

Barts Health
NHS Trust



Group Director of Estates and Facilities

Date: May 2019



An Introduction

The Barts Health group of NHS hospitals is entering an exciting new era on our improvement journey to becoming an outstanding organisation with a world class clinical reputation.

Having lifted ourselves out of special measures, we now have the impetus, autonomy and breathing space to chart a fresh course in which we are continually striving to improve all our services for patients. Our vision is to be a high-performing group of NHS hospitals, renowned for excellence and innovation, providing safe and compassionate care to our patients in each London borough and beyond. That means being a provider of excellent patient safety, known for delivering consistently high standards of harm-free care and always caring for patients in the right place at the right time. It also means being an outstanding place to work, in which our WeCare values and behaviours are visible to all and guide us in how we work together. To achieve these goals, we are working with the Institute for Healthcare Improvement to further develop our own distinctive approach to improvement, WeImprove, and empower staff to make the changes that benefit patients. Our intention is to apply the tools, techniques and training of improvement science to every area of our activity - not only to the quality of patient care, but also to the standards of performance and efficiency that underpin great care.

At the same time, we are evolving our group model in order to devolve operational accountability as close as possible to the front-line and the communities they serve, while also leveraging the benefits of scale and playing an influential role in the regional healthcare system. Our operational plan sets out the topics on which we intend to focus our efforts during 2019/20, as we work with partners on a strategic 10-year plan for North East London as a whole. Our group level plan is supported by detailed plans for each of our hospitals and clinical support services, as well as a range of crosscutting clinical board objectives.

Since we are one of the biggest Trusts in the NHS, with 17,000 staff, the operational and capital redevelopment plan is no small undertaking.

The whole amounts to an ambitious programme of culture change. While led from the top of the organisation, it is fuelled from the bottom up by the ambition, skills and compassion of our talented and dedicated staff. Together we intend that striving to always do better for our patients becomes the way we do things round here.

It is in this context that Barts Health will be appointing its Group Director of Estates and Facilities, who will grow this work, realising our ambitious capital development plan and preparing us for an exciting future. The right Group Director of Estates and Facilities will be crucial to realising our vision. If you have a commitment to being a part of Barts Health group's development and can identify with our objectives then we hope to hear from you.

Ian Peters

Chair

Alwen Williams

Group Chief Executive



About Barts Health

Our group of hospitals provide a huge range of clinical services to people in east London and beyond.

We operate from four major hospital sites (The Royal London, St Bartholomew's, Whipps Cross and Newham) and a number of community locations, including Mile End hospital. Around 2.5 million people living in east London look to our services to provide them with the healthcare they need.

The Royal London in Whitechapel is a major teaching hospital providing local and specialist services in state-of-the-art facilities. Whipps Cross in Leytonstone is a large general hospital with a range of local services. Newham in Plaistow is a busy district hospital with innovative facilities such as its orthopaedic centre. Mile End hospital is a shared facility in Mile End for a range of inpatient, rehabilitation, and community services. And St Bartholomew's in the City, London's oldest hospital, is a regional and national centre of excellence for cardiac and cancer care.

As well as district general hospital facilities for three London boroughs, Tower Hamlets, Waltham Forest and Newham, we have the largest cardiovascular centre in the UK, the second largest cancer centre in London, an internationally-renowned trauma team, and the home of the London Air Ambulance. The Royal London also houses one of the largest children's hospitals in the UK, a major dental hospital, and leading stroke and renal units.

