|  |
| --- |
| **1. JOB IDENTIFICATION** |
|  | **Job Title:** | **Estates Manager (EM)** |  |
|  | **Responsible to:** | **Site Manager Operational Estates (SMOE)** |
|  | **Department:** | **Estates** |
|  | **Directorate:** | **Property, Procurement and Facilities Management** |
|  | **CAJE NO:** | **N1328REV** |
| **2. JOB PURPOSE** |
| The post holder will have responsibility for ensuring the seamless delivery of Estates services enabling the provision of safe quality patient care.The post holder is part of a team of Estates managers who are professionally responsible for meeting the organisations key objectives, for the delivery of patient care by the provision of effective, efficient and safe operation & maintenance of estates services, systems and budgetary resource, in compliance with statutory requirements & mandatory NHS Healthcare standards & guidelines, for the day to day operational activities of the Estates Department, technical & managerial control of directly employed and specialist contract staff, and to manage delegated capital projects.This is a highly specialist post with a high level of expertise is required to effectively deliver the service within a multi-discipline estate function. |
| **3. ROLE OF DEPARTMENT** |
| The Estates Department facilitate the delivery of uninterrupted quality healthcare by providing a 24 hour, 7 day a week safe comfortable & statutory compliant built environment which supports the effective provision of high quality clinical care for our patients.This is achieved by maintaining and delivering an effective Planned Preventive Maintenance programme and reactive repair service as well as executing installation and commissioning works of critical plant and equipment to support the delivery of all clinical services.The Department also provide an integral contribution to the continual management & control of Health Associated Infection with respect to the built environment, in compliance with national HAI SCRIBE, Health Environment Inspectorate (HEI) & Healthcare Associated Infections Task Force audits and Facilities Management Tool (FMT).Along with providing technical support & expert guidance in the design and implementation of clinical service developments, including development support in the writing of specification & preparation of tender documents through to awarding contracts, planning & organising the projects. |

|  |
| --- |
| **4. ORGANISATIONAL POSITION** |
| Sector Estates ManagerSite Manager Operational EstatesEstates ManagerCoordinating Estates Technical Supervisor OfficerMaintenance Maintenance Technicians Craftsperson/Builder Assistant Higher AssistantLevel |
| **5. SCOPE AND RANGE** |
| The post holder is a senior manager employed by NHS GG&C, which comprises four sectors as detailed below, The post holder is based within one of these named sectors.1. South Sector
2. Clyde Sector
3. North East and West Sector
4. Partnerships Sector including HSCP

The Post Holder acts as line manager for Coordinating Supervisors, Multi skilled Trades staff and support staff as shown on attached Organisational chart.**Maintenance/Revenue Budget** – The post holder impacts directly on this budget of approximately £2 million, as the post-holder will act as an authorised purchaser/authorised signatory and will be required to order plant, materials & labour to allow the execution of maintenance activities, on the site all inaccordance with Board SFI’s.**Capital & Backlog Maintenance Budgets** – The post holder impacts directly & indirectly on these budgets, in the range £250k - £1 million. The post-holder has project control within set budgetary limits in accordance with Board SFI’s over the design, development & specification of new works, upgrades &modifications, as well as providing technical advice & support to works not directly controlled by the post- holder, through inter-action with the project manager, staff, technical consultants, design teams, contractors & specialists.**Capital Projects** – The post holder contributes to these projects, as the post-holder will facilitate the integration of new projects to existing services & infrastructure, through inter-action with the project manager, clinical & non-clinical staff, technical consultants, design teams, contractors & specialists.**Staff resource** – The post holder has co-ordinating supervisors reporting directly, supported by a range of Multi-Skilled M&E Technicians (Specialists) & Craftsmen. Maintenance Crafts-persons (joiners, |



