

Working together to achieve the healthiest
life possible for everyone in Ayrshire and Arran



Assistant Director Estates and Support Services Candidate Information Pack



Pack contents

To assist you with your application for the post of Assistant Director (Estates and Support Services), this pack will provide useful information about the post, about NHS Ayrshire & Arran and about Ayrshire more generally.

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Message from the Director of Infrastructure & Clinical Support Services

A position has arisen within our Directorate which presents an excellent opportunity for a high calibre leader to join a high performing, forward thinking, senior leadership team that is committed to excellence for its citizens and staff and using reform to achieve this.

Thank you for your interest in the post of Assistant Director of Estates and Support Services for NHS Ayrshire & Arran. This vacancy has arisen as a result of the upcoming retirement of the current Assistant Director.

This role is key to driving the Board's approach to management of the Boards Estate, Clinical Support Services, approach to Sustainability, Procurement and Transportation functions. These key services ensure the Board's infrastructure remains fit for purpose and drive service reform, modernisation and the delivery of safe and effective healthcare facilities. As with other health and social care providers, we are delivering our services in challenging times. Demographic changes, increasing demand and wider socio-economic factors all impact on service delivery.

We are committed to working together with the Integrated Joint Boards in Ayrshire on a whole system approach with our health and care teams and communities to reform services to meet these challenges and fulfil our purpose and deliver excellent, person centred care and services to the citizens of Ayrshire.

We have set out our longer term strategic vision for health and care services under the banner of 'Caring for Ayrshire'. In recent years through our culture development work we have re-defined the purpose, values and behaviours that are the foundation for our approach to health and social care delivery. You will find more information on our purpose and values in this pack. Delivering high quality, safe, person-centred care to every person every time is our clear aim.

This can only be achieved when our staff feel valued and fully engaged. NHS Ayrshire & Arran has a clear commitment to retaining, developing, supporting and attracting, staff with a key focus on improving staff's health, safety and wellbeing. I hope that the information in this pack will be helpful to you and encourages you to apply for this post.

I hope you find this pack useful and I should like to also draw your attention to our website <https://www.nhsaaa.net> which provides further useful information about the organisation.

Yours sincerely

Nicola Graham
Director of Infrastructure & Clinical Support Services

Assistant Director of Estates and Clinical Support Services - NHS Ayrshire and Arran Band 8D £90,590 - £94,629 per annum

This is an exciting opportunity for you to join an excellent team of Assistant Directors and Heads of Service and lead NHS Ayrshire and Arran's range of Infrastructure services and Support services in support of the delivery of the Board's purpose, strategic objectives and Caring for Ayrshire agenda.

This role is diverse and covers a number of disciplines and provides an excellent opportunity for a Strategic Leader to shape our long-term strategy and provide visible leadership across a multidisciplinary team, promoting a culture of innovation, continuous improvement and to support delivery of our wider Caring for Ayrshire ambitions.

You will need to be an experienced leader and have a proven track record of achievement in a complex organisation.

Through "Caring for Ayrshire" we have a clear long term strategic vision for how we want to reform our health and care system and deliver whole system excellence, quality, and improvement to the citizens of Ayrshire. Our aim is to create an organisation with a positive culture, where people want to work and strive for excellence each day; where staff wellbeing and personal resilience is supported; where careers are interesting and developed; where staff are encouraged to reach their full potential; and where staff feel that their contribution is recognised and valued.

You should have Strategic managerial level experience with an NHS/healthcare related organisation or equivalent large complex environment and beyond your functional leadership role be able to contribute across the entirety of the corporate leadership agenda and strategic objectives of the Board.

Ayrshire is a wonderful and exceptional place to have a true quality of life providing the best of all options – lovely towns and villages, city life within a short and easy commute, countryside, rolling hills, stunning beaches and sandy shores, the wonders of island life and excellent network of transport links throughout Scotland.

For a confidential discussion or to arrange to visit NHS Ayrshire and Arran, please contact Nicola Graham, Director of Infrastructure and Support Services at nicola.graham3@apct.scot.nhs.uk

Closing date for applications: Sunday 16th April 2023

Selection process: Wednesday 10th May 2023

Living in Ayrshire



Situated in South-west of Scotland on the Firth of Clyde, Ayrshire is a unique and exceptional place to live providing a wonderful quality of life with the best of all options – picturesque and interesting large (Ayr, Irvine and Kilmarnock) and small towns, beautiful villages and hamlets, expansive countryside, island life, rolling green hills, 80 miles of varied coastline with stunning beaches and sandy shores, history, heritage with city life within a short and easy journey when you need it, using excellent network of road, rail and bus transport links throughout Scotland.

Ayrshire offers everything - all the benefits of living in a semi-rural area, with its own UK and International Airport, Glasgow Prestwick Airport and with Glasgow city centre life only a 30 minute drive away - so why would you want to live anywhere else?

The housing market has many and varied options to choose from – old castles to modern new builds at more affordable prices than in other parts of the UK.

There is always something happening in Ayrshire whether you are interested in music, history and heritage, outdoor pursuits, events and festivals, or simply food and drink, there is something for everyone. There is a wide range of excellent recreational activities, including hill climbing, horse riding, sailing and golf - Ayrshire boasts more than 40 quality golf courses, including two Open Championship courses at Turnberry and Royal Troon.

Further information about Ayrshire is available on the VisitScotland website:

<https://www.visitscotland.com/destinations-maps/ayrshire-arran/>

Local educational standards are very high at primary and secondary level. However, private education is also available in the area. See the links below for more information on local authority services:

www.east-ayrshire.gov.uk

www.north-ayrshire.gov.uk

www.south-ayrshire.gov.uk



About NHS Ayrshire & Arran

NHS Ayrshire & Arran is one of 14 territorial NHS Boards within NHSScotland. Ayrshire & Arran NHS Board is responsible for the protection and improvement of the local population's health and for the delivery of frontline healthcare services. NHS Ayrshire & Arran has a Revenue budget of approximately £900 million and employs approximately 9,071 whole time equivalent / 11,145 headcount substantive staff.

