#### **JOB DESCRIPTION**

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| JOB IDENTIFICATION |
| Job Title: ESTATES PROGRAMME MANAGER  Responsible to: HEAD OF HARD FM (ESTATES)  Department(s): ESTATES  Directorate: FACILITIES  Operating Division: LOTHIAN  Job Reference: 167517 R2  No of Job Holders: 1  Last Update: March 2022 |

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| 2. JOB PURPOSE |
| To provide a complete building projects management service from inception stage to project completion ensuring that designs processed are pragmatic, functional, suitable and provide the client with maximum value for money. This will include appointing and managing external consultants and contractors when required.  To apply operational expertise as part of the Estates Department’s Senior Management Team with regards strategic and policy planning.  To absorb full operational responsibilities for the Estates Department out of hours and as required on other occasions.  To provide professional advice to other Estates Officers on contract law procedures and processes. |

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| **3. DIMENSIONS** |
| Manage multiple projects crossing Back Log Maintenance, Clinical Request and any other Capital Projects under the delivery profile of Estates Projects (project ladder). Staffing Responsibilities:  Day to day management of a team of professional skilled project managers to ensure an effective programme delivery.  Financial Responsibilities:  Project Range: Up to £10M for individual projects and totalling up to £15m per annum. (These figures may be exceeded, dependant on Divisional Strategic Plan, equipment/enabling works ratio and Estates Department involvement in future major capital developments)    The post holder is employed within NHS Lothian and there will be a requirement to work flexibly across Lothian to meet service demands. |

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| Maintenance  Estates Officer  - RHSC & WGH |
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| 5. ROLE OF DEPARTMENT |
| The objective of the Department is to operate and maintain a physical environment in which healthcare can be delivered to the patient, providing professional advice and guidance on Estates management matters.  The main elements being the maintenance of both building fabric and services, e.g. external and internal finishes, fittings and fixtures, plumbing, electrical and mechanical services, piped medical gases, etc.  The Department ensures compliance with all statutory requirements in relation to safe working practices and safe operation of plant, equipment and services, making certain that records are kept of all aforementioned activities.  The Estates Department also provides a project management service to the Division from initial brief and preparation of contract documentation through tendering, contract supervision to completion. The Works can range from minor alterations to major refurbishments.  The Department also manages the RIE PFI Contract, ensuring it is monitored in terms of quality assurance and efficiency within the Royal Infirmary. It is also responsible for negotiating with Haden re their terms of contact for Royal Infirmary. |