|  |
| --- |
| Slater/plasterers) and Maintenance Assistants. The post-holder also Interacts with office staff and technical clerks, on a regular basis.Out with normal working hours the post-holder communicates directly with Shift Staff, Maintenance Technicians, Clinical & Non-Clinical Staff based on-site and on-call staff, receiving information and co- ordinating works via telephone and attending site when required.**External Contractors** – The post holder also regularly utilises the services of external contractors, both on a fixed term contract basis and an ad-hoc basis. Examples here include, Medical Gas Specialists, Lift Engineers, Nurse Call System Contractors, Heating Engineers, Electricians (Ad-Hoc Contractors), Fire Alarm System Contractors, Painters/Decorators, Floor layers (Fixed-term contractors) & Roofing Contractors.Outwith normal working hours the post-holder has complete autonomy to utilise the services of external contractors on an emergency response basis, whilst being mindful of budgetary & resource limitations for situations such as burst water mains, major electrical faults, heating breakdowns etc as and when required and when carrying out pre-planned works, such as electrical shutdowns, water main diversions,heating alterations etc. |
| **6. MAIN TASKS, DUTIES AND RESPONSIBILITIES** |
| Key duties will include, but not be limited to:-1. Overseeing the delivery of the range of Estates services ensuring consistent high quality provision including the day to day management of complex healthcare engineering and building installations such as medical gas pipeline systems, emergency power generation systems, steam\MPHW generating boilers, nurse call systems, hot and cold water systems, Legionella prevention systems, theatre plant and equipment, roofs, windows, building fabric and for analysing maintenance options to ensure the continuity of life critical systems.
2. Resolution of operational challenges to ensure the seamless delivery of services including investigating incidents & hazards reported via DATIX incident reporting system; prepare assessment and compile expert reports on findings and judgments and Investigate, analyse & diagnostics complex fault conditions electrical/mechanical systems and equipment. & provide expert technical support and guidance to technical staff & contractors
3. Ensure services provision compliance with all statutory & legislative standards and local & national policy, protocol and procedure and that all work is carried out in compliance with all appropriate statutory & mandatory guidance & legislation, including NHS Technical Memoranda & Health Buildin Notes, British Standards, Technical Standards etc;
4. Maintain a high profile presence acting as the primary Estates interface on a day to day basis with Facilities colleagues, clinical staff, patients and visitors.
5. Effectively manage a preventative and reactive building and grounds maintenance and repair servic for the benefit of patients, staff, and visitors and public including liaising with each of the audit teams in the efficient management of HAI/HEI & FMT Health Associated Infection issues, processed via the FmFirst Computer aided Facilities Management (CaFM) systems generated works reports.
6. Control, manage and authorise expenditure of the maintenance budget within delegated limits and provide multiple departments with budget costing for service development. In particular these budget costings entail the post holder obtaining information and ensuring the feasibility of the planned service development. The costing frequently cover a broad range of complex technical systems (e.g. Ventilation, Power, Water supply, Heating & Cooling, Building and Roofing etc) which require organisation and planning to ensure the project is achievable in cost and timescales. This often impact on multiple departments, services and agencies when performing site surveys etc.
7. This involves the controlling of budgets and costs during the projects and signing off the interim
 |

|  |
| --- |
| and final payments to suppliers of goods and contractors. Budgets range up to £1 million. The post holder also impacts on budgets held by others. The post holder is often required to manage multiple projects at the same time that are each within this budget range. The post holder has the freedom to employ external contractors and negotiate their contracts including prices as per the Boards SFI’s.1. Work closely with Estates colleagues, Ward Managers, Senior Managers & Heads of Departments, external contractors & consultants on a day to day basis and providing specialist Estates related technical advice where required or requested;
2. Close liaison with essential service providers & utility companies on a day to day basis and providing Estates related technical advice where required or requested;
3. Manage service interruptions, in co-ordination with other clinical & non-clinical staff within the hospital, verifying that contingencies have been identified & covered, supported by Risk Assessments, Method Statements & Permit to Work Systems;
4. Provide as ‘Authorised Person’ a highly specialised service management and system control as per STHM’s for Board e.g. for High Voltage Electrical Systems, Low Voltage Electrical Systems, Medical Gas Piped Systems (MGPS), Water, Ventilation, to ensure compliance with Legislation, Safe Codes of Practice, Scottish Health Technical Memoranda (SHTM’s). Undertake training, typically of two weeks duration, by independent accredited organisation, retraining and examination every 3 years to maintain AP registration.
5. Management of Human Resource issues through NHS Scotland PIN Guidelines & NHS Greater Glasgow Human Resource policies, such as first line formal discipline relating to absence management, first line informal grievances, annual leave, special leave, timekeeping, overtime, interviewing, selection of staff & staff training & development, maintaining records, extracting information & Ensuring Human Resource guidance & protocols are adhered to.
6. The post holder performs staff appraisals, control personnel career development, controlling departmental workload and allocation of blocks of work to ensure appropriate training and management of personnel covers a broad range of activities to ensure that trades personnel are competent to perform maintenance works.
7. Also post holder is required to organise clinical staff awareness sessions to inform users on the correct use of various types of complex installations such as intelligent door access systems, nurse call systems, intelligent lighting systems etc.
8. Contribute to the compilation of surveys of building and building services and feasibility reports as directed and ensuring maintenance of accurate computerised databases relating to various aspects of the department.
9. Prepare specifications for new work, upgrades & modifications, utilising the Board’s SFI, tender or competitive quotation procedures, generated both from out with and within the Estates Department & at the request of the Sector/Site Manager Operational Estates. This may include obtaining Building Control/Planning approval, arranging pre-contract meetings & applying budgetary control;
10. Representing Site Manager Operational Estates at meetings and contribute to overall board strategies on the Estates Service.
11. Actively participate in the investigation and implementation of an Energy Saving programme in conjunction with the Board Energy Team to reduce the hospital’s energy expenditure;
12. Reacting, as part of a co-ordinated Estates response to unforeseen emergencies/events, such as power supply failure, flood, water supply loss or as part of the hospital’s fire response team where technical advice is given to the fire service on isolation of critical services in the event of a fire. The post holder co-ordinates and communicates the isolation of services.
13. Liaise with each of the audit teams in the efficient management of HAI/HEI & DMT Health Associated Infection issues, processed via the FmFirst Computer aided Facilities Management (CaFM) systems generated works reports.

