

**NHS NATIONAL SERVICES SCOTLAND**

# JOB DESCRIPTION

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| **1. JOB DETAILS** | | | | | |
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| Job Title | | **Estates Manager** | | | |
| Immediate Senior Officer | | Head of Estates and Facilities | | | |
| SBU | | NHS Scotland Assure | | | |
| Location | | Coddington | | | |
| CAJE Ref | | HQS115 | | | |
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| **2. JOB PURPOSE**  Operationally develop and effectively manage the NSS Estate ensuring full compliance with all statutory and regulatory requirements.  Direct, lead and manage the Estates Team, ensuring the effective provision of professional and customer focused Estates and Hard Facilities Management services and a suitable business environment for NSS and third-party customers located across Scotland.  Responsible for the Estates budget and decisions on the allocation of spend across the estate. FM professional Estates lead on cross functional and SBU projects.  Responsible for the management of all NSS property leases, ensuring that NSS complies with the Property Transaction Manual. | | | | | |
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| **3. DIMENSIONS**  The post holder is responsible for the Estates service across NSS and to third party customers and external stakeholders at owned and leased properties situated throughout Scotland (64,221 square metres of accommodation with 27,263 square meters of laboratories with specialist requirements).  The post holder is the Estates professional lead for service, property, capital, and estates projects and will ensure all projects are resourced and delivered to the appropriate safety and construction standards.  The post holder holds overall budget responsibility for the property recurring revenue cost of Circa £1.6m  The post holder is responsible for full asset and property management of the estate including the digital management systems I.e. strategic asset management system, computer aided facilities management system.  The post involves regular travel across all properties throughout Scotland. | | | | | |
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| **4. ORGANISATION CHART** | | | | | |
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| **5. ROLE OF THE DEPARTMENT**  Facilities Division is part of NSS’s Directorate, NHS Scotland Assure and exists to provide a safe and fit for purpose working environment and a range of specialist, professional and customer focused services to meet our customer’s business needs by:   1. Developing and implementing strategic plans for the NSS estate and environmental management which will provide a flexible and sustainable working environment for NSS operating Divisions, staff, and other stakeholders. 2. Developing and implementing innovative and effective accommodation strategies for NSS properties and facilities to enable optimum utilisation of available resources. 3. Directly managing all NSS estate activities and the delivery of a comprehensive range of professional, efficient, and cost-effective “hard” and “soft” FM services across the NSS estate on behalf of NSS and other stakeholders. 4. Project management and delivery of all property, environmental management, and related capital projects.  * Developing policy, setting standards, promoting and monitoring the professional management of the NSS estate and the delivery of FM services to stakeholders;  1. Ensuring that NSS accommodation is provided and maintained in a condition fully compliant with Health & Safety, environmental, building and all other statutory regulations, codes of practice, clinical and licensing requirements, SGHSCD directives etc., in support of NSS Corporate, Staff and Clinical Governance obligations; 2. Providing a corporate “intelligent client” function that is the NSS centre of Facilities. | | | | | |
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| **6. KEY RESULT AREAS**   1. Direct, design, develop, lead and review Estates operational policy and corresponding, KPIs and Service Level Agreements for the provision of Estates services across NSS and to all external customers. 2. Deliver delegated, Property elements of the NSS Property and Asset Management Strategy through property acquisition and extension or amendment as appropriate of existing leases at best achievable market value/value for money for NSS and it’s partners. Direct and negotiate the successful disposal of surplus NSS and partner properties. Lead on all rent reviews, rates reviews and other property related transactions through direct engagement and negotiation, or direction of agents appointed by the post holder to negotiate on NSS behalf. 3. Lead on procuring and appointing property maintenance contracts, high level contract direction and management of the estate wide contract for NSS and other HB’s. Lead the Estates function and staff to ensure that NSS and 3rd party customer statutory and lease obligations as tenant, mid landlord and major/minor occupier are fulfilled and that the integrity of the Estate is secure, i.e. safe, statutorily compliant, operational, effective, and efficient. 