

# DIRECTOR OF FACILITIES

## Information Pack

Closing date: Friday 13<sup>th</sup> March 2020

Post ref No: 11920



Working  
With Us



## Welcome from Grant Archibald, Chief Executive, NHS Tayside

Thank you for your interest in this post. As you'll see we have put together some information on this site both about NHS Tayside and where we are located in Scotland. I hope that you find this useful and that you translate your interest in this post into a formal application.

NHS Tayside has a strong track record in delivering high-quality, safe and effective care for all our patients. However, like other NHS Boards across Scotland, NHS Tayside is facing significant challenges including growing demand for all services, workforce challenges that are impacting upon how we deliver services and continuing pressures on our finances.

In response to these challenges, NHS Tayside has embarked up on a programme of transformation to ensure that services are safe, affordable and, importantly, sustainable for the future.

**Transforming Tayside** aims to deliver Better Health, Better Care, Better Workplace and Better Value for the population of Tayside.

The programme is clinically-led and is being delivered in partnership with our staff and trades unions and our local health and social care partnerships. It is structured to respond to issues and make changes to services in the short to medium-term, as well as presenting an ambitious vision of transformation for Tayside in the longer term. It will provide clear and credible choices for transforming the future of local healthcare.

A new, innovative leadership model for clinical directorates is now in place to drive the changes necessary in health and social care across the whole system. Clinicians are taking the lead to design and provide evidence-based models of care which are safe, accessible, effective and person-centred in the Transforming Tayside programme.

Innovation and research are at the forefront of what NHS Tayside stands for and we are proud to have established the first academic health science network in Scotland, jointly supported by the Scottish Government and the University of Dundee. The Academic Health Science Partnership in Tayside brings together the delivery of healthcare services, education, quality improvement and research with the purpose of improving the health of patients.

NHS Tayside, alongside the Academic Health Science Partnership, has welcomed funding announced in the Tay Cities Deal to grow the Tayside Biomedical Cluster. The project aims to make the region one of the most attractive and sought after biomedical locations in the UK. A £25million investment to grow the Tayside Biomedical Cluster was one of the projects announced to receive investment in the Tay Cities Deal Heads of Terms Agreement. The funding will stimulate a step change in innovation-led growth and create new jobs for the region.

The final thing I would like to say to any potential applicant is that Tayside occupies an enviable location on the east coast of Scotland with rivers, hills, mountains and rolling countryside right on our doorstep, as well as vibrant urban areas. The V&A Museum of Design in Dundee is an international centre of design and the centrepiece of Dundee's innovative new waterfront development. This, along with Tayside's great links to all other major cities in Scotland, means the area can offer employees plenty of choice when it comes to both accommodation and opportunities of things to do in the pursuit of the right work-life balance.

We would be delighted to hear from you should you have any questions or require any further information regarding the post.

**Grant R Archibald, Chief Executive of NHS Tayside**



**Director of Facilities**  
**Ninewells Hospital, Dundee**  
**Executive and Senior Manager Grade E**  
**Salary: £81,863 - £107,527 per annum**

**(Grade and salary are indicative only and are subject to NEC job evaluation)**

As Director of Facilities you will provide strategic leadership to the Estates and Soft FM functions across the entire NHS Tayside property portfolio, in order to ensure the delivery of corporate objectives whilst demonstrating best value for money and best practice and enhancing patient experience and the standards in delivery of care to which NHS Tayside aspires. As a member of the senior team, you will fully contribute to and participate in the overall corporate management and governance of NHS Tayside.

Professionally and technically responsible for policy development and implementation of legislative requirements, you will develop and implement strategies and operational plans in order to make an effective contribution to NHS Tayside strategy development, positioning the Directorate as a key contributor to NHS Tayside's delivery and transformation plans, while providing a robust framework for operational planning.

Professionally qualified and a member of an appropriate body, you will have significant experience at a senior level in strategic and operational management in a healthcare or equivalent complex organisation, with the personal credibility and interpersonal skills to lead and deliver in a politically sensitive and demanding role.

NHS Tayside is the fourth largest healthcare provider in Scotland and one of only four teaching Boards. With strong links to local Universities, the Board provides tertiary services to around 350,000 people across Tayside and North East Fife, employing over 13,000 staff across three hospital and many other sites. Primary and community care services are currently organised into three Health and Social Care Partnerships (HSCPs) in Dundee city, Perth and Kinross and Angus which are overseen by Integration Joint Boards. Our ambition is to be regarded as a sector leader in the provision of high quality patient care.

