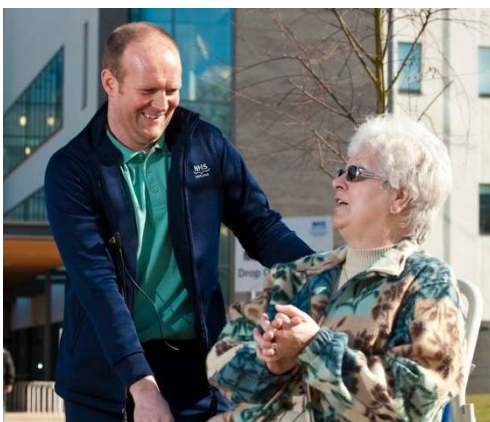
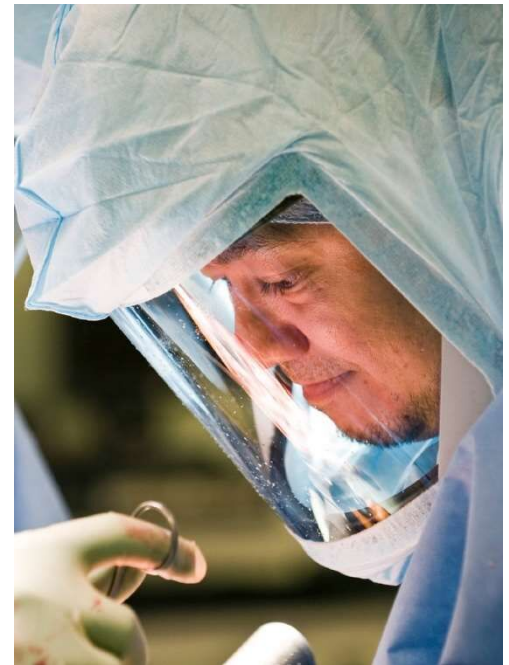


NHS Lothian Director of Estates and Facilities Recruitment Pack



Our Values
Into Action

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Message from our Deputy Chief Executive

I would like to take this opportunity to thank you for your interest in the post of Director of Estates and Facilities. This role is pivotal to maintaining our success as we strive to deliver a healthier future for the people of Lothian.



This is an excellent opportunity for an exceptional individual who can evidence outstanding leadership qualities. We are seeking a talented, credible leader with vision and enthusiasm for the role.

The Director of Estates and Facilities will provide senior operational leadership to the boards estates infrastructure and facilities services across the organisation and play a key and visible role within our senior management team. In addition, the post holder will be responsible for the effective delivery of all estates and facilities services. This will include leading the development and delivery of our Estates and Facilities strategy across NHS Lothian (including Acute, Community and Primary Care estate) and in conjunction with the wider national and regional ambitions of Health Facilities Scotland/ NHS Assure. These strategies will include emphasis on the quality and safety of the estate now and into the future, the capturing and sharing of best practice and the delivery of support services that ensure the provision is of appropriate, safe, effective and efficient quality, achieved within the resources identified.

Our new Director of Estates and Facilities will make a significant contribution in the performance management of all estate and facilities activities across the Board ensuring that a robust risk management environment is in place and that corporate governance procedures are complied with.

This is a significant opportunity to play a key leadership role in an ambitious Healthboard alongside a committed and able leadership team, so we are seeking an estates and facilities expert with proven experience of managing complexity and working at a senior level. You will be a values-driven leader, committed to partnership working and passionate about the equality, diversity and inclusion agenda.

If you believe you can fulfil this role, we look forward to receiving your application.

If you require any additional information which cannot be found within this pack, do not hesitate to contact me on 0131 465 5833 or alternatively by e-mail on Jim.Crombie@nhslothian.scot.nhs.uk.

I would draw your attention to the NHS Lothian's website www.nhslothian.scot.nhs.uk for up to date information.

Jim Crombie

Deputy Chief Executive
NHS Lothian

Director of Estates and Facilities



Executive Manager Grade E

£83,463 - £109,127

NHS Lothian covers Edinburgh city, East Lothian, Midlothian and West Lothian. We are the second largest health system in NHS Scotland and one of only four teaching Boards. We have strategic partnerships with local Universities, Local Authorities and our four Integration Joint Boards. We serve a population of 900,000, providing a range of primary, community based and acute hospital services. We also provide regional and national services across a range of clinical specialties.

