DIRECTOR OF ESTATES AND FACILITIES

ROLE PROFILE

Draft and subject to refinement

21 September 2015
INTRODUCTION

Barts Health was established in 2012 following a merger of three former organisations and is the largest NHS Trust in England. It incorporates five hospitals in East London and the City (Whipps Cross, Newham, The Royal London, St Bartholomew's and Mile End) together with community health services for the London Borough of Tower Hamlets. With a turnover of more than £1.3 billion and 16,000 staff, the Trust is committed to delivering high quality and effective patient care to a diverse population of 2.5 million people who rely on it for both general and highly specialist services.

Three of the hospital sites offer full 24 hour, 7 day a week emergency care. The Trust also delivers specialist and tertiary care, including Trauma, Cardiovascular, Cancer, Renal and Neurosciences. Earlier this year the Trust opened the new Barts Heart Centre at St Bartholomew’s Hospital, combining services from St Bartholomew’s, The London Chest and The Heart Hospitals. Over the course of a year the Trust conducts over 50,000 operations, delivers over 15,000 babies, treats 450,000 people in its Accident and Emergency (A&E) Departments and sees around 1.4 million outpatients. The Trust’s contribution to the local economy is vital to east London’s population – Barts Health sits at the heart of the local communities.

The Trust works closely with a wide range of partner organisations, including commissioners, GPs, local authorities and the medical school at Queen Mary University of London. Furthermore, the Trust is a key member of UCL Partners, one of Europe’s largest academic health science partnerships, allowing it to implement improvements in healthcare at scale and pace for patients.

The Trust’s ambition is for east London to have health services in which everyone in the community can take pride. These services reach beyond the Trust’s hospitals to provide care where it is needed most: at home, in local neighbourhoods or in special facilities across the area. Outstanding research, learning and development and a commitment to safety, quality and innovation will allow Barts Health to transform the health of the population and substantially reduce the significant inequalities in health which are prevalent in east London.

The Trust has experienced significant challenges in a number of areas which resulted in it being placed in special measures by the NHS Trust Development Authority (NHS TDA) in March 2015. These include:

- Quality - significant concerns were identified by the Care Quality Commission (CQC) in their inspections of Whipps Cross, Newham and The Royal London Hospitals in late 2014 and early 2015, resulting in ‘Inadequate’ ratings in each case.
- Delivery – the Trust reported a financial deficit of £79.6 million in 2014/15 and is forecasting a deficit of £134.9 million in the current financial year. Emergency care performance across two of the Trust’s three acute sites has been challenging and it has experienced significant issues with data quality impacting on its ability to publish reliable statistics on how quickly it is seeing patients on its waiting lists.
- Sustainability - there is a need to develop and agree a long-term plan for clinical and financial sustainability within the context of a challenged local health economy. The Trust is participating in a local programme, ‘Transforming Service Together’, which brings together providers, commissioners and other partners in the local health system to develop a strategic plan for the delivery of health services in east London.

The improvement journey has already begun with the agreement of a comprehensive improvement plan, Safe and Compassionate, focused around the following priorities:
• Safe and effective care
• Workforce
• Outpatients and medical records
• Emergency pathway and patient flow
• Compassionate care and patient experience
• End of life care
• Leadership and organisational development

There is a great deal to do to deliver the necessary improvements for our patients. The Trust Board believes strongly that the momentum already built can be maintained and accelerated further to improve staffing and morale, to raise standards, and embed clinical governance systems and processes across the Trust.

As part of the Trust’s improvement plan, leadership of the hospital sites has been strengthened recently with the appointment of dedicated Hospital Management Teams - including a Managing Director, Medical Director and Director of Nursing for each of the main sites – accountable for day-to-day delivery on the site. Alongside these changes, the Board has agreed a revised corporate directorate structure to support delivery of operational performance and strategic planning.
1. ROLE DETAILS

Role Title: Director of Estates and Facilities
Grade: Trust director grade – Under evaluation
Location: Prescott Street, London, E1
Accountable to: Chief Operating Officer

2. ROLE PURPOSE

Provide expert leadership to transform our estate in the delivery of the Trust’s objectives over the medium and long term.

The role will also ensure efficient and effective day to day management of the estate, the significant PFI contracts at Barts, The Royal London and Newham sites and outsourced soft FM services at Whipps Cross and Mile End sites and the Trust’s transport services.