We would welcome confidential informal discussions – to arrange a suitable date or time, please contact the Chief Executive Office on 01382 740115. Alternatively, please e-mail [chiefexec.tayside@nhs.net](mailto:chiefexec.tayside@nhs.net)

To access the full candidate information, application form and details of how to apply, please visit the Aspen People website [here](#).

Closing date for receipt of applications is **Friday 13<sup>th</sup> March 2020**.

Completed application should be returned via email to [ksinclair@aspenpeople.co.uk](mailto:ksinclair@aspenpeople.co.uk) – if you have any problems please contact Kelsey Sinclair at Aspen People on 0141 212 7555.



## NHS TAYSIDE VISION, AIM AND VALUES

### Our Vision



## OUR VALUES

Care and Compassion

Dignity and Respect

Openness, Honesty and Responsibility

Quality and Teamwork

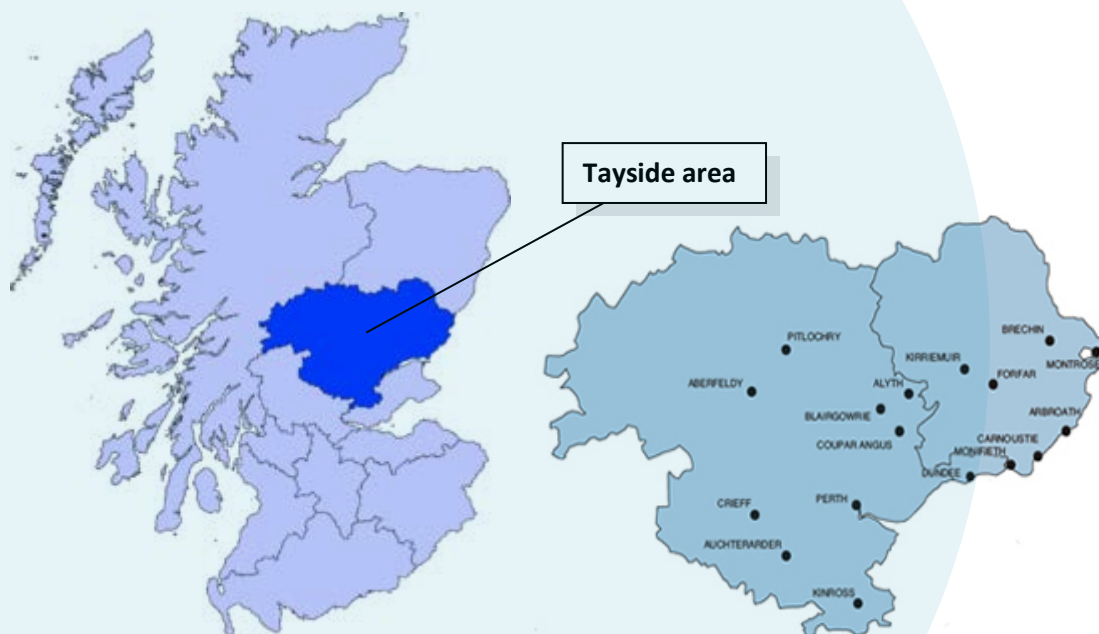
To find out more about NHS Tayside visit our website at:

<http://www.nhstayside.scot.nhs.uk/index.htm>

## About NHS Tayside



NHS Tayside is responsible for delivering healthcare to more than 415,000 people living in Tayside. We employ around 14,000 staff and provide a comprehensive range of primary, community-based and acute hospital services for the populations of Dundee City, Angus and Perth & Kinross. Our annual budget is now circa £910 million of public money which works out at around £2.5 million spent by NHS Tayside for every day of the year.



Within NHS Tayside and based on the western edge of Dundee, Ninewells Hospital is one of the largest teaching hospitals in Europe. It is internationally renowned for introducing laparoscopic surgery to the UK as well as being a leading centre in developing fields such as the management of cancer, medical genetics, cardiovascular disease, diabetes, informatics, neuroscience and imaging.

Our hospital sites across Tayside also have nursing and research links with the University of Dundee and University of Abertay, Dundee.

In Tayside, we have 83,000 admissions every year, which is made up of 66,000 inpatient admission and 17,000 'same' day procedures. We also see 1,030,000 outpatient attendances annually.