We are looking for a highly motivated, innovative and enthusiastic individual to lead the Estates & Facilities agenda within NHS Lothian. In this pivotal role, you will lead two of the organisation's key functions (Estates and Facilities), ensuring NHS Lothian delivers modern, fit for purpose, buildings, workplaces and goods and services which support the delivery of high quality care and drive value for money. You will be expected to embrace the changes in the delivery of health care and to identify and implement innovative, transformative solutions that support the Boards objectives. This is a real opportunity to be actively involved in shaping the future of NHS Lothian's estate to meet the emerging future ways of working and delivering quality care.

You will apply sound judgement and provide advice at the most senior level on the risks and opportunities the Board faces and the ways these can be addressed. To be successful in this role you will need experience of leading an Estates & Facilities function, with knowledge and understanding of the statutory and compliance requirements applied to the healthcare environment, in addition to a proven track record in the delivery of complex programmes. You must have successfully led large multi-disciplinary teams and have significant experience in managing complex stakeholder relationships with NHS organisations, local government and community groups.

For an informal discussion, please contact karen.burnside@nhslothian.scot.nhs.uk. To learn more about us, the role and how to apply please visit <https://apply.jobs.scot.nhs.uk/>. Closing date for applications is Sunday 15th August 2021.

Interviews will be held Thursday 9th September 2021.

JOB DESCRIPTION

1. JOB IDENTIFICATION

Job Title: Director of Estates and Facilities
Responsible to: Deputy Chief Executive
Location: Waverley Gate, Edinburgh
Last Update: July 2021

2. JOB PURPOSE

As a member of the NHS Lothian Leadership Team, the Director of Estates and Facilities plays a key role in the strategic and operational direction of NHS Lothian, with the purpose of enabling delivery of high quality, patient focused care within the resources available.

Act as the expert lead to the organisation on all estates and facilities issues, providing assurance on the compliance of the key systems of control for critical systems for hospital and community buildings.

Lead on the overall Estates and Facilities Management strategy, policy and project delivery, aligned to the corporate objectives of NHS Lothian, ensuring that the environment and services are safe for patients and staff.

Interface at Board level across the organisation and beyond in the influence and development of a regional and national strategy collaboratively with partners including NHS Scotland Assure and Health Facilities Scotland. This includes ensuring NHS Lothian is represented on national groups, playing a key role and exerting significant influence in emerging regional work; for example the catering strategy or laundry strategy.

The Director will ensure that Estates and Facilities services are aligned to the Clinical, Workforce, Research and Innovation and Finance Strategies of the Board and that improvements and cost-effective facilities services are co-produced with staff, FM providers and service users alike.

3. DIMENSIONS

NHS Lothian is the second largest provider of health services in Scotland and delivers services on 4 major acute sites, including one category 1 response and three category 2; 14 other hospital sites as well as approximately 100 health centres, clinics and other premises.

NHS Lothian covers a core population of 826,000 people and responsible for the treatment and care of 350,000 inpatients and outpatient activity. It provides specialist services to patients on both a regional and national basis.

NHS Lothian works in close partnership with all NHS organisations, Local Authorities and other Agencies to ensure that services work effectively and efficiently in tackling inequalities and underlying health problems in local communities.

NHS Lothian employs around 26,000 staff and works with four Health and Social Care Partnerships within its local area; Edinburgh City, East Lothian, Midlothian and West Lothian.

NHS Lothian has an annual revenue budget of £1.967bn to deliver local, regional and national services. A significant portion of our income is from other NHS areas for providing services to non-residents.

Strategic and Operational areas of responsibility include:

- Property Strategy development and implementation in relation to estates and facilities matters
- Supporting the Director of Finance in the disposals/acquisitions of land and other assets
- Asset Management and Estates Strategy
- Sustainability Strategy and Management
- Strategic and operational direction in relation Fire and Security arrangements of all premises
- Strategic & Operational compliance of Critical Systems including; Water, Fire, Ventilation, Electrical & Decontamination
- Energy Strategy and Management
- Hotel Services (Inc. Catering, domestic, portering, transport, laundry and grounds/gardens)
- Waste management
- Estates and maintenance management
- Supplies logistics and procurement
- Theatre Sterile Surgical Unit/Decontamination
- Health & safety in the built environment
- Operational management of leases/rents and other income generation projects
- Delivery of contracts where the NHS Board is the supplier of Facilities Management services to external organisations.
- Establish and maintain effective relationship with & Compliance and Performance data and Engineering expertise to NHS Lothian's Commercial & Contracts Team

Financial Responsibilities:

Accountable for the management of the Facilities and Estates Revenue Budget:

E&F: £120,666,374

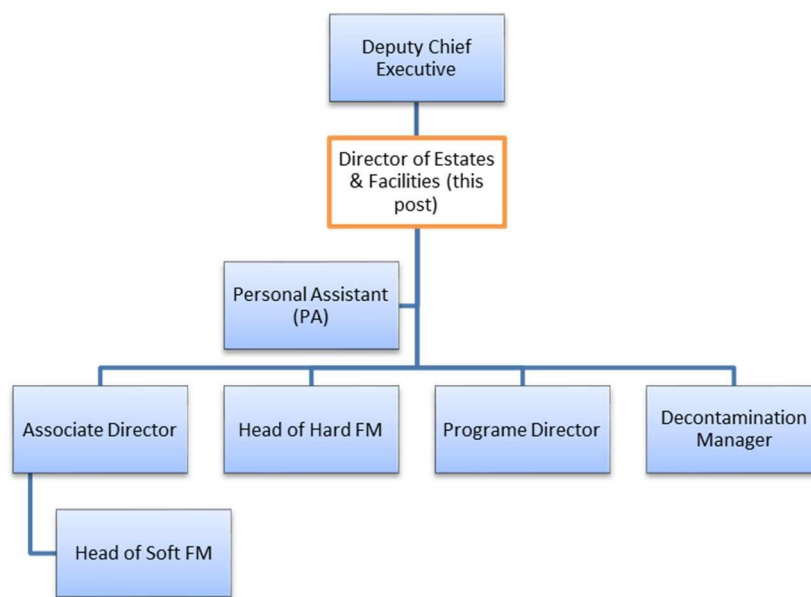
Circa. £3m annual Backlog Maintenance Budget, and other budgets approved for specific estates led projects as part of individual business cases, circa £20m in 2021/22.

Staffing Responsibilities:

The department has circa 2600 WTE staff.

Direct Reports: 5 WTE

4. ORGANISATIONAL CHART



5. ROLE OF THE DEPARTMENT

The Estates and Facilities Directorate has the broad objectives of maintaining a safe and clean physical environment within which effective and efficient healthcare can be provided and developed to meet an environment which is continually changing. It is also responsible for ensuring delivery of high quality value for money non-clinical support services including: Hard FM, Soft FM services including Catering, Domestic Services, Portering, Laundry, Logistics and Traffic Management.

The main areas of responsibility are:

- To ensure compliance with all relevant statutory and healthcare requirements; including the Health and Safety at Work Act and Infection Prevention Control requirements.
- To influence healthcare planning strategy and provide, where appropriate, capital project management services.
- To ensure the Estates and Facilities Directorate seeks evidence based assurance on the compliance of critical systems across all sites and support the NHS Lothian Contracts Team in effectively performance managing these standards on the PPP/PFI/Third Party sites.
- To provide high quality and cost effective, customer focused, planned, and ad hoc maintenance service to buildings, fabric and equipment.
- To ensure Lothian is an influential partner with NHS Scotland Assure and on national special interest groups e.g. Shared Services.

6. KEY RESULT AREAS

Strategic

1. To contribute to the Board Strategy, including the transformational plan, and Policy with overall responsibility for the development of a Property Strategy for the NHS Board, which supports the clinical service delivery.
2. Lead and promote service redesign, both digital and innovation, and organisational development within the Directorate and across traditional boundaries to improve services to patients, and make best use of resources.
3. Support the identification and delivery of estates works including minor capital works, working with the Chief Operating Officer within the Acute Division, the Chief Officers for the Integrated Joint Boards and the Corporate Directors, along with the clinical planning teams, and taking responsibility for their planning and implementation, including the development of business cases in accordance with Scottish Government processes and procedures.

Managing Services

1. Develop and implement the Directorate's Operational Plan, ensuring appropriate targets are set for individual service areas in line with NHS Board and Divisional objectives, and that progress is monitored and corrective action taken as required.
2. Manage the Risk Management process within the Directorate, in particular to identify risks and develop strategies to address these issues.
3. Develop business continuity and disaster recovery plans for the Directorate and other stakeholders.
4. Oversee the provision of Facilities Management contractual services to third parties; including the fundamental requirements of the services and quality.

Managing Performance

1. Responsible for the development and implementation of a performance management framework to monitor and review all support services, identifying any areas of deficit and taking corrective action as necessary to ensure delivery of high quality support services to meet user requirements.
2. Accountable for ensuring directorate compliance with all relevant infrastructure regulations including critical systems to safeguard the organisation and ensure the safety of staff, patients and visitors. E.g. fire prevention, water safety, ventilation and electrics.
3. To ensure governance arrangements are maintained and tested across both NHS Lothian owned premises and PPP/third party premises to provide assurance that quality standards and outcomes are delivered for patients and their carers' and that staff are supported in a safe environment.
4. Accountable to the Medical and Nurse Director, lead the clinical governance agenda within the Directorate to ensure highest possible quality of patient care is achieved including issues such as Hospital Acquired Infection and compliance with standards and guidelines.