This list is not intended to be exhaustive and other duties commensurate with the grade of post will be |

|  |
| --- |
| expected of the postholder. |
| **7a. EQUIPMENT AND MACHINERY** |
| *Please describe any equipment & machinery used in the job:*1. Office equipment:
2. I.T. Equipment:
3. Photo Equipment :
4. Specialist tools & equipment – measurement
 | *Give brief description of use of each item used:*Telephones, faxes, photocopiers, laminators. Personal Computers,* Printers,
* Scanners,
* A4 – A0 size Plan\drawing copiers\scanners
* PDA’s digital camera

Electronic\PC\software based testing and monitoring equipment, used for measurement, calibration, verification and assessment\ surveys. Required specialist knowledge and experience to operate, calibrate, fine tune, analyse, interpret and record results on the following complex utilities, building services, Plant & equipment, including Air volume & speed measurement, Building fabric Thermal losses & U values, Energy & power quality monitoring,Thermal measurement |
| **7b. SYSTEMS** |
| *Please describe any systems used in the job:*1. Verbal Communications
2. Safe Systems of work –
 | *Give brief description of use of each item used:*1. For general communications, receipt of information, passing instructions etc
2. As formally appointed Authorised Person (A.P.) Implement formal Safety policy & procedure, by application of defined safe systems of work and associated safety documentation. Prepare risk assessments, safety programmes, and appropriate safety documentation for the safe management of works (i.e. Permits to Work, Sanction for Test, Live working permit) for control of the following critical services :
	* High Voltage Systems: (Scottish Health Technical Memorandum SHTM 06-03)
	* Low Voltage Systems: (Scottish Health Technical Memorandum SHTM 06-02)
	* Medical Gases Piped Systems (MGPS): (Scottish Health Technical Memorandum 02-01) Pt B: Operational Management
	* Hot works: Fire code: SHTM 85
	* Excavations: HSE :HSG 185
	* Confined spaces: Confined spaces regulations 1997.
 |

|  |  |
| --- | --- |
| 1. Written Schemes: Statutory Inspections
2. Written Systems: H&S
3. Written Systems – H&S: Control book
4. Written Systems – H&S: Datix
5. Written Systems – H&S: COSHH
6. Written Systems – H&S: Asbestos

i) Written Systems – H&S: Water Management1. Written Systems –HR
2. I.T. Systems: CEDAR\PCOS
3. I.T. Systems: Computer Aided Facilities Management system (Cafm) - FMFirst
4. I.T. Systems: Building Management System (BMS)
 | * Work at heights: Working @ height Regulations 2005.
* Water Safety: ACoP L8 & SHTM04-01
1. Statutory written schemes are required for all pressure systems/equipment, passenger lifts, patient lifting aids & industrial/commercial lifting

Statutory – Manage the commissioning of a suitably qualified and development of written scheme for high risk systems, including risk assessment for production of safety inspection schedules, status reporting and remedial action plans as required.1. Method Statements, Risk Assessments, etc for assessing how works will be carried out and the degree of risk involved
2. Managing health and safety within the department
3. Reporting System for reporting incidents and accidents and providing information during subsequent investigations.
4. Register for obtaining and providing advice on hazardous substances.
5. Survey, test & register of all ACM’s on site; to comply with legal requirements.
6. Water management risk assessment & site Register; to comply with legal requirements.
7. Personal records to monitor absences, annual leave, special leave, time-keeping etc.
8. Purchasing officer authorised to raise buying orders and receipt upon completion of works, receipt of goods
9. Schedule PPM, manage defect works & interface with FMT for management of control of infection within the built environment.
10. Complex software based tool for managing, controlling, monitor and reporting on building service/engineering plant status and condition.
11. Document management system for managing
 |

