Interventions.

This job description is subject to review in the light of changing circumstances and is not intended to be rigid and inflexible but should be regarded as providing guidelines within which the post holder works. Other duties of a similar nature and appropriate to the grade may be assigned from time to time by Estates Senior Managers.

April 2016



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Terms and Conditions

The NHS terms and conditions (Agenda for Change) will apply to this post.

In addition to 10 public holidays, the annual leave allowance will be as follows:

- On appointment – 27 days
- After 5years service – 29 days
- After 10years service – 33 days

He/she may be required to travel throughout Northern Ireland, the United Kingdom, the Republic of Ireland, and elsewhere. The successful candidate should therefore have access to a form of transport that will permit them to meet the requirements of the post in full and be prepared to travel as required.



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Personnel Specification

POST: Estates Divisional Manager Operations Band 8B

Applicants must provide evidence of the following necessary knowledge, skills and experience

Knowledge, skills and experience required:

- MSc in a relevant electrical or mechanical engineering discipline and 2 years experience in a senior management role in a major complex organisation (equivalent to Agenda for Change Band 8A or above)

or

- be a corporate member of an engineering institute/institution relevant to engineering services or building together with registration as a chartered engineer with the Engineering Council or equivalent membership of one of the following would be particularly appropriate:
 - The Institute of Healthcare Engineering and Estates Management
 - The Institution of Mechanical Engineers
 - The Institution of Electrical Engineers
 - The Chartered Institution of Building Services Engineers

or

- Degree in a relevant electrical or mechanical engineering discipline plus 5 years relevant experience in a senior management role in a major complex organisation (equivalent to AFC Band 8A or above)

AND

- Delivered against challenging performance management programmes for a minimum of 2 years meeting a full range of key targets and making significant improvements
- Worked with a diverse range of stakeholders, both internal and external to the organisation, to achieve successful outcomes for a minimum of 2 years.

- successfully demonstrated high level people management, governance, leadership and organisational skills for a minimum of 2 years
- experience of estates management and budgetary control in a major complex organisation
- Have good communication skills (written, oral, presentational and interpersonal) with the ability to communicate effectively with all levels of staff
- demonstrate experience, knowledge and understanding in the generation, safe operation and operational management of complex HV and LV systems including the status of Authorised Person or evidence of demonstrable experience in such systems for a minimum of 2 years
- evidence of experience, knowledge and understanding in the operation and management of ventilation systems for a minimum of 2 years
- demonstrate experience, knowledge, understanding and management of safe systems of work applicable to estates disciplines that operate in a major complex organisation

Desirable criteria

- Demonstrate experience, knowledge and understanding in the operation and management of steam systems.
- Demonstrable experience, knowledge, understanding and management in authorised HTM services, for example Medical Gas Pipeline Systems, High Voltage, Low Voltage, Decontamination etc.
- Demonstrable experience in the management of estates related operational issues
- Demonstrable experience in the management of estates operational staff.
- Demonstrable experience in the development and implementation of maintenance strategies.

Candidates who are short-listed for interview will need to demonstrate at interview that they have the required competencies to be effective in this demanding leadership role. The competencies concerned are given in the NHS Healthcare Leadership Model and the Belfast Health and Social Care Trust's Leadership Management Strategy (obtainable on the Trust's website).

Further information on the NHS Healthcare Leadership Model can be obtained from the website www.leadershipacademy.nhs.uk

Particular attention will be given to the following nine dimensions:

- Inspiring Shared Purpose
- Leading with Care
- Evaluating Information
- Connecting our Service
- Sharing the Vision
- Engaging the Team
- Holding to Account
- Developing Capability
- Influencing for Results

The successful candidate must also lead in line with the core values of the Trust.

The following additional clarification is provided:

"major complex organisation" is defined as one with at least 200 staff or an annual budget of at least £50 million and involving having to meet a wide range of objectives requiring a high degree of co-ordination with a range of stakeholders;

"significant" is defined as contributing directly to key corporate objectives of the organisation concerned.

NOTE:

Where educational/professional qualifications form part of the criteria you will be required, if shortlisted for interview, to produce original certificates, and one photocopy of same, issued by the appropriate authority. Only those certificates relevant to the shortlisting criteria should be produced. If educational certificates are not available an original letter and photocopy of same detailing examination results from your school or college will be accepted as an alternative.

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