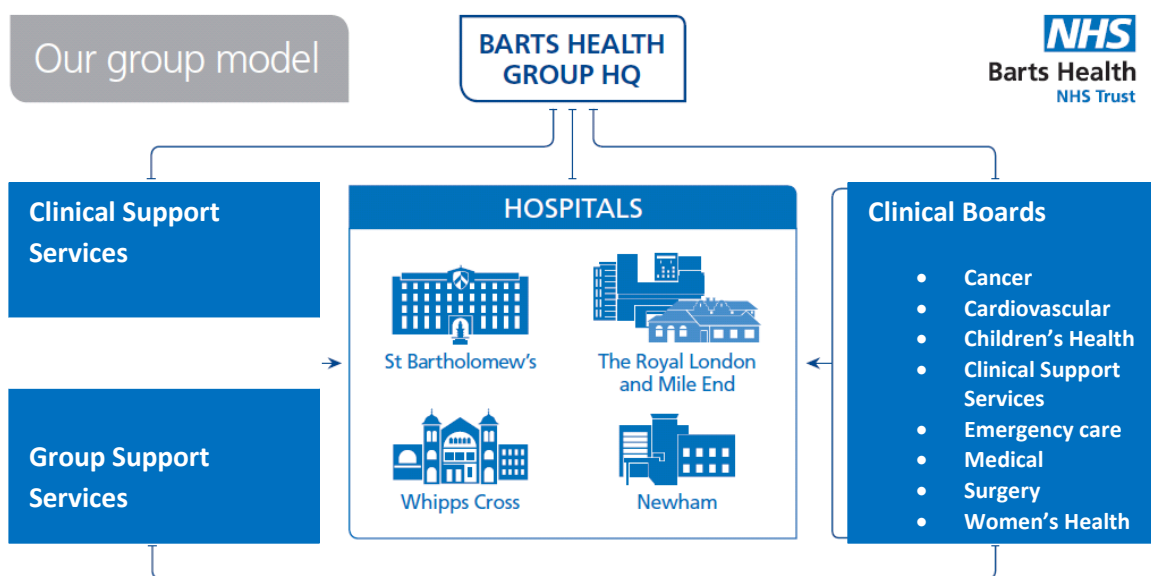
Working across five boroughs, the Barts Health catchment area is one of the most diverse areas in the country, we are proud of our diverse workforce and diverse patient base. Our main local areas, Newham and Tower Hamlets, together with Waltham Forest, are among London's youngest, diverse and most deprived communities, with a significantly higher proportion of people aged 24 and under than the UK average. Parts of northeast London are also anticipating an increase in residents aged over 65, with resultant implications for health care as older people are generally higher users of health services.

We are also proud to be part of UCLPartners, Europe's largest and strongest academic health science partnership. The objective of UCLPartners is to translate cutting edge research and innovation into measurable health gain for patients and populations through partnership across settings and sectors, and through excellence in education.

Our leadership structure

The [group executive directors](#) are:

- Group Chief Executive: Alwen Williams
- Group Deputy Chief Executive: Shane DeGaris
- Group Chief Medical Officer: Alistair Chesser
- Group Chief Nursing Officer: Caroline Alexander
- Group Chief Financial Officer
- Group Director of Estates and Facilities
- Group Director of People: Michael Pantlin
- Group Director of Strategy: Ralph Coulbeck



Our journey towards further improvement

Finance and Estates

With a turnover of £1.53 billion in 2018/19, the group is one of the largest in the country. At the end of 2018/19, the Trust reported a deficit for the year of £84.2 million which was £0.5m better than our forecast position for the year. The group has continued to address the issue of under recovery of income identified in our Financial Recovery Plan and increased income by £78 million between 2017/18 and 2018/19. At the same time, the group delivered £58.9 million of cost improvement plans against a plan of £62 million in 2018/19. This focus on income and cost efficiency continued to deliver the plans set out in the Trust Financial Recovery Plan of October 2016 and has contributed to three years of underlying recovery in the finances of the organisation. This continuous improvement has been delivered at the same time as the significant improvement in the Quality domains assessed by the Care Quality Commission.

Capital expenditure in 2018/19 was £49.2 million, of which £2.3m came from charitable donations. The Barts Charity has committed to a significant increase in funding in future years. The combination of this commitment and the Trust's ambitious plans for Whipps Cross and the Whitechapel Life Sciences development will require the Group Director of

Estates and Facilities to provide significant strategic and operational leadership to help us realise our goals. Capital constraints mean that the group will need to develop innovative capital financing approaches to support an ambitious programme of strategic development. Group plans include the redevelopment of Whipps Cross Hospital, which is likely to be one of the largest estate redevelopment programmes in the NHS over the coming years. The group also earns significant income from world leading Research and Development and nationally recognised Education. The development of key income streams outside of NHS patient treatment income is core to the diversification and sustainability of the group.

The group is working closely with Regulators to address two key structural issues: PFI excess costs and the interest rate burden of accumulated debt. There is much work to be done to secure these agreements through our Regulators but the group is committed to the resolution of these structural issues. The commitment of the Regulators to resolution is reflected in positive engagement and a recognition that the group should be in a very strong position to exit financial special measures in the early part of 2019/20.

The group remains committed to continual improvement in the quality of care, while also meeting national operational standards and working closely in some national and local initiatives in shaping the overall joint plan to ensure that health and care services are built around the needs of our local populations and at the same time ensuring value for money.

To find out more about this, you can read our [annual accounts](#).

The Director of Estates and Facilities

The Opportunity

Barts Health is at a pivotal point in its development towards being an outstanding organisation, with world leading services, education and life sciences research. Working in close partnership across the local health economy, with academic partners, and with national institutions including the Department of Health and Social Care (DHSC) and NHS England / Improvement, the group has made significant changes in recent years, embedding a culture of improvement, accountability and ambition for the communities it exists to serve.