Managing Resources

1. Accountable for the Boards capital assets, ensure proper and effective maintenance, including development and maintenance of an accurate Asset management database to support key strategic decisions.
2. With the Director of Finance and NHS Lothian Contracts Team, ensure the proper performance management of contracts for services (including PPP/PFI), subsequent projects and compliance of critical systems.

-
3. Manage select Board-wide capital investment programmes, energy plans and strategic site developments.
 4. Responsible for the implementation of Staff Governance Frameworks within the Directorate, including appropriate systems and processes to ensure corporate accountability for the fair and effective management of staff.
 5. Manage the Directorate budget in line with Standing Financial Instructions and the Financial Improvement Plan, ensuring appropriate controls are in place to achieve good financial management and the best use of resources to maximise patient care.
 6. Responsible for identifying and developing income generating business opportunities within the confines of Scottish Government policies.
 7. Responsible for the scoping, tendering and awarding of all major contracts, ensuring best value and compliance with all relevant legislation and guidance.

Managing Relationships

1. As a member of the NHS Lothian Leadership Team the Director will work closely with key decision makers in clinical and non-clinical services to identify, recommend, develop, implement, and support cost-effective facilities and estate services for all aspects of the organisation.
2. To work with other key stakeholders such as NHS Assure influencing and providing expert facilities and estates input, contributing to the delivery of national and regional priorities.
3. Responsible for ensuring leadership and management of staff within the Directorate acting as a role model and ensuring workforce development to facilitate a skilled workforce who are able to contribute effectively to the achievement of the NHS Board's objectives
4. Promoting a culture of partnership working at all levels to involve staff, patients and external partners in the decision making process by ensuring partnership working is embedded across the Directorate
5. To support NHS Lothian's values of quality, teamwork, care and compassion, dignity and respect, and openness, honesty and responsibility through the application of appropriate behaviours and attitudes.

7a. EQUIPMENT AND MACHINERY

The following are examples of equipment which will be used when undertaking the role.

General equipment – use of PC, laptop computer, printer, telephone, mobile phone, fax, photocopier, scanner, audio visual equipment, CD burners.

New equipment may be introduced as the organisation and technology develops, however training will be provided.

7b. SYSTEMS

The following are examples of systems which will be used when undertaking the role:

Digital Estates tools, such as:

- 3i for fire risk assessments.
- Computer aided Facilities management.
- Computer aided Estates management.
- CAD and various other engineering mathematical analysis driven systems.
- EAMs, electronic estates, data and risk tools.
- SCART, the estates national risk tool.
- Multi-faceted storage and retrieval systems e.g. QPulse.

Standard NHS Lothian tools:

- Use of Microsoft Word for the provision of written communications across all strands of work.
- Use of Microsoft Excel for the creation, storage and production of data to enable the generation of reports and record keeping.
- Microsoft Teams for non-face to face interaction.
- Microsoft Outlook for effective and efficient internal and external email communications and diary management.
- Microsoft PowerPoint for the production of presentations.
- Specific application processes, e.g. capital and endowment.
- Access control systems including car parking management system.
- DATIX -Risk management system.
- Health and Safety systems.
- SSTS/EESS – payroll/personnel systems.
- E-Financials - budget management system.
- PECOS – procurement system
- ISO 9002.

New systems may be introduced as the organisation and technology develops, however training will be provided.

8. ASSIGNMENT AND REVIEW OF WORK

The post holder is directly accountable to the Deputy Chief Executive and will work under broad direction within the parameters of Scottish Government priorities and policies for health and social care. Contribute actively and directly to the development of corporate policies and priorities of NHS Lothian, which in turn provide the framework, within which the individual works.

Expected to work with a high degree of autonomy and professional scope on a day to day basis.

Review of performance is undertaken through the agreement of performance objectives and individual performance appraisal by the Deputy Chief Executive. Formal appraisal is annual with informal reviews taking place between the post holder and the Deputy Chief Executive.

9. DECISIONS AND JUDGEMENTS

Using their awareness of the essential governance and statutory requirements they will provide a safe and lawful estate and be able to effectively inform, advise and make recommendations to the Board and possess the specific technical and leadership competencies to influence and inform strategic decision making.

Develop and introduce an oversight framework based on judgement and sound decision making strategies and programmes that satisfy statutory bodies ensuring Estates and Facilities delivers on our objectives and responsibilities.

