

Candidate brief for the position of

Executive Director

Estates, Facilities and Built Environment



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Message from the Chief Executive

Dear Colleague

Thank you for your interest in this role at Great Ormond Street Hospital for Children NHS Foundation Trust.

As one of the top children's hospitals in the world, we are a global centre of excellence in child health. Our reputation is truly international and our eminent clinicians provide services to more than 250,000 children each year. We are helped in our mission through the support of our wonderful charity which aims to raise more than £50 million annually to support us with the treatment of some of the most rare and complex conditions.

Spanning more than 20 years and involving the rebuilding of two-thirds of a central London hospital site, the Great Ormond Street Hospital Redevelopment is a major capital programme. To succeed in this role, you will need to demonstrate drive, innovation and an ability to inspire teams on a journey of service change and transformation that will ensure we excel in delivering the very best care outcomes and performance.

Your reward will be to be part of an organisation of committed people in providing exceptional care for the children and families we serve.

I look forward to hearing from you.

Yours faithfully

Mr Matthew Shaw

Chief Executive

JOB DESCRIPTION

Executive Director

Estates, Facilities and Built Environment



The child first and always

GOSH Profile

Great Ormond Street Hospital for Children NHS Foundation Trust (GOSH) is an international centre of excellence in child healthcare. GOSH is an acute specialist paediatric hospital with a mission to provide world-class care to children and young people with rare, complex and difficult-to-treat conditions.

Together with our research partner, the UCL Great Ormond Street Institute of Child Health, we form the UK's only academic Biomedical Research Centre specialising in paediatrics.

Since its formation in 1852, the hospital has been dedicated to children's healthcare and to finding new and better ways to treat childhood illnesses. Great Ormond Street Hospital receives nearly 300,000 patient visits (inpatient admissions or outpatient appointments) every year (figures from 2016/17).

Most of the children we care for are referred from other hospitals throughout the UK and overseas. There are 60 nationally recognised clinical specialities at GOSH; the UK's widest range of specialist health services for children on one site. More than half of our patients come from outside London and GOSH is the largest paediatric centre

in the UK for services including paediatric intensive care and cardiac surgery.

Through carrying out research with the Institute of Child Health, University of London and international partners, GOSH has developed a number of new clinical treatments and techniques that are used around the world.

The UK's only academic Biomedical Research Centre (BRC) specialising in paediatrics is a collaboration between GOSH and UCL Great Ormond Street Institute of Child Health. We are a member of University College London (UCL) Partners, joining UCL with a number of other hospitals – an alliance for world-class research benefitting patients. In partnership with six other NHS trusts, we are the lead provider for North Thames Genomics Medicine Centre, part of the national 100,000 Genomes Project.

GOSH offers a wide prospectus of learning to all staff groups. Together with London South Bank University, we train the largest number of paediatric nurses in the UK. We also play a leading role in training paediatric doctors and other health professionals.





Job Title	Executive Director of Estates, Facilities and Built Environment
Directorate	Executive Management Team
Salary	Competitive
Responsible to	Chief Executive
Grade	Executive Director (non-voting)
Type of Contract	Permanent
Location	Great Ormond Street Hospital for Children
Budgetary responsibility	Yes
Manages	Estates, Facilities and Built Environment Directorate



GOSH Values

The Trust has developed the Always Values with our staff, patients and families that characterise all that we do and our behaviours with our patients and families and each other. Our Always Values are that we are:

- Always Welcoming
- Always Helpful
- Always Expert
- Always One Team

These values are extremely important to us and we expect everyone who works at GOSH in any capacity, including employees, bank staff, contractors, agency staff, people who hold honorary contracts, students and volunteers to share and uphold Our Always Values. Each value is underpinned by behavioural standards and employees will be expected to display these behaviours at all times. You can find a full copy of Our Always Values on our intranet.

The Trust also expects that everyone who works here shall act in such a manner as to justify public trust and confidence and to uphold and enhance the good standing and reputation of Great Ormond Street for Children NHS Foundation Trust. Individuals must therefore at all times carry out their duties with due regard to the Trust's Equality at Work Policy.