In addition, at the heart of health services in our communities are our GP and primary care services which are there supporting our patients and their families where they live and work.

### **Health and Social Care Partnerships**

There are three Health and Social Care Partnerships in Tayside: Angus; Dundee; and Perth and Kinross.

NHS Tayside works very closely with colleagues in the partnerships as they provide a range of adult health and social care services to our local communities.

### **Academic Health Science Partnership in Tayside (AHSP)**

NHS Tayside has embarked on a major collaborative initiative, Academic Health Science Partnership in Tayside (AHSP). It is the first Academic Health Science Network in Scotland with an ambition to transform healthcare locally and globally at the time when it faces many difficult challenges.

Building upon the success of previous University of Dundee and NHS Tayside collaborations, AHSP is bringing together the delivery of healthcare services, education, quality improvement and research with the purpose of improving the health of patients through more effective integration of these functions in routine practice.



## LIVING IN TAYSIDE

Discover award-winning towns and cities, breathtaking beaches and alluring countryside. Historically rich and home to Scotland's longest river, Tayside is an innovative and exciting place to begin or expand your career.

Dundee, Angus and Perth and Kinross make up this vibrant region - between them offering the perfect blend of city, country and coastline. In fact, you can easily enjoy the tranquility and scenery of neighbouring towns and villages within reach of the region's cities of Dundee and Perth.



Find out more about living and working in Tayside at:

[www.dundee.gov.uk](http://www.dundee.gov.uk)

[www.angus.gov.uk](http://www.angus.gov.uk)

[www.pk.gov.uk](http://www.pk.gov.uk)





## Education in Tayside

In Tayside there are a host of schools, both public and private and excellent colleges and universities making Tayside a family friendly location.

## Housing in Tayside

Whether you want to live in the rural countryside or one of Tayside's vibrant cities or towns, you'll have a variety of housing choices, many below the national average house price. For more information about housing in Tayside, visit the Tayside Solicitors Property Centre and/or Perthshire Solicitors Property Centre websites:

<http://www.tspc.co.uk/>

<http://www.pspc.co.uk/>

## Getting around

There are excellent connections to and within the region. It only takes approximately 30 minutes to drive between Dundee and Perth and just over an hour between Dundee and Edinburgh, Aberdeen and Glasgow.

Travelling and commuting within Tayside is easy by road, bus or train. Dundee's regional airport offers daily flights to London Stansted in addition to private and leisure flights. The international airports at Edinburgh, Glasgow and Aberdeen will ensure you are connected from Scotland to the rest of the world.





## Our Direction

NHS Tayside, like all other health authorities, is currently experiencing significant transformation as a health system. The drive to ensure all services are person-centred, our plans to deliver the Route Map to the 2020 Vision and health and social care outcomes all align themselves to NHS Tayside's Vision and Values and our strategic whole-system organisational priorities.

We have an exceptional track record here in Tayside in delivering against national targets and outcomes in both our secondary and primary care services.

Health and Social Care Integration is one of our priorities and strong partnerships have been forged with our local authority colleagues over the years. NHS Tayside is already delivering innovative integrated care models with clinicians recognising there is a need to strengthen integration between primary and secondary care. We are progressing well with Health and Social Care Integration across our 3 Partnerships; Angus, Dundee City, Perth and Kinross.

Key to the success of all that we are striving to achieve in the delivery of high quality, safe, effective and sustainable services here in Tayside is our commitment to engage with our local communities, support our dedicated staff and continue to build on the solid relationships we have worked hard to establish with our many partners who help deliver health and care services.

### **Our direction of travel**

Our direction of travel as a Board is clearly defined in the documents below.

<https://www.nhstayside.scot.nhs.uk/OurServicesA-Z/TransformingTayside/index.htm>

## JOB DESCRIPTION

### 1 Job Details

<b>Job Title</b>	Director of Facilities
<b>Immediate Line Manager</b>	Deputy Chief Executive
<b>Effective as at</b>	April 2020

### 2 Job Purpose

To provide strategic leadership to the Estates and Soft FM functions in order to ensure the delivery of corporate objectives whilst demonstrating best value and best practice, and enhancing patient experience and the standards in delivery of care to which NHS Tayside aspires.

Professionally and technically responsible for Estates and Soft FM policy development and implementation of legislative requirements.