The key elements of the post are:

- Strategic development and implementation of strategic opportunities for the estate;
- Overall management of the property asset portfolio;
- Completion of PFI build at St Bartholomew’s Hospital;
- PFI contract and performance management;
- Operational management and maintenance of the estate;
- Management of high quality facilities services;
- Management of the capital projects and back log maintenance programmes;
- Disposals of surplus estate.

3. DIMENSIONS

The turnover of the Trust is £1.3 Billion and operates with an establishment of around 16,000.

Budgetary: Direct accountability for the directorate’s budgets of circa £155m
Manages: Direct reports who are heading the estates, facilities and redevelopment teams. The estates and facilities teams are led by site aligned senior staff who are members of the respective site leadership team but professionally and managerially accountable to this position
Located: Prescot Street, Aldgate, E1 8PR, but with a Trust-wide remit

4. KEY RESULT AREAS

a. Leadership

- Be the Trust’s lead authority in refining, adapting and delivering the estates strategy in the delivery of Trust objectives over the medium and long term

- Lead the Trust’s interests in the development and improvement of out-sourced facilities services

- Act as a single point of contact for internal and external stakeholders and develop partnership arrangements to facilitate the successful delivery of the Trust’s capital projects.

b. Strategic Development

- Provide expert advice to the Executive and Board regarding strategies for the estate, ensuring that adopted strategies and objectives are communicated clearly and consistently to both internal and external audiences.

- Manage the trust’s programme of redevelopment projects to maximise the return to Barts Health, either financially or in terms of functionality. This includes co-ordination of user interests and the production of the brief for professional consultants and contractors. Take responsibility and oversight of any and all architectural design improvements and other capital investment projects across the Trust, ensuring that they are delivered on time and budget, and identifying any contingency issues to ensure all project risks and outcomes are managed correctly

- Advise the Board of the opportunities and risks associated with redeveloping land, identifying development opportunities for the Royal London site in line with the Trust’s commercial aims in order to maximise the return to Barts Health to support the investment in patient services. This will include, for example, working with external agencies (such as Cross rail development) and the Trust’s university partners (Queen Mary, University of London)

- Oversee other strategic key asset projects across the Trust’s sites

- Work with commercial organisations to critically examine the benefits, risks and synergies from the more effective use of Barts Health’s property asset base, including how to develop diverse income streams, to support the investment in patient care
• Manage all aspects of the Trust’s PFI projects, ensuring that the commercial partners deliver services in accordance with the Project Agreements, and that penalties are applied appropriately. Act as the named Trust Representative for the PFI Contracts

• Accountable for achieving the Trust’s aim to be recognised London-wide for excellence in the provision of soft FM services. The post holder will be required to define what peers see as excellence, compare that to what patients and staff believe is essential and work with the Trust’s partners to enhance and improve service delivery and achieve common standards across the Trust’s estate

• Effective management of directorate budgets of circa £155m, as well as responsibility for the Trust’s estate and property assets worth circa £1.5b. Development of the necessary economic cases for estate and commercial developments

• Deliver the agreed directorate rolling five year integrated business plan, annual budgets and the Trust’s capital programmes, ensuring their achievement following the approval of the Trust Board

• Ensure key performance standards and measures are identified, met and reported including those relating to performance, safety, quality, service, care, audit, workforce, finance and budget

c. Equality and Diversity
Actively ensure that the organisation is meeting its statutory responsibilities in respect of equality and diversity.

d. COMMUNICATIONS AND WORKING RELATIONSHIPS

• Contribute to an effective and robust Trust communications strategy both internally and externally in order to promote positive images of the service and to engage staff at all levels;

• Promote and maintain harmonious and productive working relationships with the recognised trade unions, professional bodies and staff representatives and staff governors;

• Promote public understanding of the Trust’s vision, mission, values, strategic objectives, policies and services.

Internal: Site Managing Directors, Directors of Nursing, Site Medical Directors, Corporate Directors, Managers, and Staff Representatives.
**External:**

- PFI partners and providers of outsourced Soft FM services.

- Clinical Commissioning Groups (CCGs) and GPs as commissioners, and also in their role as providers.

- Queen Mary University of London (QMUL) and the School of Medicine and Dentistry. UCLP, and other partners.

- NHS national expert or professional bodies, NHS Trust Development Authority and Department of Health.

- The Patients’ Forum.

- Neighbourhood consultation forum.

- Equivalent leads in other health and social care organisations.