Participate as a senior member of National Advisory Groups contributing to the setting of national guidelines or benchmarks for Estates & Facilities services which will impact on all NHS Scotland organisations. In addition, through sound understanding and analysis of this information implement local arrangements to comply and monitor.

Decisions on prioritising significant expenditure.

Oversee the development of recruitment processes and procedures which maintain a level of capability and competency necessary to operate a complex, challenging and sophisticated health related estate.

To support the commercial and operational management of the Board's PPP contracts, strengthening the relationships with both Project Companies and FM, lifecycle and providers.

Develop and implement Board strategies whilst supporting and maintaining strategic estates partnerships within the local health economy, Health & Social Care Partnerships and other regional partners.

Ability to successfully manage a wide and varied scope of role, effectively dealing with conflicting demands of your time.

Ability to meet deadlines and complete tasks within agreed time scales.

10. MOST CHALLENGING / DIFFICULT PARTS OF THE JOB

This is a strategic role, focused on continuous development and improvement, with the aim of implementing significant, innovative and transformational change within NHS Lothian, while managing and prioritising large, critical and complex support services over a large number of locations.

Ensuring the best use of resources to achieve service improvement and delivery within the set financial parameters as well as delivering cost releasing efficiency savings to ensure a balanced budget.

Working against a background of multiple competing demands and priorities, the post holder will require to identify appropriate solutions, both at a strategic and operational level to manage a large portfolio of services, based on optimal solutions for patients.

Leading change in a diverse workforce in a form that promotes proactive visioning rather than reactive and delivers co-operative working towards innovative solutions.

Leading on complex agendas with competing and conflicting priorities in terms of resources and timescales for delivery whilst gaining the co-operation and agreement of stakeholders to deliver both local priorities and corporate goals.

11. COMMUNICATIONS AND RELATIONSHIPS

The post holder will be required to prepare Management Team and Board Committee papers and formally present papers to a variety of committees and groups. The post holder will also act as the Chair on a number of key internal committees and will also be expected to represent the Board on external groups and committees.

The post holder will work in partnership with commercial partners and suppliers and develop relationships with consultancy, Facilities and construction industry to influence how these companies can align their business in support of health initiatives and of particular focus in regards the development of the health care facilities.

The post holder will have and develop an extensive network of communication and working relationships and will communicate regularly with a wide range of individuals, clinical and non-clinical, internal and external to NHS Lothian.

The content of communication will often be complex, highly sensitive and contentious, requiring skills of persuasion and negotiation. The post holder will be required to make presentations to large groups, often in a formal setting, where the message may be met with resistance.

These will include:

Internal –

- NHS Board Members
- Chief Executive
- Deputy Chief Executive
- Executive and Corporate Directors
- Chief Officers Acute & IJBs
- Chief Finance Officers
- Senior clinical and non-clinical Staff
- Sector/Service Management Teams
- Trade Union/Partnership representatives
- Corporate Services teams
- Internal Audit
- Capital Planning
- Infection Prevention Control Team

External –

- Scottish Government colleagues/other NHS Boards
- NHS Scotland Assure, Health Facilities Scotland/Health Protection Scotland
- Central Legal Office
- Elected members - locally and nationally
- The Health and Safety Executive
- Local Authorities
- Third Sector and Charitable Organisations
- National Representatives of Trade Unions/Professional Organisations
- Universities and Further Education Colleges
- External Auditors and Inspectorates
- Press/Media
- Hub West Scotland/Scottish Futures Trust
- PPP Organisations
- Other professional or service suppliers and contractors as required

12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB

Physical Skills and Effort

Standard keyboard skills

Interpretation and consequential decision-making based on using Electronic design tools, e.g. Statutory Compliance Audit and Risk Tool (SCART), CAD, Electrical/Mechanical design systems.

Mental

Maintain a high level of concentration when attending meetings, analysing data, processing complex information and preparing reports in a highly pressurised environment while dealing with time sensitive issues and demands from a wide range of people and responding to constant distractions

Meet tight deadlines whilst dealing with persistent interruptions, resulting in the constant reprioritising of work.

Emotional

Maintain high degree of personal resilience, especially in relation to the interpretation and application of complex policies and decisions, often at times of significant organisational change and in a turbulent and politically driven environment.

React quickly to new challenges and crisis situations where accurate action is required urgently.

Deal with situations of an emotional, sensitive or challenging nature such as representing the organisation at public meetings.

Deliver information and ideas to a potentially hostile audience, addressing resistance to change, or managing sensitive or challenging information.

Manage very sensitive and emotional information with staff and colleagues.