|  |  |
| --- | --- |
| n) I.T. Systems/Manual records System | * Building plans
* Service schematics
* Manufactures Operation & Maintenance Manuals.
 |
|  | o) Produce reports, produce templates, produce spreadsheets etc. |
| 1. I.T. Systems: – Microsoft Packages
2. Statutory records system
 | 1. Including:
	* Fire Alarm Systems
	* Generator Equipment.
	* Boiler/ pressure vessels.
	* Sterilisers/washer disinfectors.
	* Building Maintenance Systems.
	* Water Treatment
	* Water Temperature (i.e. Legionella).
	* Electrical Distribution Systems for critical and non critical areas for patients and non patient care
	* Medical Gas systems
	* Portable Appliance Testing
 |
| q) Fire Alarm System Network Graphical user interface, and local sub panel userinterface. | q) To manage the fire detection system during fire alert conditions (emergency) and to manage the system operation on a daily bases with respect to system statutory testing & potential site operations/works impacting on the integrity of the system. Maintain system log of all activations and operations on the system. |
|  | r) Operate menu driven PLC to monitor generator operating conditions during both test and emergency loss of power conditions. Maintain system log of all activations and operations on the system. |
| r) Emergency generators Programmable Logic Controller (PLC) |  |
| **8. DECISIONS AND JUDGEMENTS** |
| The Post holder has autonomy & freedom to act on own initiative & responsibility for :1. Day to day management issues for complex healthcare engineering installations*,* identifying & prioritising works for direct labour & external Contractors.
2. Working within SFI’s to tender, commission & procure high value services, Control and monitor, within delegated limits as set by the General Manager (Estates), the expenditure of the maintenance budget in a cost effective & efficient manner.
3. Autonomy & freedom to act on own initiative, on delegated projects, identifying & prioritising
 |

|  |
| --- |
| works required, preparing tender documentation, consultation with clinical & Non-clinical staff, arranging start dates and adhering to agreed time scales.1. Develop Contingency plans for clinical & non-clinical service delivery, when planning shutdowns core building services and plant, such as electrical, MGPS &, water supplies, Heating Ventilation & Air Conditioning plant, continually reassessing the situation as Works progress, whilst being aware of time-scales & time pressures.
2. Under take risk assessment of service issues that have the potential to adversely impact on continuity of patient care & safety and assess when the issue requires escalation to senior management level.
3. Make daily judgements & decisions regarding the condition/operational status of plant & equipment, decide how best to deploy finite resources (labour, plant & materials) based on an analysis and continual review of Priorities & impact upon the service as a whole.
4. Manage human resource & staff issues, working to national PIN guidelines, Board HR Policies & procedures on a regular basis at early formal stages, in consultation with Line management & H.R. Department.
5. Must interpret complex information presented in technical drawings, plans and specifications, analysing and assessing multiple data sources to make decisions develop & implement complex solutions and action plans in order to manage issues that may affect the continued provision of core services to the hospital.
 |
| **9. COMMUNICATIONS AND RELATIONSHIPS** |
| The post-holder requires to have well-developed written & oral communication skills, to allow clear & concise communications to take place with all levels of hospital staff & external bodies, such as contractors. The post holder will explain the nature of estates activities – why the works are required, who will be affected, how the task(s) are to be carried out, the impact(s) these processes may have on the user(s) & their area(s) of responsibility.Good tact & diplomacy skills are required, particularly when dealing with sensitive information concerning patients, e.g. delaying shutdowns because of specific patient needs, & staff, e.g. refusal of annual leave request to allow for service contingencies.The post-holder is required to develop a close & productive working relationship with Estates Staff, both senior & subordinate in post. The post-holder will participate in forums such as departmental meetings, & core briefings, motivate subordinate staff when required. Identify & organise training as required.The post holder must utilise extensive negotiating skills in various circumstances with Estates staff, medical staff and external contractors etc. to ensure the provision of an effective and efficient maintenance of health care premises. |
| **10. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB** |
| Physical demands include:Occasionally reacting to emergency situation, working in confined and uncomfortable spaces, climbing laddes and scaffolds, working in inclement weather.Post requires highly developed skills where accuracy is important including keyboard skills, generation of computer based spreadsheets and log sheets, operation of computer aided design and manual handling |