To work closely with internal colleagues and external partners to ensure that all Estates and Soft FM matters are considered as part of any business transformation and service reconfiguration, and in the development of the strategic ambitions of NHS Tayside

As a member of the Senior Team, the Director will fully contribute to and participate in the overall corporate management and governance of NHS Tayside.

### 3 Dimensions

#### Hard FM (Estates)

Establishment	226 wte
Budget	£41.038m

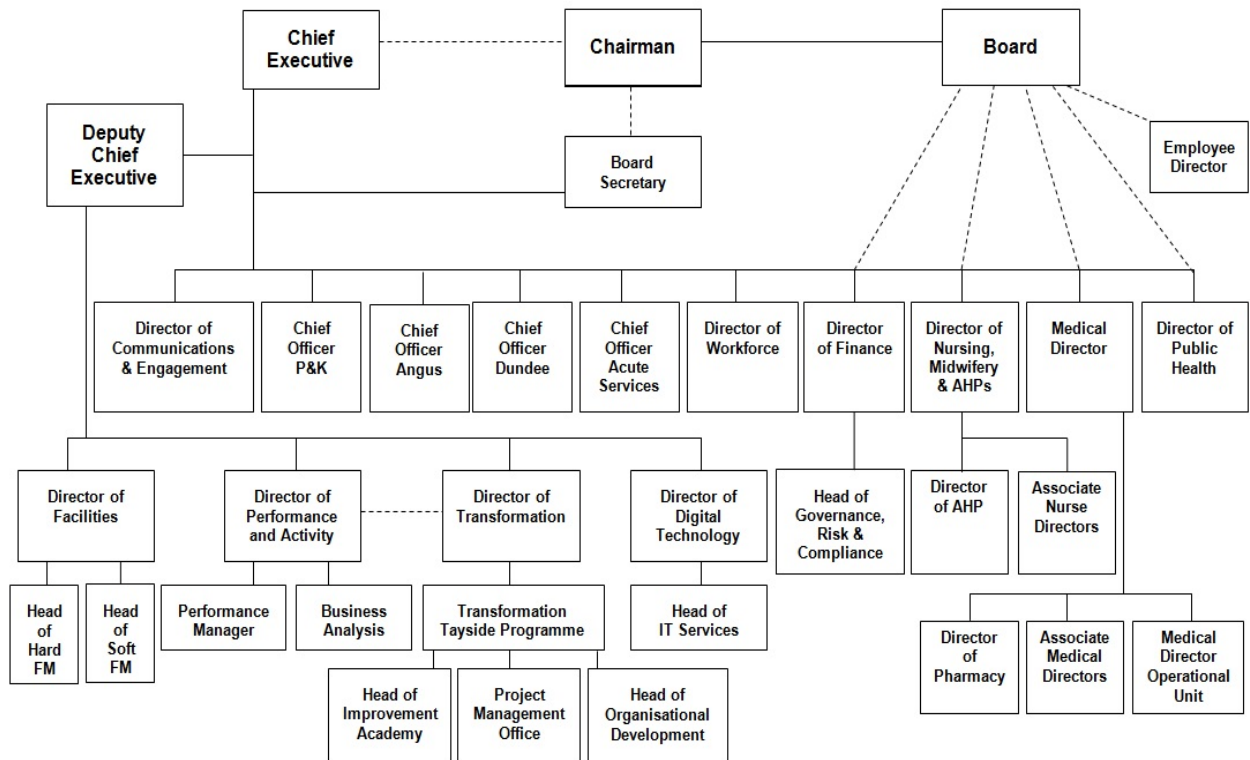
#### Soft FM (incl Production Unit)

Establishment	1,230.10 wte
Budget	£36.128m

#### Staff:

NHS Tayside employs approximately 14,000 staff operating from over 160 locations across 3000 square miles serving over 400,000 people.

## 4 Organisational Chart



## 5 Role of the Health Board

Tayside NHS Board has overall accountability for the planning and delivery of healthcare services and the lead role in improving the health of the resident population in Tayside. This involves the assessment of health and health care needs; initiating and maintaining effective measures for health protection, health promotion and health improvement; development and delivery of health service provision; and allocating and evaluating the utilisation of the resources controlled by the Board. This is secured by working as a 'whole system' NHS and by partnerships with Local Government to enable the successful implementation of the Health and Social Care Integration Agenda. As a teaching Board Tayside has very close links with the University of Dundee Medical School and the Department of Health Studies at Abertay University.