NHS Ayrshire & Arran serves a mixed rural and urban population of approximately 370,000. We have a full range of primary and secondary clinical services, covering the mainland of Ayrshire and the islands of Arran and Cumbrae, as illustrated below. NHS Ayrshire & Arran covers three local authority areas: East, North and South Ayrshire. There are major areas of widespread deprivation and social exclusion in both rural and urban areas.



Our frontline services are provided from four operational divisions:

Acute Services

Emergency and elective hospital services which includes inpatient, outpatient and day case care. There are two district general hospitals within Ayrshire with approximately 950 inpatient beds in total: University Hospital Ayr and University Hospital Crosshouse. These hospitals provide a wide range of acute surgical, medical and diagnostic services, and University Hospital Crosshouse provides inpatient maternity and paediatric services for Ayrshire.

Health & Social Care Partnerships

Following the introduction of Health and Social Integration, the operational delivery for the range of community healthcare services and mental health and learning disabilities services is through the three Partnerships in Ayrshire which are co-terminous with our local authorities. NHS Ayrshire & Arran works collaboratively with the three Integration Joint Boards, in North, South and East Ayrshire, and three Ayrshire Councils to plan and deliver services. Our joint working arrangements are comprehensive with Children's services, Adults, Older people and Justice services all encompassed within our model of integration.

Ayrshire & Arran NHS Board

Ayrshire & Arran NHS Board's overall purpose is to ensure the efficient, effective and accountable governance of the organisation and to provide strategic leadership and direction focussed on improving health and care outcomes for the citizens of Ayrshire.

The Board is responsible for investing in healthcare services to monitor, protect and improve the health of the people of Ayrshire.

The NHS Board of Directors consists of the Chair, Executive and Non-Executive Directors and is accountable to the Cabinet Secretary for Health and Wellbeing and the Scottish Government. Non-executive Directors are publicly appointed by Scottish Ministers.

The Board governs the accountability and performance of NHS Ayrshire and Arran services. The Board Chair and each of the Non-Executive Directors are appointed by the Cabinet Secretary for Health and Wellbeing.

Non-executive Directors:

Lesley Bowie,	Board Chair
Bob Martin,	Board Vice Chair
Margaret Anderson,	Non-Executive Board Member
Michael Breen,	Non-Executive Board Member
Jean Ford,	Non-Executive Board Member
Marc Mazzucco,	Non-Executive Board Member
Linda Semple,	Non-Executive Board Member
Sheila Cowan,	Non-Executive Board Member
Sukhomoy Das,	Non-Executive Board Member
Christie Fisher,	Non-Executive Board Member,
Ewing Hope,	Employee Director
Adrian Carragher,	Chair, Area Clinical Forum
Lee Lyons,	South Ayrshire Council
Marie Burns,	North Ayrshire Council
Douglas Reid,	East Ayrshire Council

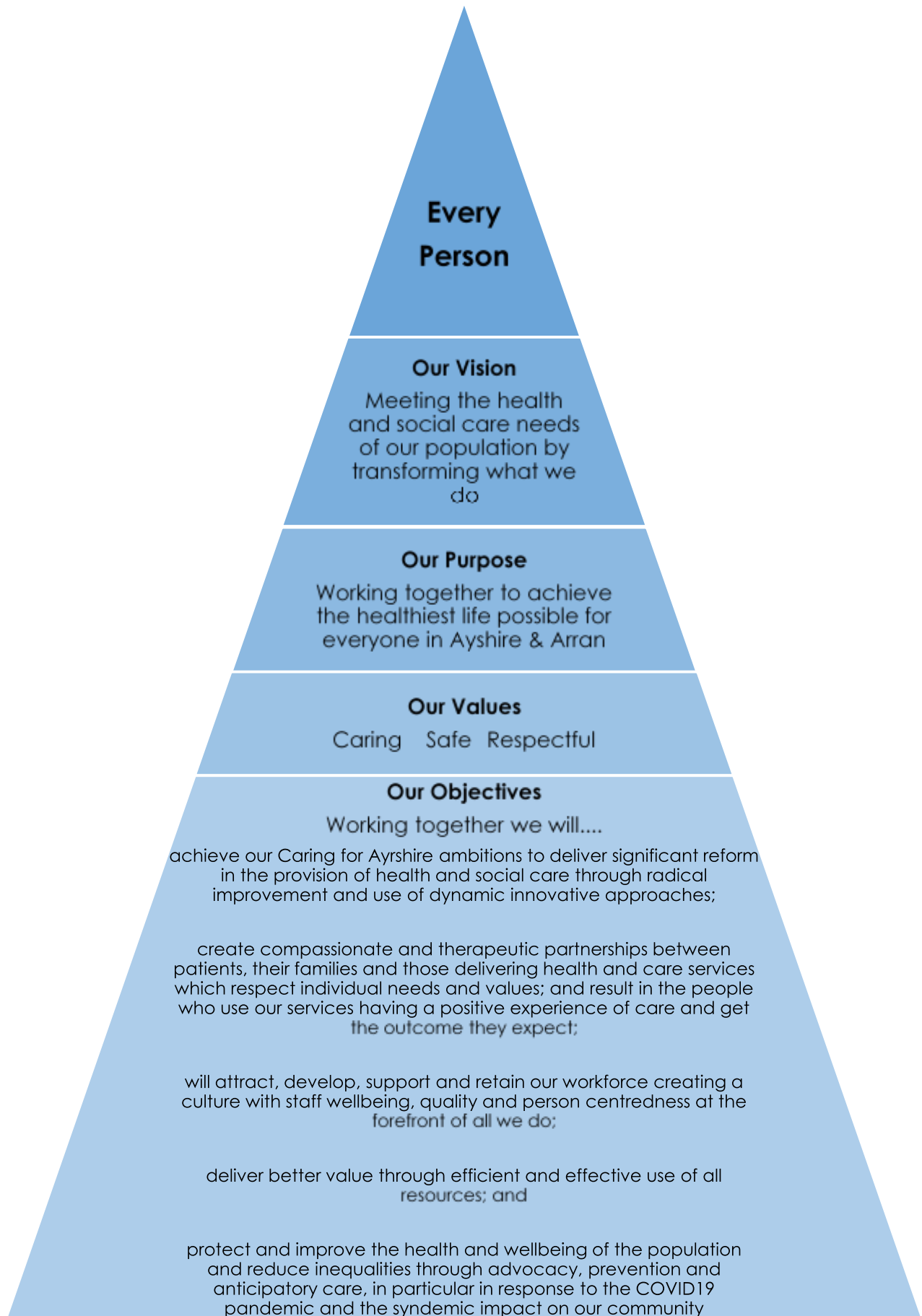
Executive Directors - Board members:

Claire Burden,	Chief Executive
Jenny Wilson,	Nurse Director
Crawford McGuffie,	Medical Director
Derek Lindsay,	Finance Director

Directors - Non-Board members:

Kirstin Dickson,	Director of Transformation and Sustainability
Joanne Edwards,	Director of Acute Services
Sarah Leslie,	HR Director
Roisin Kavanagh,	Director of Pharmacy
Emma Stirling,	Director of Allied Health Professions
Lynne McNiven,	Director of Public Health
Nicola Graham,	Director of Infrastructure and Support Services
Tim Eltringham,	Director of Health & Social Care, South Ayrshire
Craig McArthur,	Director of Health & Social Care, East Ayrshire
Caroline Cameron,	Director of Health & Social Care, North Ayrshire

Our vision, purpose, values and objectives



Our strategic intent

At NHS Ayrshire & Arran we are passionate about delivering excellent, sustainable health and care services that enable our citizens to live the healthiest lives possible at home for longer.

It is increasingly clear for all health and care systems that the ways we have been doing things in the past no longer work. Our demographic has changed and continues to change rapidly. The context we operate in has changed, both locally and globally. Health and social care integration requires our systems to come together and work together in entirely new ways to those of the past, so that we can serve our citizens in the ways we believe are right. And like all health and care systems, we face significant challenges in many aspects of our work as we tackle these challenges – challenges that are multifaceted, complex and deep.

There is no point doing more of the same and expecting something new to happen, or expecting ourselves to deliver excellence using systems that no longer work. To deliver on our vision we need to do something different.

To deliver excellence we have to be excellent - in what we do, how we do it, how we behave, and how we stay focused on what really matters. We are committed to creating an organisation in which our leaders and teams can develop, thrive, make a difference and do their best work. We want excellence to be seen and felt everywhere no matter our role, no matter the inevitable ups and downs of organisational life, and no matter whether someone is internal or external to our health and care system.

Our commitment as a health and care system is expressed in our 10-year vision and strategy **Caring for Ayrshire** and we are committed to:

- Finding ways to invest all the resources at our disposal – people, money, time, energy, buildings and so on – in ways that create the most from what we have, and enable our vision for our staff and citizens to become a reality. Balancing the four pillars of service, people, quality and finance is mission critical to our success;
- Developing a strong 21st century leadership culture, in which our leaders are confident to flex between leading the innovation needed to reform our services, and delivering assurance and operational grip; and
- Creating a psychologically safe workplace environment that enables our teams to develop and flourish, build strong relationships grounded in our values of 'caring, safe and respectful', and makes the most of their assets, skills and experience to do their best work.

Our strategic vision – Caring for Ayrshire



The Caring for Ayrshire model acknowledges that how we currently provide health and care services in Ayrshire and Arran needs to change.

People are living longer and healthier lives. As more of us are living longer, the number of people needing care is increasing. It is vital that our health and care services evolve, to make sure we can look after more people in better, more flexible, person-centred and sustainable ways, while still providing the best quality care.

By tackling a whole system redesign we can lead the way and explore exciting and innovative ways to deliver accessible, safe and effective health and care services that are fit for the future and make best use of the significant talents and skills of our committed health and

care staff and improve the long-term health and wellbeing for our communities. The Caring for Ayrshire transformative change programme is part of a national requirement to review health and care services. It looks at all aspects of health and care from birth, to end of life, and puts the person right at the centre of care.

The proposed model takes into account the fact that 90 per cent of all health and care contacts in Ayrshire and Arran currently take place within a community setting. We will look to strengthen that local care and aim to deliver care as close to home (or homely setting) as possible, whilst also ensuring access to specialist care. We will work in partnership with our communities to support improved health and wellbeing and provide the people of Ayrshire with the right care, in the right place, at the right time.

Caring for Ayrshire will build on our effective partnership working across our communities to help make the most of our services and assets and to enable people to take more control of their own wellbeing. It incorporates care delivered within people's own homes; homely environment; primary care; health and wellbeing hubs; and acute services.

The model aims to make full use of digital solutions that can better support self-care and continued care at home, where previously this may not have been possible and will look to boost local resources through better linked-up, partnership working with third sector, voluntary and independent organisations. The vision is in line with the current development of multidisciplinary teams within GP practices who are providing better local access to pharmacists, physiotherapists, community link workers and mental health workers.

Where geography allows, stronger networks of support between groups of GP practices will be built to allow for care, such as clinics or investigations that would have traditionally been provided in hospital, to be provided closer to home. Creating roles where staff work both within a hospital and the community will also help to provide local care that is more joined up than before.