Environmental

Manage the demands of travelling between various sites across the Lothian area and, on occasions, exposure to large and varied clinical support working areas.

13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

Qualifications and Experience

The post holder will be educated to Degree level in an appropriate field or equivalent discipline.

The post holder will be required to have professional and specialist knowledge across a range of Estates/Facilities activities, with evidence of ongoing developments such as post graduate courses.

The post holder will have experience to Masters Level in a range of Estates/Facilities fields and/or Management qualification or equivalent professional experience plus financial, managerial and strategic knowledge.

Experience

Significant general management experience in a senior leadership role within the NHS or similar complex organisation, including significant experience of financial and staff management.

Proven track record of achievement in managing significant service improvement and operational management in a large complex organisation with experience of leading large scale change projects.

Experience of the management of the development, commissioning and operations of large capital projects.

Proven track record of senior level leadership across a large and complex portfolio of Hard and Soft Facilities Management Services including property, teams, services and budgets.

High level of strategic planning and organisational skills, including risk assessment, forward planning and forecasting.

Significant ability to function at NHS Board/Corporate level and taking responsibility for strategic decision making.

Experience of influencing or setting national subject matter policies and standards.

Experience of implementing operational efficiency programmes relevant to the professional discipline of the role.

Competencies

Strong persuasive, influencing and interpersonal skills and ability to put across complex technical issues to both clinical and non-clinical colleagues across all staffing grades and in Board room style settings.

Evidence of successful pro-active and compassionate leadership and ability to motivate a team of Estates/Facilities professionals in order to meet business objectives

Knowledge of current developments in Principles and Practices of Financial Management (PPFM) solutions for large and operationally complex organisations.

Highly developed analytical and reporting skills.

Highly developed leadership skills, including leading large and diverse teams across multiple sites.

PERSON SPECIFICATION

	Essential	Desirable
Qualifications		
Educated to Degree level in an appropriate field or equivalent discipline.	X	
Appropriate Professional qualification/ registration or accreditation e.g. Chartered Building Institute or Chartered Engineering Institute Professional and specialist knowledge across a range of Estates/Facilities activities, with evidence of ongoing development such as post graduate courses.	X	X
Experience to Masters Level in a range of Estates/Facilities fields and/or Management qualification or equivalent professional experience.	X	
Experience:		
Significant general management experience in a senior leadership role within the NHS or similar complex organisation, including significant experience of financial and staff management.	X	
Proven track record of achievement in managing significant service improvement and operational management in a large complex organisation with experience of leading large scale change projects.	X	
Experience of the management of the development, commissioning and operations of large capital projects.	X	
Proven track record of senior level leadership across a large and complex portfolio of Hard and Soft Facilities Management Services including property, teams, services and budgets.	X	
High level of strategic planning and organisational skills, including risk assessment, forward planning and forecasting.	X	
Significant ability to function at NHS Board/Corporate level and taking responsibility for strategic decision making.	X	
Experience of influencing or setting national subject matter policies and standards.		
Experience of implementing operational efficiency programmes relevant to the professional discipline of the role.	X	
Strong persuasive, influencing and interpersonal skills and ability to put across complex technical issues to both clinical and non-clinical colleagues across all staffing grades and in Board room style settings.	X	
Evidence of successful pro-active and compassionate leadership and ability to motivate a team of Estates/Facilities professionals in order to meet business objectives.	X	
Knowledge of current developments in Principles and Practices of Financial Management (PPFM) solutions for large and operationally complex organisations.	X	
Skills:		
Highly developed leadership skills, including leading large and diverse teams across multiple sites.		
Excellent oral and written communication skills;	X	
Effective interpersonal and influencing skills;	X	
Good presentational skills;		X
Sensible negotiator with practical expectation of what can be achieved;	X	
Highly developed analytical skills;	X	
Computer literate;	X	

About NHS Lothian

NHS Lothian provides a comprehensive range of primary community – based and acute hospital services for the populations of Edinburgh, Midlothian, East Lothian and West Lothian.

We also provide some services for patients in the Borders and Fife and are a national centre of expertise for a range of clinical specialities provided to people across Scotland. NHS Lothian has an annual budget of £1.6 billion and employs approximately 26,000 staff.

Our Vision

Over the course of 2014 – 2024, everyone is able to live longer healthier lives at home, or in a homely setting and, that we will have a healthcare system where:

- We have integrated health and social care
- There is a focus on prevention, anticipation and supported self-management
- When hospital treatment is required, and cannot be provided in a community setting, day case treatment will be the norm
- Whatever the setting, care will be provided to the highest standards of quality and safety, with the person at the centre of all decisions supported through House of Care and Realistic Healthcare approaches.