NHS Boards are expected to work in partnership with a diverse range of public, private and voluntary bodies to participate with, influence, and/or take a leadership role in the development of community initiatives which will impact on health in the widest sense. In addition, NHS Boards are expected to take forward the health aspects of the Government's social inclusion and modernisation agendas as well as NHS priorities.

### **Significant Factors Affecting the Health Status of the Population**

The health of the population in Tayside is adversely affected by a wide range of factors. Many of these factors are not inevitable and can be addressed by the NHS working in partnership with other organisations, especially local authorities.

There are large health inequalities seen across Tayside but particularly in Dundee, with 31% of Dundee's population living in the 15% most deprived areas of Scotland. These inequalities are associated with poverty, poor housing, homelessness, lack of educational opportunity and relative proximity to services. In Tayside, examples of the effect of inequalities are:

- Although the life expectancy of males and females in Tayside is comparable to the whole of Scotland, males in Dundee are expected to live 2 years less than the Scottish average with Dundee females living approximately 1 year less than females across Scotland as a whole.
- Despite a decrease in the rate of teenage pregnancies over the last 4 years, Dundee's rate is still double the Scottish teenage pregnancy rate.
- Mothers living in the most affluent areas of Tayside are 2.2 times more likely to be breastfeeding at their 6-8 week review than mothers in the most deprived areas.
- The rate of death from cancer is 1.5 times higher in our most deprived communities compared to the least deprived.
- The rate of death from lung cancer is 2.5 times higher in our most deprived neighbourhoods compared with the least deprived.
- Alcohol related mortality is 4 times higher in the most deprived areas of Tayside than the least deprived.
- Dundee City has the highest rate of drug related deaths in Scotland.

### **6 Role Of The Department**

The Facilities Directorate has the broad objective of maintaining a physical environment within which effective and efficient healthcare can be provided and be developed to meet changing needs,

The main areas of responsibility are:

- To ensure compliance with all relevant statutory requirements.
- To influence healthcare planning strategy and provide, where appropriate, capital project and programme management expertise.
- Effectively manage and develop all aspects of Facilities Services to provide high quality and cost effective, customer focussed, service delivery, including planned and ad hoc maintenance services to buildings, fabric, and equipment.

## **7 Key Result Areas**

1. Responsible Director for the development and delivery of Estates and Soft FM services across NHS Tayside, including on-going development, implementation and support of a number of complex solutions for the delivery of Estates strategy, Soft FM management, and engineering services across the entire NHS Tayside property portfolio.
2. Develop, secure agreement, and implement strategies and operational plans covering all areas of the Directorate in order to make an effective contribution to NHS Tayside strategy development, positioning the Directorate as a key contributor to NHS Tayside's delivery and transformation plans, while providing a robust framework for operational planning.
3. Provide leadership, vision and direction for the Estates and Soft FM functions, and ensure the effective management and technical control of Directorate service. This will be done in a way that ensures, the best use of resources, and engages teams and individuals by ensuring effective processes for communication, consultation, and staff involvement so that there is a motivated and effective workforce in place.
4. Develop, monitor, and control the utilisation of agreed budget, ensuring this delivers value for money and effectively control of expenditure on an ongoing basis. This will include subjecting service provision, methods of working and resource utilisation to regular review in order to ensure resources are aligned to the needs of customers, and support corporate objectives by ensuring value for money, encouraging innovation, and sustaining a culture of continuous improvement.
5. Develop, implement, and monitor the effectiveness of performance management arrangements across the Directorate that ensure all services deliver agreed objectives whilst meeting the highest standards of governance and health and safety. Specifically, take the lead role around control of and assurance on process for: Buildings, land, plant and non- medical equipment; Portering; Domestic Services; Catering and food hygiene; Contracts and contractor control; Environmental management; Security management; Transport; Waste management; Fire safety; Decontamination
6. Develop in conjunction with the Director of Finance, and relevant Managers and Senior Clinical Directors, all Capital Development Business cases to meet both the Board and NHS Scotland requirements, ensuring appropriate project support is in place for all capital projects, and supported by the relevant professional, finance, technical, human resources and service leads.
7. Promote a positive culture of partnership working across the Directorate, ensuring managers, trade unions and other staff organisations work together to maintain a productive and positive employee relations climate, and that effective processes are in place for communication, consultation, and staff participation in the development of strategies and plans affecting services and teams.