Acute hospital care will deliver emergency and planned care that focusses on specialist, complex and high risk care. It will provide 24-hour consultant led medical services, ensuring that a wide range of services are available to the local population.

Delivering the vision – Quality and Reform

NHS Ayrshire & Arran's Quality Strategy 2019-22: Excellence for Ayrshire

NHS Ayrshire & Arran has a long history of commitment, passion and achievement in quality improvement; undertaken by staff with skill and belief. NHS Ayrshire & Arran's Quality Strategy 2019-22 Excellence for Ayrshire describes our commitment to deliver quality improvement and high quality care that will enable and support delivery of our strategic objectives, and our ambition for health and care service transformation.

Our strategic change principles include a clear commitment for delivery of safe, effective and person centred care as defined in the Healthcare Quality Strategy (2010) across NHS Ayrshire & Arran including our Health and Social Care Partnerships.

We have an ambitious vision that is supported at every level of the organisation where we will enable everyone in Ayrshire and Arran to improve the quality and experience of care for our communities. This vision will be realised through a coordinated and prioritised programme of interventions aimed at improving the experience of care, the health of the population, reducing the per capita cost of health care and improving staff experience.

Daring To Succeed: Delivering Excellence Through Reform

We recognised that in order to deliver our strategic vision and our commitment to the citizens of Ayrshire and Arran, we need to find ways not only to meet our challenges, but to reach beyond them and create something different that will enable us to deliver success, and to grow and thrive into the future.

For this reason we have embarked on a pioneering, ambitious and visionary programme of reform in order to deliver high quality, safe, person-centred care to every person every time from sustainable services. This is enabling us to empower and draw on the diversity, energy and experience available at all levels throughout our health and care system, so that we can problem-solve complex challenges and co-design and deliver innovation. We are achieving this through radical changes in how we organise ourselves, and we believe that this is putting the right foundations in place for our ambition and commitments to become a reality

The power we have to transform our organisation and our services is inestimable. As leaders, every one of us plays a vital role in taking our work forward, and keeping our focus on what really matters. Everything we do, whether big or small, makes a difference.

Job description

1. JOB IDENTIFICATION

Job Title: **Assistant Director of Estates and Support Services**

Responsible to: **Director of Infrastructure and Support Services**

Department: **Estates and Support Services**

Directorate: **Infrastructure and Support Services**

Operating Division:

Job Reference:

No of Job Holders: **1**

Last Update (insert date): **16 June 2022**

2. JOB PURPOSE

To provide leadership, strategic direction, operational and resource management for the delivery of Facilities services across NHS Ayrshire & Arran and to ensure that the corporate Support Services and Estates strategies are aligned to effectively support the delivery of NHS Ayrshire & Arran's wider corporate objectives.

Establish and develop integrated services based on a "Once for Ayrshire" principle.

Lead and promote the development and implementation of the Support Services and Estates Development strategies, locally, regionally and nationally.

Develop and manage a safe and sustainable physical environment that is welcoming, fit for purpose and facilitates healing and well being for staff and patients.

Persuade and influence partners and key stakeholders in support of the strategic agenda and in negotiating change.

NHS Ayrshire & Arran is ambitious in developing its Estates and Support Services to support organisational change and modernise service delivery for the benefit of patients and staff. The postholder will act as a key advocate of this agenda.

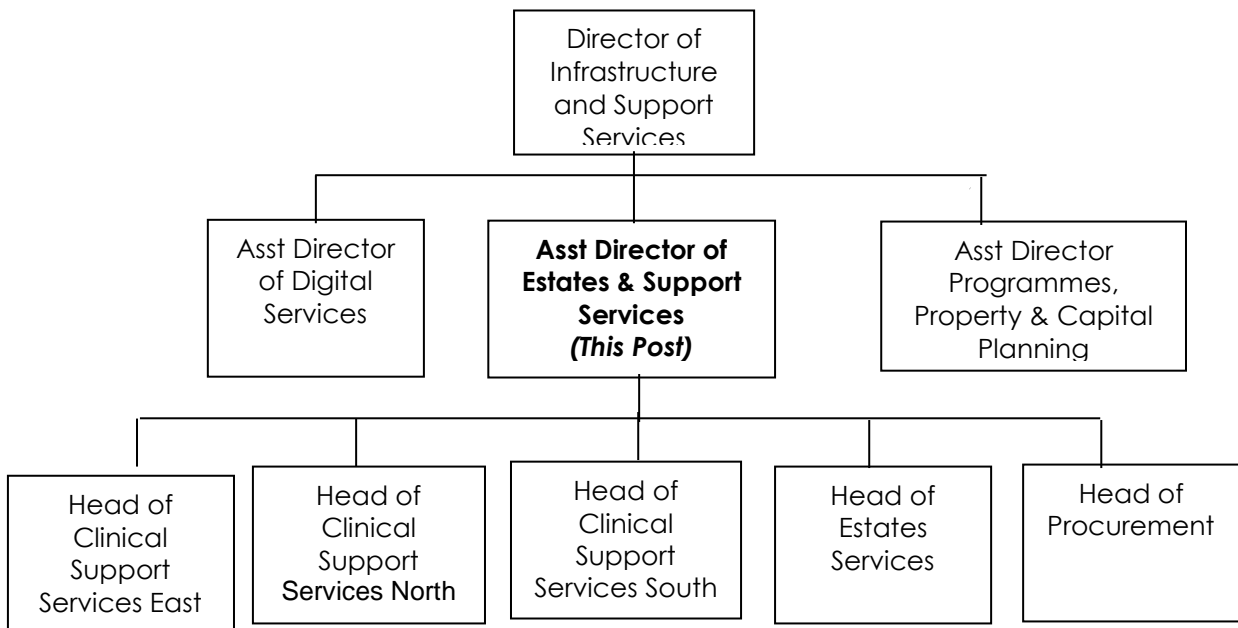
3. DIMENSIONS

System wide service provision

In addition, the postholder will have full delegated responsibility for the following:

Number of staff:	1051 WTE
Revenue Budget:	£40.1 recurring
Capital Budget:	£0.8m
Value of Estate:	
No of Sites:	
Energy Budget	£7.2m

4. ORGANISATIONAL POSITION



5. ROLE OF DIRECTORATE

The Directorate is responsible for delivering the following services on an organisation wide basis across NHS Ayrshire & Arran:

Cost effective Digital Services to enable service modernisation and the delivery of effective and safe patient care

Development and support of the digital technical infrastructure (servers, desktops, local and wide-area networks) to enable the safe and secure sharing of information across NHS Ayrshire & Arran in a secure managed environment.