Always



Welcoming



Helpful



Expert



One Team

Job Profile

Reporting to the Chief Executive, the post holder will

- Maintaining the GOSH estate and providing all of the on-site facilities and services required to provide world-class paediatric care, research, education and digital innovation services.
- Overseeing capital estates projects and delivery of the site development masterplan, in line with the trust strategy and in partnership with executive team colleagues.

Key Relationships

- Trust Board
- Executive team
- Senior leadership team and other clinicians and managers
- Estates and facilities and development teams
- NHS England and Improvement
- Council of Governors
- Special Trustees and Great Ormond Street Hospital Children's Charity
- The local community and London Borough of Camden
- Contractors and external regulators

Key Responsibilities:

- Leadership of a transition to bring the estates, facilities and development teams (currently operating as two separate business functions) together into a single directorate;
- Delivering the Trust strategy and business objectives, modelling the trust values and supporting the delivery of world-class paediatric care, research, education and digital innovation services;
- Taking corporate responsibility for the Trust's estates, facilities and development functions, ensuring adequate resources, skills and expertise across staff and contract teams, and leadership for a values-based culture that is welcoming, expert, helpful and one team, in which innovation thrives and staff feel supported and empowered to be at their best, every day;
- Commercial and operational oversight of estates and facilities to ensure high quality, best value and fit-for-purpose services delivered in-house or within appropriate contractual frameworks and monitored for value and effectiveness on behalf of staff, patients and families;
- Commercial and operational oversight of major development projects to ensure fit with the Trust strategy, deliver of high quality, best value, flexible and fit for purpose spaces that are delivered to brief, on time and on budget;
- Governance and stakeholder relations oversight to ensure estates, facilities and development functions are safe and effective, offer the best possible service for staff, patients and families and are compliant with all relevant policy and regulatory frameworks.

Estates

- To work with the Director of Estates and Facilities to ensure the Estates Strategy addresses the needs of clinical and other accommodation users, provides an environment that meets the needs of patients, families and staff and that land, buildings and equipment and resources are in the right place, in the right condition, fit for purpose, and are able to respond to future needs;
- To work with the Director of Estates to develop, deliver and oversee the Estates and Facilities improvement agenda (covering priority areas including catering, cleaning and security) and ensure that projects are delivered on time and on budget aligned with the development strategy;
- To champion safety and ensure a robust and effective risk management process is in place for the Estates and Facilities Function in line with the Trust's risk management processes (including the Trust's risk register) and that the Trust Board is briefed as necessary;
- To work alongside executive and departmental colleagues to provide leadership for Mission GOSH strategic principle to protect the environment driving implementation of the Trust's Sustainable Development Management Plan and influencing debate around sustainable solutions for project developments and normal Trust operations, including transport, travel plans and procurement;
- To oversee the financial management and performance of the estates and facilities teams and ensure that services provided under SLA arrangements by external healthcare partners and contractors, are compliant with Trust and statutory requirements, and that estates and facilities services are provided in a safe, secure and cost effective manner for patients, visitors and staff.

Development

- To work with the Deputy Director of Redevelopment to direct the efforts of the development project teams in delivering successful project with objectives determined by the owner;
- To ensure that adequate communication mechanisms exist within the project between the project and external organisations, and between the project and the rest of the Trust;
- To ensure that all work is planned, resources are made available and work is carried out in accordance with the project plan;
- To let contracts and monitor performance of external contractors;
- To ensure that adequate procedures are in place to monitor and control cost, time and quality;
- To provide a regular progress report to the project owners including the GOSCC, identifying cost, time or quality performance;
- To provide decisions to project manager and contractors and ensure that procedures exist to identify and resolve issues which will effect cost, time or quality performance;
- To ensure that procedures are in place to handle any changes that are requested by the project team or users;

- To ensure that the project is completed and commissioned to enable a hand over to the Trust in a managed way; and arrange the post-completion evaluation for major projects.
- To ensure that regular updates of the Masterplan are communicated within the Trust.
- To provide timely information to GOSHCC to a) help the charity develop its fundraising plans b) ensure donors' contributions' are appropriately recognised and to keep donors/stakeholders informed of progress, including the agreement of key impact measurements to demonstrate the benefits to patients and their families.
- To oversee the GOSH Arts programme and the contribution of its participatory programmes, commissions and resources to improve patient and family wellbeing.