8. Participate in various Regional, National and local advisory and decision making groups covering the Directorate remit in order to make a significant and positive contribution to Estates and Soft FM policy and practice development, and ensure representation of NHS Tayside's interests and that its views are adequately represented.
9. Establish and sustain productive relationships with all clinical and non clinical functions, with NHS Tayside's Integration partners, and other agencies whose engagement/input in to Estates and Soft FM issues is required to ensure the relevance and effectiveness of Corporate and Directorate strategies, and to maximise and capitalise on any potential synergy that exists for the benefit of all stakeholders.
10. As a member of the Board's Executive Team, participate fully in the corporate management of NHS Tayside, providing high level expert input in to all areas of Board governance, including participation in Executive on call and other management arrangements.
11. Deputise as required for the Chief Executive, representing NHS Tayside across the range of local, regional and national fora, including linking regularly with the Scottish Government on matters of NHS Tayside's strategic reporting and performance.

## **8 Assignment and Review Work**

The post is directly accountable to the Deputy Chief Executive and, through an agreed scheme of delegation, works under broad direction within the parameters of Government priorities and policies for health and services.

Day-to-day work is generated independently and managed by the post holder with significant freedom to act, analyse situations, determine action required and deliver within appropriate timescales. The post holder represents NHS Tayside with external agencies as required and is empowered to take decisions as appropriate in these circumstances. In-depth, specialist knowledge of health issues, policy and corporate objectives is therefore required and must be kept current through commitment to CPD.

Review of performance in the post is undertaken through the agreement of annual performance objectives and annual individual performance appraisal by the Deputy Chief Executive, as reviewed by the Chief Executive. Informal appraisal and discussions about performance will take place on a more frequent basis with the Deputy Chief Executive.

## **9 Communications and Working Relationships**

The postholder will communicate with a wide range of senior clinical and non clinical staff in NHS Tayside, the NHS in Scotland and beyond, the local authorities within Tayside and with senior officials of external organisations. Excellent communication skills are required in order to influence and persuade others and negotiate the implementation of change. Strong presentational skills are required as is the ability to express views convincingly and coherently using a variety of media.

Key contacts will include:

Internal:

- Chief Executive, Chairman and other members of the NHS Tayside Board and Executive Team
- Management Team colleagues, Senior Clinical and Non Clinical staff across NHS Tayside and partner organizations
- Partnership representatives, Staff Side and Professional Organisations
- Audit

External:

- Scottish Government
- Local Authorities
- Other NHS Boards and healthcare systems
- Universities
- 3<sup>rd</sup> Sector organisations
- External Suppliers
- Police Scotland
- Central Legal Office
- Health and Safety Executive
- Patients, visitors and carers
- MSPs
- Press / media
- National Representatives of Trade Unions/Professional Organisations

## **10 Most Challenging Part of the Job**

To ensure the development and delivery of high quality Estates and Soft FM functions in a rapidly changing environment, while positioning the Directorate as strategically important to the ongoing delivery of patient care so that all estates and facilities needs are considered in addressing the current delivery and future transformation of NHS Tayside services.

Managing the available resources to provide a safe, cost-effective, high-quality environment for patients, staff and the general public in all NHS Tayside properties.



## 11 **Qualifications and/or Experience Specified for the Post by the Employing Authority**

Professionally qualified e.g. membership of an appropriate recognised Chartered Institute, eg. Chartered Institute of Facilities Management, Building or Engineering, or Royal Institute of Chartered Surveyors, with evidence of continuing professional development.

Substantial leadership experience at a senior corporate level, gained within complex settings, such as health or university sectors, including responsibility for Estates and Soft FM Services at a strategic level, and understanding of NHS capital investment procedures.

Demonstrable track record of success at building and leading effective teams, with highly developed leadership skills that motivate and inspire others, and with experience of matrix management, and a sound understanding of business /organisational context, human resource management, performance management and governance arrangements in a large complex organisation.