|  |
| --- |
| skillsNormal day to day physical demands include walking, standing, climbing and sitting for prolonged periods. Emotional DemandsEmotionally demanding aspects of the job include pressures on times to meet conflicting demands of the post, pressures when arranging shut-downs of core services, in particular time and procedural pressures from clinical & non-clinical staff, working both within & out with normal working hours in emergency situations, having to concentrate for prolonged and intense periods of time when dealing with unforeseen service disruptions & being constantly aware of limitations on resources& time when executing both day to day & extraordinary tasks.The degree of complexity involved in the pos holders duties means that operational incidents which are unpredictable or have serious consequences requires a high degree of concentration and the ability to make decisions quickly and to deal with them and be confident in the decision taken.Mental DemandsShort time scales and competing demands during preparation of tender documentation and provision of information to external design teams/contractors. Planning and coordination of interruptions to life critical services whilst ensuring that back-up facilities are in place to minimise the disruption to the patient care. Writing safety programmes and permits to ensure the safety of individuals working on installations such as high voltage, medical gases etc and carrying the responsibility that poor decisions or judgements have the potential to result in serious injury or financial loss. |
| **11. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB** |
| * Explaining complex technical information to non technical recipients e.g. persuading clinical and Explaining non-clinical colleagues to accept the necessity of interruptions to critical services to perm essential maintenance and testing of emergency back up systems
* Ensuring compliance with the competing requirements of a wide range of legislation and codes of practice whilst balancing finite financial and human resources, against a background of heightened expectations
* Resolving staff grievance and disciplinary issues
* Reacting quickly to emergencies and unplanned events
 |
| **12, KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB** |
| The post-holder requires highly developed specialist knowledge across the range of work procedures and practices underpinned by theoretical knowledge and relevant practical experience, evidenced by academic qualification to Degree level in an appropriate subject with demonstrable experience of working in a healthcare or industrial/commercial building services environment, endorsed with a post graduate qualification in a supplementary discipline (e.g. Mechanical or Electrical or Building).Ideally the post holder is required to be an incorporated engineer member of a registered Engineering or Building Institute (e.g. Chartered Institute of Building Services Engineering, Institute of Electrical Engineers, Institute of Mechanical Engineering, Institute of Healthcare Engineering and Estates Management etc.)Highly developed technical knowledge of complex plant, equipment & services, acquired through academic development, experience & training courses & maintained through Continuous Professional Development (CPD).Good managerial skills acquired through academic development, experience & training courses enabling post-holder to motivate, manage, direct & support staff & contractors. |

|  |
| --- |
| Post-holder also has the ability, gained through experience to manage work priorities & emergency situations in a controlled fashion as they arise.A good working knowledge of statutory & mandatory guidance, e.g. Health & Safety Legislation, Scottish Health Technical Memoranda, Scottish Health Building Notes, Technical Standards etc. Normally obtained through experience and by attendance and study at internal & external training courses, duration ranging from one day to one week.A good working knowledge of local administrative procedures, e.g. Human Resources, Standing Financial Instructions, Fire safety & Response Procedures. Normally obtained through experience and by attendance and study at internal & external training courses, duration ranging from one day to one week.Highly specialist technical knowledge for ‘Authorised Person’ responsibilities, specifically responsible for statutory & mandatory issues such as Medical Gases, Pressure Systems, Legionalla/Water Management, Ventilation Systems, Decontamination Services, Low and High Voltage Electrical Systems Management of asbestos, and passenger lifts and patient lifting aids.The post holder will require to attend nationally accredited external training programmes and successfully pass assessment by examinations as well as attending structured on-site training in the workplace. In addition undergo an assessment by an independent Chartered external assessor. All of the above is supported by extended self study and continued professional development. This study must be repeated every 3 years to keep on any Professional registers.To be selected to become an Authorised Person there is several prerequisites in relation to Statutory Compliance and SHTM’s, the post holder is required to have:* A high level of experience in relation to the specific knowledge.
* A formal Engineering or Building qualification.
* To have attended structured training programmes on statutory regulations Been trained in emergency First Aid & CPR procedures where required.

Trained on a course in the operational and safety procedures that are covered in the relevant Scottish Hospital Technical Memorandums (SHTM’s)Good working knowledge of financial management processes is also required, gained through experience and attendance at meetings/seminars is required as post-holder is committing large sums of money through procurement of goods & services. Working knowledge of processes carried out by clinical & non-clinical staff & awareness of the impact that Estates processes may have on patient care, staff & visitors. |
| **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: Date:Head of Department Signature: Date: |