Building on this positive momentum, the group is now, like many other NHS trusts, balancing high levels of patient demand with financial austerity: its response is to emphasise quality, safety and efficiency, and the recent step out of quality special measures is to be celebrated. Service provision and ways of working have been transformed, and a proactive approach to staff engagement has enabled improvement, efficiency and operational grip to flourish across the group's multiple sites.

At the heart of these changes have been the group leadership model, which has devolved authority to front-line services while developing organisation-wide strategy, quality, leadership, partnerships and collaborations, and financial recovery and sustainability. The group has built a sound and sustainable platform from which it can now step into a period of significant and radical ambition, exerting the national and local influence expected of such an important and substantial organisation.

It is in this context that Barts Health will be appointing its Group Director of Estates and Facilities. Reporting to the Group Deputy Chief Executive Officer, the Group Director of Estates and Facilities is responsible for developing, leading and delivering the overall estate strategy of the Trust, including effective delivery of capital project management. The role will also ensure efficient and effective day to day management of the estate, the major PFI contracts at three of our hospital sites (St Bartholomew's Hospital, The Royal London and Newham University Hospital) and the significant outsourced soft FM services across the Group.

This role forms a vital part of the strategic leadership of the Trust, and its ability to deliver, now and in the future, world-class quality of care to a growing population. Creation and delivery of an estates strategy which is aligned with the Trust's overall clinical strategy is vital to Barts Health's continued sustainability and further development towards becoming an outstanding organisation.

Through personal leadership, commitment and practice, the post-holder will demonstrate the highest professional standards in all these areas, working with the Trust Board, the Group Executive and Hospital Executive teams. The post-holder will be a member of the Group Executive Board and will attend Group Trust Board sessions and its formal sub-committees as required.

This is a distinctive opportunity to join an increasingly successful, ground-breaking organisation as part of a well-established and well-regarded senior leadership team. The Director of Estates & Facilities will play a critical role in the provision of world-class clinical care by ensuring Barts Health works across a modern, safe, well-functioning estate on which clinical care, education and research can flourish.

Barts Health is keen to welcome an enthusiastic new director who will bring talent, skill and experience to a high calibre new leadership team focused on building a rejuvenated organisation that is fit for the demands of the future. It is absolutely critical that the new Group Director of Estates and Facilities shares, and role models, the group's values.

Dimensions

This person will have direct accountability for the directorate's budgets of circa £173m and 512 wte. The Group Director of Estates and Facilities will have a team of five group level direct reports and the support of four Assistant Directors of Estates at Hospital site level. More information can be found in [appendix 1](#) in the structure chart.

Key Responsibilities

The current portfolio of this role includes the following responsibilities. It is anticipated that the exact remit of the role will be subject to negotiation and agreement with the successful candidate and will reflect the skills, knowledge and experience of the successful candidate.

- Lead on the development and delivery of an overall estates strategy for the Trust, ensuring that Barts Health patients are cared for in the best possible way through the provision of safe, clean, and modern facilities, developed in line with the Trust's quality improvement plans and future aspirations;
- With colleagues on the Group Executive, lead the formulation of plans for short, medium and long-term configuration of clinical and support services across the Trust, including details of the capital projects necessary to meet those objectives. In the development of those plans, ensure that effective liaison takes place with senior clinicians and managers across the Group to produce workable solutions for the future strategy of the Trust;
- Lead the overall management of the property asset portfolio, ensuring best use of NHS property, including the effective disposal of any surplus estate;
- 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 the business of the estates capital programme, including major capital projects and backlog maintenance programmes across the Group (including fire safety remedial works and compliance), ensuring that an estates capital programme is prepared and effectively managed for the Trust each year which reflects the organisation's risks and priorities;
- Ensure that all agreed capital and estates activities are planned, managed and completed in line with statutory, NHS and Standing Financial Instructions, agreed budgets and timescales; and that value for money is obtained for the Trust in all tendering and contracting processes;
- To lead on identifying and realising productivity and efficiency opportunities across the hard and soft FM portfolio, utilising model hospital and other appropriate information to actively contribute significant cost improvement savings to the overall efficiency of the Trust on a multi-year basis;