### **Personal Qualities**

The post requires an individual who demonstrates competencies in the critical leadership behaviours identified as crucial to achieving success within NHS Scotland:

- Caring for Staff
- Working in partnership
- Learning and development
- Improving performance through team-working
- Communicating effectively
- Improving quality
- Achieving results



	including strategic planning.	
<b>KNOWLEDGE &amp; SKILLS:</b>	<p>Highly strategic thinker.</p> <p>Highly developed interpersonal, planning and technical skills, combined with supportive and visible leadership skills which demonstrates competencies in the critical leadership behaviours identified as crucial to achieving success within NHS Scotland:</p> <ul style="list-style-type: none"> <li>• Working in Partnership</li> <li>• Learning and development</li> <li>• Caring for staff</li> <li>• Improving performance through team-working</li> <li>• Communicating effectively</li> <li>• Improving quality</li> <li>• Achieving innovative results</li> </ul>	<p>Application Interview/selection process</p> <p>Interview/selection process</p>
<b>PERSONAL QUALITIES:</b>	<p>Professional &amp; personal credibility to earn the confidence and respect to motivate and inspire staff and a range of stakeholders.</p> <p>High level of personal integrity.</p> <p>Highly effective influencing, interpersonal and political skills.</p> <p>Ability to operate effectively under pressure.</p>	<p>Interview/selection process</p> <p>Interview/selection process</p> <p>Interview/selection process</p> <p>Interview/selection process</p>
<b>OTHER REQUIREMENTS:</b>	<p>Ability to travel.</p> <p>Demonstrates continuing Professional development.</p>	<p>Application Interview / selection process</p> <p>Application Interview / selection process</p>

# Summary of Conditions of Service

## Director of Facilities

### General

The terms and conditions of service for this post are subject to direction by the Scottish Government.

### Remuneration

Executive and Senior Manager Grade E which is £79,633 - £105,927 per annum (grade and salary are indicative only and subject to NEC job evaluation) Entry point on the salary scale will take account of previous experience. Performance management arrangements and pay progression are subject to direction by the Scottish Ministers as set out in NHS HDL (2007)15 and guidance from the Scottish Government Health Directorate.

### Hours of work

This post is full-time. Staff holding executive office should be prepared to work such hours as are necessary for the full performance of their duties and responsibilities. For pay purposes, the working week will be 37.50 hours per week.

### Annual leave

Annual leave entitlement is 27 days per year on commencement, rising to 29 days after 5 years' service and 33 days after 10 years' service. There are also eight fixed public holidays each year. The annual leave year runs from 1 April to 31 March.

### Pension scheme

The appointment is superannuable under the NHS (Scotland) Superannuable Scheme, unless you opt out in favour of some other scheme or are ineligible to join. Your remuneration will be subject to deduction of superannuable contributions in accordance with the scheme. Costs and contributions as well as benefits are available on the SPPA website: [www.sppa.gov.uk](http://www.sppa.gov.uk)

NHS Tayside encourages staff to join the scheme.

### Sick pay

Sickness allowance depends on the length of continuous service and is on a scale ranging from one month's full pay plus two months' half pay during the first year of service, up to six months' full pay plus six months' half pay after completing five years of service.

### Relocation

Relocation expenses may be payable to the successful candidate in accordance with the Board's policy. NHS Tayside will pay up to £8,000 towards removal expenses.

### Induction

NHS Tayside will work in conjunction with national, regional and local colleagues to provide a bespoke development package for the successful candidate.



## How to Apply

NHS Tayside encourages applications from all sections of the community. We promote a culture of inclusion across the organisation and are proud of the diverse workforce we have.

We hope the information we have provided will encourage you to find out more about this opportunity.

To access the full candidate information, application form and details of how to apply, please visit the vacancies page of the Aspen People website at [www.aspenpeople.co.uk](http://www.aspenpeople.co.uk)

Applications consist of supplying 2 x documents to NHS Tayside:

- a completed NHS Scotland Application Form.
- a supporting document - "Record of Achievement" - describing three work streams/projects you have been involved with in your current or most recent role. You should detail your specific role, the objective, the measure of success and the experience gained. No more than 500 words should be used per Achievement.

The closing date for receipt of applications is Friday 13<sup>th</sup> March 2020.

Completed application should be returned via email to [ksinclair@aspenpeople.co.uk](mailto:ksinclair@aspenpeople.co.uk) – if you have any issues please contact Kelsey Sinclair at Aspen People on 0141 212 7555. If you do not receive an acknowledgment within 24 hours please contact Kelsey Sinclair.

Thank you for your interest in working for NHS Tayside.

## Contact Us

For more information, or an informal conversation to explore the role further please contact our recruitment partners Aspen People to arrange a mutually convenient time and date to speak. Please contact Steven Murray ([smurray@aspenpeople.co.uk](mailto:smurray@aspenpeople.co.uk)) on 0141 212 7555 to learn more about NHS Tayside, the role and how to apply.