4. Devise and oversee the development of robust and effective environmental management standards with arrangements across the NSS and partner estates to significantly improve environmental performance, interpreting and analysing relevant complex data, meeting government targets supplying innovation re energy saving within the Estates functional area. 5. Direct and provide professional advice on the development, monitoring, and review of a continuous programme of lifecycle replacement for NSS to ensure that estates properties remain statutorily compliant. Legislation includes but is not exclusive to; DDA, Equal Opportunities, Fire, Health and Safety at Work, Asbestos, water, ventilation, electricity, pressure systems, loler (lifting equipment), environmental legislation, SEPA licensing, MHRA and HTA licensing for SNBTS and insurance inspections. 6. Planning of and responsibility for property budgets for sites throughout Scotland covering £3,024,707M of non-recurring revenue. 7. Negotiate with and direct specialist services on behalf of NSS and 3rd parties, e.g. solicitors, surveyors, structural engineers, consultants, clinical contractors. 8. Direct and have overall responsibility for the provision and integrity of information to Scottish Government and NSS Board via IT systems: SAMS, SCART & CAFM (computer aided facilities management system), which sit within the control of Estates. 9. As head of the estates function and professional intelligent client, provide professional advisory and project direction/management service to NSS and partners on property related matters interpreting and acting in an advisory role to staff and customers who do not have subject knowledge. 10. Drive innovation and value through change and the implementation and expansion of FM services 11. Lead and develop the Estates team through personal development and performance management to ensure they have the appropriate skills to deliver services including compliance with health and safety legislation, up to date knowledge and understanding of current statutory and professional FM practice models, issues and promotion of best practice and innovation in the delivery of the Estates service. 12. Deputy for the Head of Estates & Facilities. | | | | | |
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| **7. ASSIGNMENT AND REVIEW OF WORK** | | | | | |
| The post holder agrees their objectives, with the Head of Estates & Facilities adhering to the NSS performance and appraisal system (TURAS).  Work is self-generated and prioritised, with the post holder taking responsibility for outcomes and setting timescales. The post holder is required to be proactive and self-disciplined to achieve results, and works on his/her own initiative, responding to corporate or SG initiatives, statutory requirements, intelligent client function and imperatives driven by the Estate as judged in priority by the post holder. customer requirements, team issues and requirements and general corporate and function governance. Other areas of work for the team are initiated by the post holder as service change or improvement initiatives.  Progress and results are reviewed by the Head of Estates & Facilities through the NSS performance appraisal system (TURAS), and on an ad-hoc informal basis. Areas of Discretion The post holder is accountable for the delivery of all aspects associated with the Estates function. The post holder has the discretion to run the Estates function consulting and taking advice from the Associate Director where necessary, this decision being based on professional knowledge and experience required for the post.  Budget spend, direction of workloads, for Estates and contractors.  Corporate governance role to ensure NSS values are incorporated into Estates issues and decision so that all NSS staff enjoy a fair and consistent environment and facilities within the workplace.  Direction of Estates and Hard FM service, policy areas.  Direction of Estates Hard FM function on operational policy and procedural matters, as necessary.  Direction and Acceptance of tenders and approval of works programme for large contracts and works.  Decision to plan and initiate works around the NSS estate.  Bids for capital or revenue funding for Estates.  Agreement to the recruitment of staff by the Assistant Estates Manager.  Strategies and changes to procedure (e.g. new systems, protocols to cover legislative requirements). Testing and introduction of new technologies and ways of working.  Judgements and negotiations on rates reviews and other estate issues, such as lease terms for properties, dilapidation settlements, fees etc.  Tendering and awarding of central contracts to estate wide suppliers.  Represent FM on projects as required, e.g. new pharmaceutical grade and office builds from pre- procurement up to building hand over and operational phase. Post holder required to lead on the negotiations with bidders for FM areas. Typical Judgements Professional and commercial risk to NSS, SBUs and 3rd party organizations including sub tenants – analysis of legal documents, opinion from CLO, heads of terms for lease agreements, analysis of market information regarding likelihood of success with rent reviews (whether to appeal landlord proposals).  