**5. ADDITIONAL INFORMATION**

**5a. Professional Standards**

As an NHS Manager, you are expected to follow the Code of Conduct for NHS Managers (October 2002) [www.nhsemployers.org/~/media/Employers/Documents/Recruit/Code_of_conduct_for_NHS_managers_2002.pdf](http://www.nhsemployers.org/~/media/Employers/Documents/Recruit/Code_of_conduct_for_NHS_managers_2002.pdf). All staff employed in recognised professions are required to ensure they work to the professional standards and/or Codes of Practice set out for their professional group.

**5b. Equal Opportunities and Dignity at Work**

It is the aim of Barts Health NHS Trust to ensure that no job applicant or employee receives less favourable treatment on the grounds of race, colour, creed, nationality, ethnic or national origin, sex, marital status or on the grounds of disability or sexual preference, or is placed at a disadvantage by conditions or requirements which cannot be shown to be justifiable. Selection for training and development and promotion will be on the basis of an individual's ability to meet the requirements of the job. To this end Barts Health NHS Trust has an Equal Opportunities Policy and it is for each employee to contribute to its success. All staff should treat other staff, patients and the public with dignity and respect.

**5c. Appraisal**

All staff will actively participate in an annual Appraisal process. All staff should have a personal/professional development plan and in conjunction with their manager, should actively determine and pursue agreed training and development needs and opportunities.

**5d. Safeguarding**

Barts Health NHS Trust is committed to safeguarding and protecting children and vulnerable adults. All health employees have responsibility for safeguarding and promoting the welfare of children and
young people in accordance with "Working Together to Safeguard Children" HM Gov 2006. This applies to employees with both direct and indirect contact with children and families.

Employees who do not provide specific services for children and families or vulnerable adults require basic knowledge of their responsibilities to identify and refer concerns appropriately. All employees must undertake training in safeguarding children and vulnerable adults but will have different training needs to fulfil their responsibilities depending on their degree of contact with vulnerable groups and their level of responsibility.

5e. Confidentiality and Data Protection

Employees will have access to confidential information and will be required to ensure that the highest level of confidentiality is maintained at all times, adhering to all policies relating to confidentiality.

Employees are required to obtain, process and/or use person identifiable information in a fair and lawful way. The use of such information is governed by the Data Protection Act 1998 (DPA) and includes both manual and electronic records. Staff are expected to hold data only for the specific registered purpose and not to use or disclose it in any way incompatible with such purpose, and to disclose data only to authorised persons or organisations as instructed, in accordance with the Data Protection Act 1998.

5f. Access to Health Records

All staff who contribute to patients’ health records are expected to be familiar with, and adhere to Barts Health NHS Trust’s Records Management Policy. Staff should be aware that patients’ records throughout Barts Health NHS Trust will be the subject of regular audit. In addition, all health professionals are advised to compile records on the assumption that they are accessible to patients in line with the Data Protection Act 1998. All staff that have access to patients’ records have a responsibility to ensure that these are maintained and that confidentiality is protected in line with Barts Health NHS Trust Policy.

5g. Health and Safety

All staff are required to comply with the requirements of the Health and Safety at Work Act and other relevant health and safety legislation and Barts Health NHS Trust Policies and Procedures. All staff are required to make positive efforts to promote their own personal safety and that of others by taking reasonable care at work, by carrying out requirements of the law or following recognised codes of practice and co-operating with safety measures provided or advised by Barts Health NHS Trust to ensure safe working.

Managers are responsible for implementing and monitoring any identified risk management control measures within their designated area/s and scope of responsibility. In situations where significant risks have been identified and where local control measures are considered to be potentially inadequate, managers are responsible for bringing these risks to the attention of the appropriate Committee if resolution has not been satisfactorily achieved.
All staff must ensure that waste produced within Barts Health NHS Trust is disposed of in such ways that control risk to health, or safety of staff and the public alike in accordance with relevant legislation and procedures contained within the policy.

5h. Infection Control

Barts Health NHS Trust has made a public commitment to make healthcare associated infection a visible and unambiguous indicator of the quality and safety of patient care and work towards reducing it. All Directors and staff will demonstrate their ownership of, and their support, to this goal through management and corporate action.

5i. No Smoking Policy

There is a no smoking policy in operation in Barts Health NHS Trust. In accordance with this policy smoking is positively discouraged and is not permitted in any areas.

6. REVIEW OF RESPONSIBILITIES AND DUTIES

This job description is not an exhaustive list of duties, but is intended to give a general indication of the range of work undertaken and will vary in detail in the light of changing demands and priorities within the organisation. Substantial changes in the range of work undertaken will be carried out in consultation with the post holder.