There will be a focus on ensuring that people get back into their home or community environment as soon as appropriate, with minimal risk of re-admission.

Our Mission

- improving the health of the population
- improving the quality of healthcare
- improving staff experience
- achieving value and financial sustainability Better health, better care, better value.

Our Values

- Care and Compassion
- Dignity and Respect
- Quality
- Teamwork
- Openness, Honesty and Responsibility.





Our context and our challenges

NHS Lothian now serves over 900,000 residents, a number which swells considerably during the Festival and at Hogmanay. We work with 4 Integration Joint Boards in East Lothian, Edinburgh, Midlothian, and West Lothian; with more than 120 GP practices; with 4 major acute hospital campuses and over 26,000 staff, and with multiple higher and further education institutions. We provide local, regional, and national services and believe that we provide these to a high quality. We pride ourselves on the effort and professionalism our staff put into taking care of people.

NHS Lothian has a strategic plan we call Our Health, Our Care, Our Future, which we published in 2014 and which runs for the period to 2024. In this, we laid out our vision for how we intend to develop and deliver services and improve the quality of care, the challenges we face to improve the health of the population, and the choices we would have to make to ensure our system remained sustainable.

Foremost amongst these challenges was the changing demography of our growing population. In 2010 there were just under 837,000 people in Lothian, with about 16% of these being aged 65 or above. Our estimate of population in 2019 is about 916,000, with about 18% of these being aged 65 or above. Although this does not sound much, it is a nearly 10% growth in population, and an additional 30,000 or so people over the age of 65. This is very good news and shows how the NHS, public services, research and people's taking responsibility for their own health are extending lifespans in Lothian. However, people over the age of 65 do tend to have more health conditions and a higher usage of health services than younger people. Meanwhile, our growth in the age group up to the age of 4, who are also high users of health services, has continued to raise the pressure on our services for children and general practices in particular.

This demography also affects our workforce, and so we are acutely conscious that the same issues that affect the general population as they age also affect our workforce, resilient and dedicated as they are. Our workforce plan seeks to lay out how we will develop and support our staff to more productive and rewarding careers, but there is no denying the scale of the challenge the aging demography presents us with – for example, 30% of our mental health nursing workforce are over the age of 50, and we expect 90% of them to retire by the time they reach the age of 50. Meanwhile, only 10% of our workforce in this area is under the age of 30, meaning we need to bolster our workforce and redesign our services in order to continue to provide improved services.

We are also acutely conscious that the lynchpins of our system in the current context often do not work for NHS Lothian, or indeed even for our statutory sector partners. Care workers employed by the independent sector and the third sector carry out essential, and often unseen, roles in our system, and find themselves increasingly under strain, and with their employers likewise under pressure.

We hold out hope that improved use of technology and innovation, in all its forms, will help us close these workforce gaps.

Finally, there is no avoiding the significant challenge presented to our system by financial pressures. NHS Lothian has managed these financial pressures and is expected to continue to deliver financial break-even.

These factors combine to make the delivery of a truly seamless, patient-centred, sustainable system as envisaged in Our Health, Our Care, Our Future an ever-greater challenge, but one we believe we have plans in place to deliver.

Our Priorities for Continuous Improvement

Continuous Improvement can be small incremental changes over time, or one-off breakthrough improvements. Every clinical service should pursue continuous improvement in the quality of care with regard to the six dimensions of care (Safe, Effective, Person-Centred, Timely, Efficient, and Equitable). We must put environmental sustainability at the heart of everything we do.

NHS Lothian carries out its role through a wide range of staff, contractors, and partners working together to:

- promote the improvement of the physical and mental health of the population;
- provide primary care to individuals and families within in their communities;
- provide secondary care in hospitals and other facilities; and,
- deliver sustainable and equitable outcomes, with regard to the impact on the environment, service users, staff, carers, volunteers, other stakeholders, and the equitable use of resources.

Our Priorities help all staff understand:

- what the Board's overall priorities are and what it will be focussing on; and
- how their own role fits in with and supports the overall achievement of those priorities.

Improving the Health of the Population

1. Increase activity aimed at preventing people from developing health issues or becoming unwell. Reduce health inequalities and the burden of avoidable suffering and premature death.
2. Re-design our arrangements to provide sustainable access to primary care services.
3. Increase support for communities and individuals to take care of their own health and health conditions (where this is appropriate).

Improving the quality of healthcare

1. Improve performance on unscheduled care, and the timely discharge of people from our hospitals to home or a homely environment.
2. Increase the level of care and support provided within the community for adult mental health services, psychological services, and learning disabilities services.
3. Reduce waiting times for scheduled care, cancer services, and Child & Adolescent Mental Health Services.