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| 6. KEY RESULT AREAS |
| 1. Initiate and participate in discussions with the client, interpreting, analysing and advising on the practicalities and likely cost of contract work proposals. Contributing and developing brief to a workable condition, ensuring that all parties are informed as to its consequence; 2. With appointed Design Team, prepare sketch plans/detailed drawings and detailed trade and component specifications to provide the client with a pictorial understanding of proposals with a view to finalising project design; 3. Member of the Estates Department’s Senior Manager’s group, advising on all maintenance, technical, staffing and project issues, and formulating general Estates Department policies; 4. Procure contractors for each project following Divisional Standing Financial Instructions, European Community and all Government regulations, following submission and approval of tender report, appoint Main Contractor and Principle Contractor as appropriate ensuring that they are carrying out the works; 5. Commission and manage major Capital Projects (can be up to and in excess of £10m) from inception, through the development of the project, procurement of the Design Team and Main Contractor, and the monitoring and controlling of the progress and performance in order to ensure successful conclusion of all contracts; 6. Take responsibility for, monitor and control all delegated project expenditure (up to £15m annually). Provide monthly detailed Cost Reports on each project for LHB; 7. Lead Construction Team in monitoring and controlling main contractors to ensure that the design specification and financial objectives are complied with. This will include issuing variation/site instructions, maintaining accurate records of work done (in the event of litigation), verification of valuations, compliance with Health & Safety, maintaining work flow/progress and control budgeting of given projects; 8. Day to day management of a team including monitor their performance, promoting attendance, PDPR, participating recruitment, first line disciplinary/grievance processes 9. In conjunction with the Head of Estate Services and other senior Estates Managers, review annually and prioritise essential investment on extra-ordinary maintenance projects - managing a number of projects directly and participating in the allocation of projects to other Estates Officers; 10. Responsible for the monitoring of the extra-ordinary maintenance programme including regular review of progress, financial reporting and management of the fund; 11. Liaise closely with Project representatives for the University of Edinburgh, and the Divisional Major Capital Works Team, in conjunction with Estates Maintenance Manager to ensure interface with others responsible for new works within the Division estate; 12. Liaise closely with the Hard FM Area Managers before, during and after completion of each project to ensure resources within maintenance management and the directly employed labour are available when required within the project programme. On completion of each project ensure that revised maintenance plans are put in place to service the revised property/engineering service configuration; 13. Provide expert advice to Estates colleagues in the management of delegated projects and monitor compliance with Standing Financial Instructions, and National and Departmental policies; 14. Provide performance, statistical and summary information on Projects on a monthly basis in order to aid planning (for existing and future projects) for, budget control and performance assessment of the project, consultants and contractors. These reports will be circulated to the Head of Facilities and Capital Planning and the Head of Estates Services and also to NHS Scotland. 15. Provide expert advice on projects and give assistance to the Chief Executive or General Managers for inclusion within Service Change or Development Business Cases and to the Divisional Service Change and Capital Planning Group to assist with investment planning in order to make an effective contribution to the corporate as well as to the Estates Department’s success; 16. Develop Estates Department policies, procedures and strategies for procurement and management of contracts, including all tendering arrangements to ensure strategic objectives are met. Develop long term Strategic planning by providing necessary project support information; 17. Ensure that safe systems of work are initiated for all work undertaken within the control of the Department including contractors and in-house staff, liaising with the Planning Supervisor as required; 18. Implement one delivery model across all projects – initiate, employers requirements, contractor proposals, handover, etc 19. To prepare specifications for proposed new equipment, review and report on equipment performance and advice on future purchasing the post holder will be required to be aware of all technological developments in Building Control Regulations and energy and environmental fields, evaluate these and when appropriate prepare financial submission. In conjunction with specialised contractors design and develop new systems or equipment to meet the requirement of Scottish Health Technical Memorandum.      1. 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. |

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| 7a. EQUIPMENT AND MACHINERY |
| The following are examples of equipment which will be used when undertaking the role.  Personal Computer  Laptop and projector  Telephone  All Facility Systems and utility distribution.  **Note:** New equipment may be introduced as the organisation and technology develops, however training will be provided. |
| **7b. SYSTEMS** |
| The post holder will be required to use the following systems in the course of their work for developing and monitoring project plans, producing reports and analysis project information:  Detailed knowledge in design and use of the Divisions Building Management System.  Develop department computerised Data Management System incorporating all ISO 9001-2000 documents and related procedures.  Be familiar with and proficient in the use of AutoCAD.  Develop Intranet facility for Quality and Environment.  Regular use of the Internet, Intranet, Outlook email system and Microsoft Office software – Word, Excel, Access, Publisher, PowerPoint, Teams – to support programme management/development work and project monitoring/reporting.  Project and Performance Management systems to support planning.  **Note:** New systems may be introduced as the organisation and technology develops, however training will be provided. |

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| 8. ASSIGNMENT AND REVIEW OF WORK |
| The postholder’s work is self-directing within purpose and objectives of post. Works within broad guidelines agreed by the Head of Hard FM to achieve service development and delivery.  The work will be reviewed as part of a regular review process between the postholder and the Head of Hard FM.. |

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| **9. DECISIONS AND JUDGEMENTS** |
| The job holder will be expected to develop the required project documentation, managerial policies  and procedures without direct supervision and to take decisions within the parameters set out in the  relevant guidance. The job holder will be required to interpret such policies and guidance on behalf of NHS Lothian to  ensure the robustness, validity and compliance of all Business Cases, etc.  The job holder will be expected to anticipate problems and to explore options to resolve these  problems without direct supervision, ie in the case of a major capital project the job holder would beexpected to identify if there is a revenue gap and then to identify ways in which the gap can be closed. |