Developing and extending information literacy and Business Intelligence across the organisation by developing information sources, extending access and ensuring that appropriate training and development programmes are provided for staff throughout NHS Ayrshire & Arran.

Managing, developing and maintaining NHS Ayrshire & Arran's estate (including the PFI sites at East Ayrshire Community Hospital (EACH), the Ayrshire Maternity Unit (AMU) and the NPD Community and Mental Health facility at Ayrshire Central site) whilst ensuring compliance with all statutory standards and working practices, including Fire Safety.

Delivering safe, effective and efficient Facilities services to provide the highest possible standards and quality of care to patients, staff and visitors.

Providing and managing Telephony Services

Energy Management and Sustainability

Central Decontamination Unit and Managed Endoscopy Technical Services

Energy and Carbon Reduction programmes (CRC) targets

Procurement Services.

6. KEY RESULT AREAS

VISION

- In line with the organisations Caring for Ayrshire vision, develop state of the art Support Services in recognition of the importance of these services in terms of their impact on the patient's experience of NHS Ayrshire & Arran and in the provision of a safe and healing environment for patients and staff.
- Lead the development and delivery of services allied to a strong customer culture, with challenging service targets, which directly support the implementation of NHS Ayrshire & Arran's overall clinical service delivery strategy and priorities, including the achievement of national targets.
- Develop and communicate a clear vision for the services managed and place this in the context of a sustainable future for NHS Ayrshire and Arran.

- Establish state of the art Estates services in recognition of their importance in providing a safe and therapeutic environment for staff and patients.
- Develop and communicate a clear vision for the services managed and place this in the context of a sustainable future for NHS Ayrshire and Arran

SUPPORT SERVICES

- Lead on the development of an organisation wide Support Services strategy including Catering; Domestic; Portering; Laundry and Linen services; Security Services; Environment (including Energy Efficiency, Clinical and Domestic Waste Management, Biodiversity); Procurement and Supplies; Gardens and Grounds maintenance; Car parks; Transport; Telephone Switchboard services; Travel Planning and general support services including the Central Decontamination Unit (CDU); covering all buildings, to ensure effective and efficient service provision and a safe, clean and pleasant environment for patients, carers and staff, in accordance with statutory requirements and guidelines.
- Develop, plan and implement effective, efficient and responsive Support Services incorporating the highest standards of customer care, in conjunction with clinical staff, patients, carers and their representatives, to ensure that healthcare objectives are realised and the experience of patients is enhanced.
- Ensure that all services are delivered in accordance with statutory requirements, national best practice guidelines, and local Service Level Agreements.
- Utilise technology to record and monitor operational performance against targets and use benchmarking tools and regular customer feedback to ensure that services are providing value for money.
- Support and where appropriate, lead on the development and implementation of NHS Ayrshire & Arran's environmental programmes and policies, including management of environmental performance, energy conservation, waste management, water, and biodiversity, in accordance with national policies and NHS Scotland's Environmental Action Plan.
- Manage security staff and ensure that effective security is provided on all sites.

BUSINESS SUPPORT AND DEVELOPMENT

- Design and development of Directorate Support services in conjunction with users and delivery teams to support achievement of Directorate service, cost, quality and people objectives
- Direction and support in relation to all aspects of Directorate service redesign and change management activity
- Work with service delivery teams to ensure that the Directorate meets its statutory and legal requirements and that compliance is achieved in relation to applicable standards, policies, procedures and reporting requirements
- Evidence compliance and service, cost, quality and people performance via monitoring activity and production of appropriate management information including reports and Key Performance Indicators / Balanced Scorecard

- Provision of professional and effective admin support services to Directorate management teams, to support achievement of Directorate service, cost, quality and people objectives.

ESTATES SERVICES

- Lead on the development of an organisation wide Estates Development and Support strategy covering all buildings, grounds and car parks to ensure a safe, clean and pleasant environment for patients, carers and staff, in accordance with statutory requirements and guidelines.
- Ensure that the strategy delivers a well designed, therapeutic and healing environment for patients and staff, and is clearly aligned to the NHS Board's healthcare service delivery plans to enable provision of the highest standards of clinical care.
- Lead on the implementation of Ayrshire and Arrans "Climate Change and Sustainability Strategy" supporting the implementation of the DL (2021) 38 – "A Policy for NHS Scotland on the Climate Emergency and Sustainable Development".
- Ensure the highest standards of design for all new premises developments and refurbishments, in conjunction with Property Services, the Capital Planning Team and clinical staff, to ensure the provision of a modern and therapeutic healthcare environment for patients.
- Represent NHS Ayrshire & Arran on national groups.
- Responsible for the overall management of the estate, including buildings and fabric; engineering and mechanical services; electrical services; energy distribution and usage; Health & Safety in accordance with statutory requirements, best practice guidelines and standards.
- Within the resources available, ensure that NHS Ayrshire & Arran's estate is effectively maintained, based on clear priorities, planned maintenance programmes and Service Level Agreements, in accordance with statutory requirements and best practice guidelines to ensure that it is fit for purpose.
- Utilise technology to record and monitor operational performance against targets and use benchmarking tools and regular customer feedback to ensure that services are providing value for money.