Analysis of tender submissions for projects and consultant appointments acting as expert for Fm areas.  Reputational risk to NSS, SBUs, FM and Estates.  Financial risk to NSS, SBUs, FM and Estates  Health and safety compliance and risk  Team capabilities and levels of capability within the team.  Customer and supplier Strategies weighing up several options, researching best practice and considering NSS funding, risk appetite and culture to decide on the best approach for NSS.  Risk to the built environment, systems, and services  Corporate Crises Management in Estates and Facilities.  Staff management and disciplinary.  Professional judgements across specialist areas – FM systems, mechanical and electrical engineering, statutory responsibilities on water hygiene, pressure systems, lifting systems, gas systems, Asbestos, construction, and design management plumbing systems, building regulations etc. Post holder must regularly weigh up options and devise suitable solutions to issues daily and decide priorities for funding and maintenance across the estate. Analysis of technical information and opinions on best solutions from others (consultants and contractors, staff, and customers) and then make the final decision on the best way forward.  Contract and contractor management and performance ensuring that contract terms and conditions are suitable, deciding when these should change in the best interests of NSS, whether contractor is performing well and contracts can be extended, or poorly and contractors must be dismissed.  Contract Value For Money evaluating pricing, performance and added value  Prioritisation of need across the Estate and across the customer base  Appointment and direction of technical advisers and consultants – judgement and decision-making recommendations from these on technical or commercial areas. | | | | | |
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| **8. COMMUNICATIONS AND WORKING RELATIONSHIPS** | | | | | |
| Works as part of the NSS Procurement and Facilities team and the Facilities Senior Management Team.  Holds regular formal and informal communications with internal and external customers and providers to ensure the delivery of quality, value for money, estates services, receiving, interpreting, and providing complex information of a legal, commercial political or highly technical nature:  **Internal -** NSS SBU Directors, Associate Directors and Senior Manager (negotiating on new policy areas, advising, and directing on environmental and estates issues), Divisional line management and other representatives of customer divisions by face-to-face meetings, phone, e-mail, and memo on a regular as the need arises basis.  **External: -** t, Scottish Government, Departments, HFS and senior representatives of other Health Boards third party customers and sub tenants face to face, by phone, e-mail, and letter on an as the need arises basis. Negotiations service design, contractor maintenance strategy, price, terms, issues, and high-level complaints. landlords and managing agents, District Valuers, Local Authorities, marketing agents, professional engineers, solicitors, construction companies, architects, structural and other surveyors, design consultants, FM consultants, building maintenance providers and specialist contractors, in a professional marketplace environment, via face-to-face meetings, phone, e-mail, letter etc daily. | | | | | |  |
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| 9. MOST CHALLENGING PART OF THE JOB  Ensuring the Estate is fit for purpose and meets all statutory and regulatory compliance standards through planning and resource management, whilst dealing with competing demands within a dynamic organisation.  Harness and direct internal and external resources within a changing business environment to ensure the effective, focused, delivery of a range of structured, quality, value for money Estate Management services to meet stakeholder needs  Negotiate and deliver against service contracts to ensure performance and service levels are delivered and best value is achieved for the organisation. | | | | | |  |
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| **10. Systems**  Direction of PC based FM system (CAFM).  Microsoft office Excel, Teams, and Word programmes to draft reports, letters, spreadsheets PDF files for CAD and plans plus 3d models, project management software such as 4 Projects.  Extensive use of e-mail and mobile working.  Use of Power point for presentations.  Direction strategy, policy and procedures around Building Management Systems and all building related systems such as mechanical and electrical systems, CCTV, heating, and cooling etc control.  Understanding of all FM Mechanical & Electrical and plumbing systems and infra-structure.  Variety of Scottish Government systems such as Health Acquired Infection monitoring system, SCART, Greencode, SAMs etc. | | | | | |
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| **11. PHYSICAL, MENTAL, EMOTIONAL EFFORT** | | | | | |
