

JOB DESCRIPTION

POST: Estates Divisional Manager Operations (Assistant to Head of Estates)

BAND: To be Evaluated

REPORTS TO: Head of Estate Operations

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.

The post holder shall be the senior professionally qualified engineer within the division of the estate and shall hold the duty of senior Authorised person for all HTM regulated engineering systems within the division. They shall have both technical and professional management responsibilities for all engineers within their line management structures and shall set strategic direction among all staff in their structure for the division following interpretation of statutory and organisational policies and priorities.

They will be responsible for the development and implementation of Operational Estates strategies and policies, in support of the development of Trust services and clinical & client delivery outcomes

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. They will ensure that the estates services are cost effective and provided within fully

delegated agreed financial targets by developing a strategic prioritisation and divisional management plan.

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.

They will work to achieve objectives required within the performance management framework for the Trust and provide subject matter expert technical and engineering opinion on all matters relating to the built environment of the operational estate. This knowledge and expertise shall be used to develop operational policies and procedures and influence strategic direction and capital planning.

The Assistant to the Head of Estates will be the lead technical engineering authority within their division when providing expert advice parties inside and outside the organisation. They shall sit as the lead estates engineering representatives as required on all safety user groups including;

- Medical Gas Steering Committee
- Infection Prevention and Control Committee
- Decontamination Steering Committee
- Emergency Planning Committee
- Ventilation Safety Group
- Electrical Safety Group
- Capital Development Schemes and associated Project Boards

The post holder shall be required to participate in a 24/7 on-call roster to act as the Trust's senior engineer and senior Authorised Person out of hours. They will have operational management of the entire Trust Estates resources during these periods and be responsible through senior management on-call to provide key information to Trust Directors in the event of major incidents and business continuity events. They will be required to have the necessary specialist, complex technical expertise of the entire Trust estate to be able to provide strategic management of all Trust-wide managers and staff during these critical out of hours periods.

The post holder will be required to travel internationally to fulfill their responsibilities as lead engineer ensuring continual learning and development and to facilitate the witnessing and approval of off-site testing and validation exercises for new equipment and systems.

KEY RESULT AREAS

Setting Direction

- To support the Head of Estate Operations 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 interpret, review and adopt statutory regulations alongside national sectorial and industrial best practice documents including HTMs and deliver upon them via specific their own bespoke Divisional Implementation plans.
- 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, providing expert technical knowledge to support them and give detailed oversight on their work to ensure Trust assurance is delivered.
- 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.
- To be the lead operational engineer providing specialist advice and guidance on strategic planning and investments matters and capital development schemes including representing estates on Project Boards as required.
- To represent Estates on multiple Trust Steering, Governance and Assurance committees, including regional and national steering groups and technical working groups responsible for standards development.
- Develop Divisional Implementation Plans to manage the deployment of national safety, technical, statutory and best practice guidance in a manner that supports and complies with all corporate policies.
- To set direction on regional Contract Adjudication Groups to ensure the needs of the Belfast Trust are fully met when appointing external service providers while maximising value for money.
- Act as subject matter expert for all engineering systems within the division and provide professional and technical guidance and oversight for subordinates.
- Travel worldwide as required to provide technical assurance for new systems and equipment as part of validation and commissioning activities.

- To, interpret, communicate and mitigate all risks arising from Estate operations within the division or associated with new developments which could impact on patient/client outcomes or service delivery.

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 assess all existing and new components, systems and developments and determine the impact on the clinical environment.
- For any modifications to the estate, liaise with clinical colleagues making the necessary specialist commentary and communicating the associated residual risk after all standard and non-standard control measures have been deployed.
- 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 prioritised 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.
- To participate in an 24/7 out-of-hours roster to provide expert support to Trust Senior Management as the lead professionally qualified engineer and senior Authorised Person on a Trust-wide basis for systems including;
 - High Voltage
 - Low Voltage
 - Medical Gases (including Pharmaceutical production elements)
 - Ventilation systems (including specialist theatres and isolation facilities)
 - Water Systems

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
- Medical Engineering Services
- Decontamination & Testing Services
- 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 and to promote innovation and adoption of new and emerging technologies to improve delivery, efficiency and quality.

To lead the sharing of knowledge and expertise within the division, undertaking continual engagement with industry and high level academia and have oversight of the continued professional development of the engineers and technical staff for whom they have professional management responsibility.

To manage, as senior Authorised Person, the decision-making processes for implementation of HTM and industrial best practice standards alongside full compliance with corporate policy and direction.

To maintain and audit the derogation schemes where standardised compliance cannot be achieved.

To act as the technical lead and estates representative on assurance committees and user safety groups such as the Ventilation Safety Group, the Electrical Safety Group, Medical Gases Steering Committee, the Emergency Planning Committee, the Infection, Prevention & Control Committee etc.

Take lead responsibility for the technical approval of all new systems being connected to the live estate environment. This shall include final professional sign-off of documentation submitted for approval.

The post-holder shall also have final responsibility for ensuring all new components, equipment and systems are appropriately tested ahead of deployment. This will include the requirement for worldwide travel when appropriate to validate off-site factory acceptance testing and provide sign-off and approval to accept the equipment and systems on behalf of the Trust.

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 by providing expert technical guidance as the lead professionally qualified engineer.
- 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 close collaboration with clinical colleagues to provide expert technical assurance in relation to the impact of highly specialist engineering and environmental systems on patient outcomes, for example ventilation systems, medical gas production and delivery systems, medical engineering systems and decontamination services. Where system modifications are required to support clinical outcomes, the post holder will manage the process and ensure full validation.
- Manage the workforce planning for the estate by continual review and engagement with all levels of the education system to ensure the supply of future candidates willing to enter the workforce.

- To work in collaboration with other Service Directors, Co-Directors and senior managers of the Trust to link estates maintenance and operational 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 lead management partnership engagement with staff-side colleagues to identify improved, safe and flexible approaches to the delivery of estates services, workforce planning, staff development, recruitment and retention.
- To represent Belfast Trust at regional and central government meetings and groups relating to engineering and estates services and civil contingency matters.
- To represent the Estates Senior Management Team at high level Trust meetings for critical and emergency or major incidents such as weather related events, regional impact events, infection outbreaks, industrial action periods, Serious Adverse Incidents (SAI), civil or criminal legal matters, etc.

Communication and Information Management

- To develop, implement and evaluate estates management software and information systems in collaboration with the Estates Senior Management Team.
- Develop, expand and manage an Estates Operations asset management system for all engineering services, equipment and components within the division to support statutory, regulatory and corporate policy compliance.
- 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 investigate and manage adverse staffing matters such as serious grievance or disciplinary issues.
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- Participate as the Estates lead, and provide expert engineering and technical input in clinical outcome reviews or investigations.
 - Act as the Estates lead in any audits or investigations carried out by internal or external parties.
 - 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.
- To manage and authorise all operational expenditure within the division based on a balanced prioritisation of financial, service and operational needs.

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.

January 2024



**Belfast Health and
Social Care Trust**

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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 5 years service – 29 days
- After 10 years 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.

Personnel Specification

POST: Estates Divisional Manager Operations

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

Knowledge, skills and experience required:

- Masters level qualification in a relevant electrical or mechanical engineering discipline and 3years 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 discipline and 3 years' experience in a senior management role in a major complex organisation (equivalent to Agenda for Change Band 8A or above).

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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 Service Engineers

• or

- Degree in a relevant electrical or mechanical engineering discipline plus 5years 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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