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| 10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB |
| * Lead multidisciplinary project/design teams from inception to completion of projects, ensuring adequacy of brief, the clear understanding of the client on project content and programme; * Undertaking complex developments within congested and occupied premises to demanding programme and completing same within agreed timeframe and financial targets; * Control and manage multi-discipline contracts lead by main contractors to ensure that projects are delivered on time, within budget and at the desired quality ensuring that they meet the requirements of the client group; * Deliver the benefits of reconfiguration and manage the integration of services across all sites. |

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| **11. COMMUNICATIONS AND RELATIONSHIPS** |
| The postholder will communicate orally, in writing and by report to the Head of Estates Services. The postholder will have regular contact with the following: **Internal**   * ***Chief Executive;*** * ***Divisional General Managers*** * ***Head of Departments*** * ***Operations Managers***   Reason: To provide project and budget information and general assistance and to develop effective partnerships and work collaboratively within the department and across the Division;   * ***Human Resources*** * ***Estates Staff*** * ***Fire Officers*** * ***Trade Union Representatives*** * ***Health and Safety Advisory Service***   Reason: Human Resources planning, training, supervising of staff and managers; **External**  * ***Historic Scotland*** * ***Edinburgh Council’s Building Control and Planning Departments***   Reason: Formal and informal contact as part of the planning and statutory approvals procedure for building works;   * ***External Consultants*** * ***Contractors***   Reason: Communication needed as part of managing a project and also during the appointment and evaluation process;   * ***Senior Managers from external organisations*** * ***Authorising Engineers (High Voltage and Piped Medical Gases)***   Reason: Formal and informal contact needed to exchange safety and operational information. |

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| **12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB** |
| **Physical Effort**  There is a daily combination of sitting standing and walking.  There is an occasional requirement to carry moderately heavy bags, files and equipment to meetings/presentations on a rare occasion.  **Mental Effort**  There is a frequent requirement for a high level of prolonged concentration when undertaking analytical work, conducting negotiations, chairing meetings, delivering presentations, drafting papers/minutes.  There is a frequent requirement to respond to unpredictable and competing demands of the Service by re-prioritising immediate and longer term work plans.  There is a frequent requirement to meet competing targets and deadlines over a range of issues ie financial, regulatory and legislative.  The job holder will be expected to demonstrate the mental acuity to manage several a highly complex and diverse issues concurrently.  **Emotional Effort**  There is an occasional exposure to emotional circumstances arising from staff problems and/or disciplinary procedures.  There is occasional exposure to conflict and conflicting views when professional opinion/approaches with project and design teams differ.  Working Conditions:  Office conditions |

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| 13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB |
| Educated to SCQF level 11 e.g. professionally qualified and registered via an appropriate institute i.e. requiring education to Masters level;  Experienced manager with background in Estates Maintenance and project management within a large complex organisation and significant experience in management.  Excellent interpersonal skills, with ability to relate to and understand the needs of other clinical and management professionals from various Departments throughout the Division.  Experience of computerised planning programmes and computer-aided design in order to control and contribute to the project development and management process.  Skills and Experience:  Experience in management and inter-personnel communication, able to act as a team leader on large projects with the ability to play the leading role in management decisions.  Significant experience in Senior Management of a commercial / professional business or Health Service facilities.  Knowledge of current legislative requirements (facilities, health and safety)  Excellent verbal and written communication skills  Problem solving and decision-making skills.  IT Skills and experience to a level that will allow participation in System Development and advanced level use of MS Word, Excel, Teams and PowerPoint. |

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| **14. JOB DESCRIPTION AGREEMENT** | |
| A separate job description will need to be signed off by each jobholder to whom the job description applies.  Job Holder’s Signature:  Head of Department Signature: | Date:  Date: |