| **Physical Effort**  Moderate effort required – sitting, standing, walking including outside areas in all seasons. Occasional requirement to access confined spaces and hazardous areas, climb ladders etc.(short periods of time say 30 mins). Regular travel around Scotland with post holder travelling by train to other sites weekly. Visiting, construction siteswith requirement for PPE and H&S compliance.  **Mental Effort**  High level of analytical ability and concentration required, diverse field, can be dealing with solicitors and Surveyors one minute and electrical and mechanical consultants or contractors the next. Tender work can require exceedingly long periods of concentration for more than one day at a time. As a professional post holder receives many requests for advice, decisions and mentoring each day. Frequent interpretation of legal and technical documents (legislation and leases, plans, risk assessment, method statements, GXP assessments from BTS, reports from outside licensing organisations, SEPA, water and environmental reports, tender analysis, and scoring).  Concentration – required to concentrate on subjects for extended periods of time (full days during tender evaluation, meetings/ CPD, BTS transition planning, equipment, and room data sheets, plans and other technical and legal documents/seminars/report writing/project management/analysis of proposals/ etc.)  The post holder is regularly required to concentrate on documents such as tender documentation/contracts etc but that due to the operational needs of the service may be subject to frequent interruptions by phone or by e-mail to give advice etc.  Deadlines – set by post holder and from outside imperatives such as timescales on BTS NC projects and others external deadlines are imposed and changed by the demands of the job on daily basis timescales are constantly tight and competing.  Nature of post requires many innovative ideas problem solving and out of the box thinking. | | | | | |
| **Emotional Effort**  Required to deal with conflicting demands and politics that are contradictory. Dealing with challenging behaviours from customers and staff, competing demands of resources versus customer and internal expectations, sensitive issues re DRA, capability, Diversity.  High degree of emotional intelligence is required for this post as politics, risk and people management are the core skills outside professional and technical knowledge required.  Dealing with 3rd party landlords and Health Boards performance requires persistent applied effort to obtain results.  Dealing with varying levels of staff within SBUs with conflicting understanding and priorities is emotionally draining.  Nature of post and customer facing requires a positive and supportive approach to be upheld when dealing with customers, contractors, and own staff.  Visiting sites where clinical waste, pathogens are generated and where tissues, cells and bone are harvested and stored – occasional contact with critically ill patients at clinical aphorises sites.  Visiting mortuary sites – very occasionally. | | | | | |
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| **12. ENVIRONMENTAL / WORKING CONDITIONS & MACHINERY AND EQUIPMENT**  Generally, office conditions apply, but there is very occasional exposure to cold weather conditions, dirty and hazardous areas, noise, raw sewage & confined spaces in areas such as plant rooms, roof tops, car parks, construction sites etc. Requirement sometimes for work at heights, i.e. inspections on roofs and with fixed ladders.  Use of laptop or phone for 75% of daily workload, writing reports, reviewing documents, assimilating new legislative information, forming policy and decisions, responding to e-mail, etc. | | | | | |
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| **13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB**   * Educated to degree level plus Post graduate master’s level in a relevant discipline (MSC Estates/Facilities Management, Engineering, Buildings Maintenance), or equivalent relevant experience, plus professional affiliation. * Extensive experience at senior management level, within a multi-site and multi-client estates environment, together with proven project direction and senior management skills. * Significant financial monitoring experience with budget responsibility. * Significant general staff management and client/customer negotiation and relationship handling experience, together with proven well developed inter-personal, communications, and decision-making skills.   Computer literate, with extensive experience of directing the development of a CAFM system and in a Microsoft office environment, competent in using Word and Excel is a prerequisite of the post. | | | | | |
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| **14. JOB DESCRIPTION AGREEMENT** | | | | | |
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| Postholder Print: |  | |  |  |  |
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| Manager Signature: |  | | Date: |  |  |
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