Improving Staff Experience

1. Improve our workforce sustainability and widen our workforce supply routes. Maintain an up-to-date 3-year NHS Lothian Board Workforce Plan to support workforce and service sustainability across services, professions, sites, and health & social care partnerships.
2. Implement the Staff Experience and Engagement Programme, to have a workplace which is safe, staff are healthy, fit for their jobs, and feel that their work contributes to their wellbeing.
3. Develop the capacity and capability of leadership at every level of the organisation.

Achieving Value and Sustainability

1. Cut out avoidable travel and avoidable visits to healthcare premises.
2. Support integrated whole-system working across health and social care.
3. Transfer children's hospital services, the department of clinical neurosciences, and Child & Adolescent Mental Health Services to the new hospital at Little France.
4. Progress the sustainable workforce plan to fully re-open the paediatric inpatient ward at St John's Hospital.
5. Always develop and carry out robust implementation plans, and review their impact on Our Priorities. Learn from all attempts to make improvements, and share that learning with others.

Appointment Arrangements

The Job Description and Person Specification are designed to inform potential applicants on the essential and desirable personal attributes which are sought in the appointment of the Director of Estates and Facilities.

Assessment against these attributes will feature throughout the recruitment and selection process for this appointment.

Interviews which will take place w/c 2 or 9 August.

As part of the assessment process shortlisted candidates will participate in:

- Psychometric Tests
- Presentation or Discussion Topic
- Values Based Competency Interview

Further details of the above will be shared with the shortlisted candidates.

Medical Assessment

Any offer of employment is subject to satisfactory Occupational Health clearance. Should you be invited to interview you will be asked to complete a Pre-Employment Health Questionnaire which you should bring to interview. The Occupational Health Service will make an assessment on your fitness to carry out the post based on the information contained within the questionnaire. In certain circumstances, further information may be required before clearance can be given and Occupational Health may contact you by telephone to request that you attend for an appointment. Clearance must be obtained before any new employee commences employment with NHS Lanarkshire. Clearance may be subject to you attending for a Post-Employment appointment and it is vital that you attend this appointment if required to do so.

Criminal conviction check

A criminal convictions check will be required.

Immigration, Asylum and Nationality Act 2006 – Prevention of illegal working

Candidates must be eligible to work in the UK – The successful candidate will be required to provide original evidence of his/her eligibility to work in the UK. Guidance on suitable documentation will be provided.

Provision of false information

Candidates should also note that the provision of false information or the omission of material information in their application or at interview may lead to the offer of employment being withdrawn or summary dismissal.

Informal Enquiries

Informal telephone enquiries are welcomed by Mr Jim Crombie, Deputy Chief Executive. This should be arranged through contact with Karen Burnside, PA to the Chief Executive:
Telephone: 0131 465 5833

or Email: karen.burnside@nhsllothian.scot.nhs.uk

Summary of Terms and Conditions

Salary

The Pay Arrangements for Executive and Senior Managers are subject to Direction by Scottish Government Ministers, and as set out in CEL (2011) 7

This post is set at Grade E within the Executive and Senior Managers Pay Arrangements £83,463 - £109,127

Pension fund

The appointment is superannuable under the NHS (Scotland) Superannuation Scheme unless you opt out in favour of some other scheme or are ineligible to join. Your remuneration will be subject to deduction of superannuation contributions in accordance with the scheme. Costs and contributions are available on the SPPA website: www.sppa.gov.uk NHS Lothian encourages staff to join the scheme.

Sick Pay

Sick pay entitlements will be in accordance with the provisions of the NHS Staff Council. Sickness allowance depends on the length of continuous service and is on a scale ranging from one month's full pay plus two month's half pay during the first year of service, up to six month's full pay plus six month's half pay after completing five years of service.

Hours of work

For pay purposes the working week will be deemed to be 37½ hours.

Holiday entitlement

The annual holiday entitlement is 27 days annual leave per year on commencement, rising to 29 days after 5 years service and 33 days after 10 years service.

There are also 8 fixed public holidays in a year for all staff.

Relocation

Relocation expenses will be payable to the successful candidate in accordance with the Board's policy. NHS Lothian will pay up to 10% of the employee's basic salary as a grant towards removal expenses. There is scope for this percentage to be increased up to a maximum of 15% in exceptional circumstances subject to agreement from the NHS Lothian's Deputy Director of HR and Employee Director.

Period of notice

Appointment is subject to termination by either side giving 3 months written notice.