- Lead on the development of effective relationships and liaison with NHS England/ Improvement, Barts Charity and other partners as appropriate on matters relating to capital development programmes, including funding;
- Lead on planning and technical advice on capital and estates matters for proposals for the development of existing and new services within the Trust and, where appropriate, the wider health economy;
- Develop and lead estates, capital development and project management ensuring that they are properly and appropriately organised and will effectively, efficiently, support the delivery of the Trust's strategic and operational objectives within budgetary limits;
- Identify priorities and make recommendations for the Trust's achievement of the required standards in its capital stock, in such areas as health and safety, fire safety and back-log maintenance;
- Act as senior Trust Representative with partners for the PFI contract across Barts Health, including all aspects of contract and performance management, ensuring the best value for money and quality of service provision for Barts health staff and patients;
- Act as senior Trust Representative with outsource partner for the Soft FM contract across Barts Health, including all aspects of contract and performance management, ensuring the best value for money and quality of service provision for Barts health staff and patients;
- Leadership and coordination of the Health and Safety function across the group, ensuring ongoing compliance with all regulatory requirements, addressing any issues in conjunction with hospital executive teams as needed;
- Provide professional support and advice to Hospital CEO's and site based Assistant Directors of Estates with the day to day operational management of their estate;
- Be responsible for advising the Group Deputy CEO and the Trust Board in relation to regulatory compliance and assurance as appropriate, including advice on NHSI self-certification statements, for example the Annual Plan and any other Board assurances which are within the area of the post holder's professional accountability;
- Effective management of the direct directorate budgets of circa £173m, as well as responsibility for the Trust's estate and property wider assets worth circa £1.5b. Development of the necessary economic cases for estate and commercial developments;
- Effective management of non-emergency patient transport contract and in conjunction with the CCG's ensure revised eligibility criteria is implemented fairly and effectively;
- Effective management of the recently insourced car parking of the Trust, including all aspects of car park management and liaison with Hospitals, staff and other stakeholders;
- Lead, engage and motivate the estates and facilities teams. This includes delivery of all human resource, operational, quality and financial performance measures to ensure the success of the department;
- Deliver the agreed directorate rolling 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; and
- Ensure effective governance systems are in place to identify, meet and report on all legal and other obligations relating to portfolio areas.

Communications and working relationships

- 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;
- 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;
- Promote public understanding of the Trust's vision, mission, values, strategic objectives, policies and services.

Internal: Members of the Group Executive Team, Non-Executive Directors, Hospital Chief Executives, Directors of Nursing, Medical Directors, Operations Directors, Corporate Directors, Senior Managers, Senior clinicians, and Staff Representatives.

External: PFI partners and providers of outsourced Soft FM services.

North East London STP, 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, NHSI/E and the Department of Health.

Patients' Forums/ stakeholder groups.

Councils, including planning advisers and other supporting officers.

Equivalent leads in other health and social care organisations.

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.

Person Specification

The Group Director of Estates will bring strong influencing leadership skills and the sophistication of approach and seniority to role of this breadth, with responsibility for the health of the estates of a large and complex public service providing organisation.

In particular all candidates should bring the following:

- highly developed knowledge of estates and facilities management gained through holding senior level leadership positions;
- a track record of delivering to high standards, on time and on budget, across complex, multi-use, estates;
- highly developed communications skills e.g. persuasion/negotiating/interpersonal skills;
- high level analytical skills and sound judgement;
- experience in leading and managing a multidisciplinary team including objective setting and performance management;
- experience in developing, commissioning and project managing capital works programmes within a public sector environment;
- experience of advising Board Directors individually and collectively;
- proven leadership and interpersonal skills;
- the ability to develop close working relationships with a wide range of professional groups;
- the ability to create, adapt and work to a strategic plan;
- the ability to balance competing priorities and meet personal and directorate targets within a fluctuating and demanding workload;
- a strong commitment to personal continuing professional development; and
- an appropriate first degree graduate and relevant postgraduate qualifications, or their professional equivalent;
- it would be ideal, but is not essential, that this Director has knowledge and experience of health service estates and facilities issues;
- it would be desirable but not essential for knowledge and experience of working in a Group model.

Terms of appointment

The appointment of the Group Director of Estates and Facilities will be full-time. This person will be expected to work across, and be visible to colleagues at, all of the trust's sites.

Remuneration and benefits

The salary for this role will be commensurate with the skills required to contribute effectively in such a large and complex organisation.

Location Prescott Street, Aldgate, E1, but with a Trust-wide remit as required

NHS Pension Scheme

The NHS provides an attractive pension scheme. Full details and the scheme guide can be found on the [NHS Pensions website](#).

Annual leave

Annual leave entitlement is 33 days per annum (plus 8 bank holidays). The leave year runs from 1 April to 31 March.

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Barts Health NHS Trust on this appointment.

Candidates should apply for this role through [our website](#) using code **TAFABB**. Click on the 'apply' button and follow the instructions to upload a CV and cover letter.

The closing date for applications is noon on **25th June 2019**.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please **do not** include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

Appendix 1 – high level structure