Work closely with the Capital Planning Team on Capital projects and programmes

- Ensure that external contractors are effectively managed in accordance with the NHS Board's policies, practices and procedures and work closely with the Asst Director of Occupational Health in ensuring the necessary Risk Assessments are in place and up to date.
- Contribute to and where appropriate lead on the development and implementation of NHS Ayrshire & Arran's environmental programmes and policies, including management of environmental performance, energy conservation, waste management, water, land utilisation, and biodiversity, in accordance with national policies and NHS Scotland's Environmental Action Plans.
- Ensure that effective security systems are provided on all sites, including CCTV systems where appropriate.

- Ensure compliance with NHS Scotland Fire Safety regulations and all other statutory requirements.
- The postholder will also be the Board's Designated Officer (Fire).

PARTNERSHIP WORKING

- Lead on the development and implementation of alliances with public sector partners including the 3 Health & Social Care Partnerships (HSCPs), both locally and nationally, to ensure that best possible use is made of the NHS Board's assets. Identify opportunities to develop shared services to ensure best value.
- Identify opportunities for developing shared Digital Services with Local Authorities and other NHS Boards locally, regionally and nationally.
- Work closely with staff side and employee representatives, to ensure strong and effective partnership working

WORKFORCE DEVELOPMENT

- Develop the workforce at all levels to lead, design and deliver effective and efficient services.
- Build and develop world-class leaders and teams for each service delivery area.
- Ensure all staff are working to a clear set of agreed objectives which are performance managed year-on-year and complemented by high levels of staff development.
- Ensure that resources are managed and deployed effectively. Continually review resource levels and skills to ensure the ongoing delivery of effective and efficient services to users.

PERFORMANCE DEVELOPMENT AND GOVERNANCE

- Develop and deploy effective comparative benchmarking tools to ensure and demonstrate effective and efficient service delivery and value for money.
- Develop, implement and monitor key performance indicators for the standards of operation of the department, making continuous improvements in achieving organisational objectives and serving internal and external stakeholders.
- Implement plans for the achievement of specific improvements and priorities within the corporate performance and management system.
- Ensure that all services are delivered within the agreed revenue and capital budgets.

- As a member of the Directorate's Executive Management Team, contribute to the wider development of corporate service objectives, policies, management and governance arrangements.
- As a member of the Directorate's Executive Management Team, participate in a continuous review of the services delivered by the Directorate and ensure that anticipated benefits and value for money are being realised.

LEADERSHIP

- Understand and anticipate the complex service needs of NHS Ayrshire & Arran and ensure that these are met in the most effective way.
- Lead, motivate and develop the Departmental teams to exceed expectations within an environment of mental and physical wellbeing and organisational learning.
- Uphold and champion the organisational values of Caring, Safe and Respectful.

7a. EQUIPMENT AND MACHINERY

- Personal Computer
- Video conferencing

7b. SYSTEMS

- Demonstrate a broad understanding of the key determinants of health and healthcare including national policy frameworks
- Understand and apply the concepts of performance management systems, quality assurance systems, financial reporting systems, benchmarking and best practice.
- IT literate and competent in the use of IT software to capture, analyse and transform service performance and financial data into management information to aid decision making, performance improvement and service development across the Directorate
- A sound understanding of Board policies and procedures and ability to apply these consistently.

8. ASSIGNMENT AND REVIEW OF WORK

The post reports to the Director for Infrastructure and Support Services and is responsible for providing high level management and co-ordination at corporate and strategic levels.

The postholder is fully accountable for leading and driving progress with in the identified areas of responsibility and within the parameters of established national and local priorities, policies and procedures.

The post operates autonomously within this framework and is expected to function as a source of expertise and advice at the highest levels.

Review of performance in the post is undertaken through the agreement of performance objectives and individual performance appraisal by the Director for Infrastructure and Support Services. Formal appraisal is undertaken on an annual cycle but the Director for

Infrastructure and Support Services will undertake more frequent ongoing informal reviews of current developments and progress on major issues on an ongoing basis.

The Director for Infrastructure and Support Services may give authority where necessary for the post holder to proceed with matters outwith the scope of his / her delegated authority.

Interaction and relationships with the very diverse range of service users, stakeholders and professional groups will be critical and will necessarily determine the overall direction and priorities of the department.

9. DECISIONS AND JUDGEMENTS

- The post holder is required to make decisions which will ensure that the Department is able to meet its service objectives on an effective and sustainable basis.
- The post holder is an authorised signatory for the Department with authority to order goods and services in accordance with standing financial instructions and within agreed delegated limits.
- The post holder is expected to anticipate and resolve problems independently and with the minimum of supervision. Typical judgements include decisions around local priorities for service developments, actions to ensure delivery of challenging targets and operational actions in response to service delivery, budgets and staffing matters.
- The postholder on occasion will provide cover for the Director and required to make decisions on the Directors behalf.

10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

- Transformation of an integrated multi-service department, building effective teams with a strong customer service culture.
- Understanding the wide-ranging and complex service needs of a large organisation and ensuring that these are met in the most effective way.
- Developing and embedding a culture and practice of service modernisation; change management and benefits realisation across NHS Ayrshire and Arran.
- Challenging existing working practices, leading and managing organisational change.

11. COMMUNICATIONS AND RELATIONSHIPS

The post holder is expected to communicate with a wide range of senior clinical and non-clinical staff across NHS Ayrshire & Arran and with senior officials in external organisations in the public and private sectors. Excellent communication skills are required to persuade others and negotiate the implementation of change. The post holder is expected to have strong presentation skills and to be able to express a view convincingly and coherently, both orally and in writing.