7. CQC FIT AND PROPER PERSONS TEST (FPPT)

All NHS Directors are expected to comply with the Fit and Proper Persons Test, and this post will be subject to all the relevant checks contained within the regulations relating to FPPT.

8. VALUES OF OUR ORGANISATION

All candidates and role holders are expected to help us live our values in order to deliver the high standards of care.

The Barts Health vision and values were developed with staff, patients and stakeholders, and define the way we are perceived as individuals and as an organisation. They set out how we expect staff to behave, what we believe in and what we aspire to.

Our vision

Our ambition is for east London to have health services in which we can all take pride. These services will reach beyond our hospitals and provide care where it is needed most – at home, in our communities, or in specialist facilities across the boroughs. Outstanding research, a commitment to learning and improvement, and a focus on partnership, will allow Barts Health to succeed. Success will see the health of the population transformed and inequalities in health reduced substantially. This commitment is what defines our organisation and our values.
Our values

Our core behaviors set out how all of us will work, regardless of the role we hold in the organisation. These behaviors, consistently carried out, will embed the Barts Health values in our everyday working lives, and support delivery of our vision to change lives.

Value: Caring and compassionate with patients, each other and our partners.

At Barts Health, we champion dignity, compassion and respect, putting the individual at the heart of all decisions, striving to get it right for every person, every time.

Our behaviors:

- Welcoming and courteous
- Dignity and respect
- Humanity and kindness
- Meet basic needs

Value: Actively listening, understanding and responding to patients, staff and our partners.

Engagement and involvement is essential in making improvements. We engage our staff and patients to achieve; better patient and staff experiences, fewer mistakes and better clinical outcomes.

Our behaviors:

- Listen and involve
- Understand and respond
- Engage with others
- Open and honest

Value: Relentlessly improving and innovating for patient safety.

We support and challenge ourselves and others to do better. Being average isn’t good enough, we strive for excellence. We believe we can always do better.

Our behaviors:

- Get things right
- Try new ideas
- Improve through learning
- Strive for excellence

Value: Achieving ambitious results by working together.
We all need to understand the big health issues facing our population and use every opportunity to promote good health. Working as a cohesive team across Barts Health, we recognise the importance of partnership in achieving success, be that with staff, patients, communities, or any other partners to achieve life changing results.

Our behaviors:

- Personal responsibility
- Team working
- Promote good health
- Courage to speak up

**Value: Valuing every member of staff and their contribution to the care of our patients.**

Whether a staff member has a clinical or non-clinical role, is involved in direct patient care or is undertaking a supporting function (e.g. finance, information technology, estates, human resources) everyone at Barts Health is making an important contribution to patients’ experiences. Ensuring staff are appropriately trained, feel valued and empowered to make decisions in the best interest of patients is vital.

Our behaviors:

- Appreciate colleagues
- Develop others
- Build trust
- Fairness and equality
<table>
<thead>
<tr>
<th>Essential = E</th>
<th>Qualifications</th>
<th>E or D</th>
<th>Application form</th>
<th>Interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desirable = D</td>
<td>Graduate qualification and relevant Masters programme or evidence of equivalent structured personal development;</td>
<td>E</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Experience | Proven experience of managing a complex estate using a risk based approach; At least three years’ experience as an estates and/or facilities director in an NHS organisation (or comparable public sector institution) and of advising executive and board members; Experience of strategy and policy development; Experience of commercial property value realisation, ideally in the public sector; Experience of managing large and complex budgets and of constructing financing vehicles to leverage long term value from fixed assets; | E | | |

| Knowledge | High level written and presentation skills and ability to influence, negotiate and engage on complex matters with senior level stakeholders including board members and clinicians; | E | | |

| BAND | Director of Estates and Facilities | Tbc | |
| DEPARTMENT | Corporate | | |
| **Skills** | High level written and presentation skills and ability to influence, negotiate and engage on complex matters with senior level stakeholders including board members and clinicians;  
Well developed and versatile leadership and change management abilities.  
Excellent relationship management and influencing skills across a broad spectrum of stakeholders | E |  |
|---|---|---|---|
| **Attributes** | Enthusiasm and credibility to meet the challenges of the post and motivation to succeed;  
Evidence of high levels of original thought, innovation and problem solving skills;  
Comfortable with ambiguity and able to navigate a clear path through. | E | E | E | E |