Examples of the main contacts are:

Internal

Departmental Directors
Clinical leads
General Practitioners
Capital Programme Management Group
Staff within the Department
Committees of the NHS Board
Senior Management Colleagues in other Directorates
Health and Social Care Partnerships
Service Users
Area Partnership Forum

External

Suppliers
Local Authorities (3)
Other Statutory Agencies
Local Politicians
Local Media
eHealth/ Digital Service leads in other NHS Boards
Information and Statistics Division (ISD)
Scottish Government Departments.

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

Physical

- Able to use a PC and associated equipment
- Able to drive
- Able to work across a number of different locations

Mental Effort

- Strong analytical and numerical skills
- Able to quickly digest and take action to address complex and sensitive issues
- Effective time management skills, ability to prioritise and meet tight deadlines
- Adaptable and able to respond to unpredictable demands
- Able to deal with frequent interruptions which impact on priorities and require immediate decisions and a rapid change in focus and nature of the task being undertaken at the time
- Able to sustain intense periods of concentration
- Ability to think laterally and deliver imaginative solutions.

Emotional

- Approachable and supportive
- Calm and resilient under pressure
- Adaptable and flexible
- Able to relate to staff, patients and the general public in an understanding and sympathetic manner
- Able to resolve conflict situations including disciplinary and grievance issues
- Dealing with complaints and meeting with service users and / or patients who are dissatisfied with or have been adversely affected by various aspects of the service
- Dealing with enquiries or concerns expressed by Councillors, MPs or MSPs
- Able to maintain an objective perspective on complex and controversial issues
- Manage organisational change including service modernisation, redeployment and redundancy.

Environmental

- Awareness and understanding of Board wide environmental issues including energy efficiency, ethical procurement and biodiversity.

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

FACTORS	ESSENTIAL	DESIRABLE
Qualifications And Training	<ul style="list-style-type: none"> • Educated to Degree Level in a relevant subject or equivalent experience • Management Qualification in a relevant discipline to Masters level • Management training and development/Record of Continuous Professional Development. • Subscribing member of a relevant professional body • Driving licence • Minimum of 10 years senior management experience including the direct management of teams of technical staff either within the NHS or a similar large and complex organisation • Track record of successfully delivering major projects / programmes 	<ul style="list-style-type: none"> • Post-graduate qualification in a relevant area • Relevant technical qualifications e.g. Programme Management, engineering related

<p>Experience</p>	<ul style="list-style-type: none"> • Commercial acumen and business skills • Demonstrable senior management experience, including experience within a large and complex organisation • Track record of successful organisational change / transformation leading to service improvement and benefits realisation • Evidence of improving organisational performance through successful development and implementation of major change • Experienced in corporate governance • Effective management of budgets and resources • Empathy with and clear understanding of public sector values • Corporate working at senior management level and shared decision-making responsibilities • Delivery of major / complex capital projects to time, cost and quality. 	<ul style="list-style-type: none"> • Previous experience within an NHS hospital setting
<p>Competencies & Personal Skills</p>	<ul style="list-style-type: none"> • Demonstrable transformational leadership skills • Ability to demonstrate a high level of interpersonal, motivational and presentation skills combined with a supportive and visible leadership style. • Demonstrable resource management experience • Excellent communications and influencing skills • Excellent analytical skills • Demonstrable credibility in relationships with a broad diversity of professionals • High intellectual ability, experience in developing 	

	<p>and communicating 'big picture' thinking</p> <ul style="list-style-type: none">• Emotional intelligence• Influencing skills• Flexibility in developing and managing professional relationships• Interpersonal skills capable of generating commitment among partners and key stakeholders to the strategic agenda and the benefits of working in partnership• Ability to demonstrate the critical leadership behaviours, identified as essential to achieving success within NHS Scotland:<ul style="list-style-type: none">➤ Working in partnership➤ Learning and development➤ Staff welfare and development➤ Improving performance through team working➤ Communicating effectively➤ Achieving results	
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NHS Scotland Core Leadership Competencies

Core Competency	Examples of performance criteria / related behaviours
1. Strategic Focus	<ul style="list-style-type: none"> • Understands the vision of the organisation and their role in achieving this. • Sets longer terms plans and develops contingencies. • Understands external environment and its potential impact. • Is aware of relevant National and Local initiatives, imperatives and factors influencing local health service provision. • Translates broad strategies into specific objectives and action plans. • Aligns resources, processes and systems to support strategic priorities.
2. Collaborative / Partnership Approach	<ul style="list-style-type: none"> • Promotes collaboration and teamwork across organisational boundaries. • Creates an open, team environment where differences can be discussed constructively. • A balanced view of conflicting perspectives is established. • Cultivates an active network of relationships inside and outside the organisation. • Understands current power and political relationships. • Recognises and responds to the concerns of others and takes a systematic approach to the development and maintenance of effective partnership working. • Has a sound understanding of multi-agency influencing and decision making protocols.
3. Achieving results and making decisions	<ul style="list-style-type: none"> • Key accountabilities, judgement and decisions are accepted and acted upon. • Sets and pursues appropriate goals for self and service. • Is committed to achieving results and demonstrates a strong commitment to organisation success. • Manages stakeholder expectations to achieve results. • Reviews key indicators and uses management systems to monitor progress. • Demonstrates a creative approach to problem solving. • Able to work effectively under pressure. • Important issues in a complex situation and their implications are identified.
4. Managing resources	<ul style="list-style-type: none"> • Recognises and capitalises on staff strengths and abilities. • Engages staff in understanding all decisions affecting them. • Establishes clear objectives and results for all staff. • Develops staff to achieve. • Assigns clear authority and accountability. • Aware of employee issues and responds appropriately. • Aligns available resources to agreed service priorities. • Delivers financial responsibilities and develops contingencies.
5. Interpersonal approach	<ul style="list-style-type: none"> • Promotes ideas and proposals persuasively; provides compelling rationales. • Shapes stakeholder opinions and negotiates win/win solutions. • Builds a broad base of support among key decision makers and influencers. • A balanced approach which demonstrates both empathy and a focus on facts, problems and solutions is maintained when handling emotional situations.

6. Change and improvement	<ul style="list-style-type: none"> • Champions new initiatives and service redesign. • Stimulates and develops innovative ideas and improvements based on accurate data. • Challenges status quo and resistance. • Prepares others to understand and accept change. • Is proactive, utilising intelligence to support proposals. • Is recognised as an enabler of change. • Demonstrates resilience to continuous/ concurrent change. • Able to make hard decisions when implementing change. • Works well with ambiguity or impartial data. • Is flexible and adaptable.
7. Professional development	<ul style="list-style-type: none"> • Areas for development are identified through reflection and appropriate strategies pursued to improve performance. • Area of strength are recognised and consistently applied. • Constructive feedback is sought and acted upon to improve professional performance.
8. Respects diversity	<ul style="list-style-type: none"> • Supports and enables fair treatment and equal opportunity for all. • Establishes an environment where staff are comfortable raising issues or concerns. • Challenges inappropriate behaviour and prejudice effectively. • Managing people on an individual basis. • Fostering relationships with people who have different views. • Actively mentors and coaches staff and colleagues. • Recruits and develops talent from all backgrounds. • Actively seeks and applies diverse views and perspectives • Applies employee policies in a constructive way for all staff. • Uses inclusive language. • Applies inequalities sensitive approach to service delivery.
9. Governance	<ul style="list-style-type: none"> • Maintains focus on strategic issues and priorities to ensure required organisational performance is achieved. • Monitors organisational performance and exercises accountability for results. • Makes and supports decisions that support effective financial, clinical and employee results. • Ensures organisation fulfils its financial, clinical and staff responsibilities. • Examines and defines factors that could adversely affect performance or delivery of committed activities. • Ensures compliance with statutory or policy obligations. • Quantified and assigns probabilities to risks and opportunities (level and likelihood).

Summary of terms and conditions of employment

General

The terms and conditions of service for this post are contained within the Agenda for Change handbook.

Remuneration

Agenda for Change Band 8D ranging from £88 385 to £92 424 per annum. Entry point on the salary scale will take account of previous NHS service/experience.

Hours of work

This post is full-time i.e. 37.5 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

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 will be payable to the successful candidate in accordance with the Board's policy. NHS Ayrshire and Arran will pay up to £12,000 towards all expenses incurred, however, any amount in excess of £8,000 is subject to Income Tax, payable by the employee at source.

Motor Vehicle Provision

There may be provision for a leased car.

How to apply and the selection process

The Job Description and Person Specification are designed to inform applicants of the essential and desirable criteria – qualifications, experience, skills and personal attributes - which are sought in the appointment of the Assistant Director of Estates and Clinical Support Services.

Assessment against these criteria, as well as the NHS Core Leadership Competencies will inform the recruitment and selection process for the appointment.

The selection process will include:

- **Application:** Completion of on-line application together with completion of Record of Achievement.
- **Record of Achievement:** You are asked to submit 2 achievement statements to demonstrate evidence of strategic leadership and delivery of change. For each achievement statement you should complete a separate form detailing the following aspects:
 - Describe the context and content of the achievement.
 - What was your role?
 - What was the outcome?
 - What did you learn from your experience and what would you do differently next time?

Please note the template for the Record of Achievement is included as an appendix to the job pack for information. Both statements should be submitted to JobTrain at:

[Insert link](#)

- **Assessment Centre:** shortlisted candidates will be asked to participate in a behavioural assessment exercise prior to interview, which will be used to inform the selection process.
- **Stakeholder Event:** this will involve candidates engaging with a number of Director and professional colleagues.
- **Formal Interview:** Values Based Competency Interview.

The recruitment timeline is as follows:

- Closing date for applications is **Sunday 16th April 2023**
- Shortlisted candidates will be notified by **Friday 28th April 2023** and invited to participate in the behavioural assessment exercise during week beginning **Monday 1st May 2023**
- Interviews will be held on **Wednesday 10th May 2023**

Interview panel members are:

- Nicola Graham, Director of Infrastructure and Clinical Support Services
- Jenny Wilson, Director of Nursing,
- Paul Allen, Director of Infrastructure and Sustainability (NHS Grampian)
- Alison Potts, HR Manager

Useful web links

NHS Ayrshire & Arran



NHS Ayrshire & Arran website: <https://www.nhsaaa.net/>

Finance

- Revenue Plan 2021/22 – <https://www.nhsaaa.net/media/10483/2021-03-29-bm-p23-revenue-plan.pdf>
- Capital plan 2021/22 <https://www.nhsaaa.net/media/10462/2021-03-29-bm-p24-capital-investment-plan-2021-22.pdf>

Quality Strategy

- <https://www.nhsaaa.net/media/8286/20191217nhs-ayrshire-arran-quality-strategy-v070.pdf>

Health & Social Care Partnership (H&SCP) Websites

East Ayrshire H&SCP



<https://www.east-ayrshire.gov.uk/SocialCareAndHealth/East-Ayrshire-Health-and-Social-Care-Partnership/Health-and-Social-Care-Partnership.aspx>

North Ayrshire H&SCP



<http://nahscp.org>

South Ayrshire H&SCP



<https://www.south-ayrshire.gov.uk/health-social-care-partnership>

NHSScotland



Scotland's Health on the Web (SHOW) - <https://www.scot.nhs.uk/>

Record of Achievement

Guidance: You are asked to submit two achievement statements to demonstrate evidence of your strategic leadership and delivery of change.

Achievement:

Describe the achievement and the content/content.
What role did you play in this work?
What was the outcome?
What did you learn from this and what would you do differently next time?