Contract Management

- To support the formulation of specifications in preparation for market testing of services or equipment as appropriate, to reflect the present and future requirements of the Trust.
- To take a lead role in the formulation of the specification through to the evaluation, award and contract implementation stage.
- To ensure that systems are in place and continually reviewed to ensure the on-going effective delivery of all estates, facilities and development services.

Financial Management

- To manage the estates, facilities and development capital and revenue budgets ensuring that all targets are met.
- To ensure that budgetary controls that exist to guarantee that services are provided to a pre-determined cost in line with SFOs.
- To advise the CEO of a situation where financial targets are being under/ over achieved and in consultation with the other Trust Executive Directors take corrective action.
- To actively participate in budget setting and in identifying cost reduction programmes on an on-going basis.

Human Resource Management

- To be responsible for the management of staff in the estates, facilities and development directorate provided by a directly employed labour force.
- To develop a team of professional managers, with appropriate technical skills, required to deliver the highest quality of service within the resources available.
- To ensure that training is provided to managers and staff within the estates, facilities and development directorate to maximise the potential of the individual and efficiency of the team. On an annual basis agree a set of objectives and personal development plans for staff as part of the IPR System.

- To ensure the welfare, discipline and morale of all staff employed within the directorate.
- To liaise with staff groups and their representatives as necessary.
- To ensure that services are developed in line with requirements and that they continue to meet the needs of users.

Quality Data and Information

- To assist each Manager/Department Heads to develop Performance Indicators appropriate to their area of service.
- To collate, summarise and report on the directorate's performance.

Other

- To operate at a strategic level as a non-voting Executive Director within the Trust.
- To form part of the Trust's Executive on call rota and assume lead role in Major Incident Plan as appropriate
- To undertake other reasonable duties, as agreed with the Chief Executive Officer.

Other information

Great Ormond Street Hospital for Children NHS Foundation Trust is a dynamic organisation, therefore changes in the core duties and responsibilities of this role may be required from time to time. These guidelines do not constitute a term or condition of employment.

Confidentiality

On appointment you may be given access to confidential information which must only be disclosed to parties entitled to receive it. Information obtained during the course of employment should not be used for any purpose other than that intended. Unauthorised disclosure of information is a disciplinary offence.

Risk Management

You will be required to ensure that you implement systems and procedures at a local level to fulfil the requirements of the organisation's Risk Management Strategy including local management and resolution of complaints and concerns, management of SUIs/incidents and near misses. Your specific responsibility for risk management will be clarified to you by your manager at your local induction.

Emergency Planning

In accordance with the organisations responsibilities under the Civil Contingencies Act 2004, you may be required to undertake alternative duties as is reasonable directed at alternative locations in the event of and for the duration of a significant internal incident, major incident or flu pandemic.

Human Rights

You are required to comply with the regulations of the Human Rights Act 1998 during the course of your employment.

Sustainable Development

You will be required to demonstrate a personal commitment to the Trust's Sustainable Development Plan and to take personal responsibility for carrying-out your work duties in a way which is compliant with this Plan.

Evidence for suitability in the role will be measured via a mixture of application form, testing and interview

Essential: **E** Desirable: **D**

Our always values

E	Always welcoming – positive, polite, prompt, responsive
E	Always helpful – respectful, supportive, approachable; caring
E	Always expert – Up-to-date knowledge , strive to provide a quality service, proactive
E	Always one team – informative, mindful, appreciative, open, honest

Skills and abilities

E	Highly developed communication and influencing skills combined with personal authority, confidence and integrity, with proven ability to make a positive impact at all levels
E	Effective and strategic influencing skills at all levels in the organisation including Trust Board

Education, training and qualifications

E	Professional / academic qualification at Masters level or equivalent experience in technical or Estates and Facilities discipline
E	Evidence of continuing personal and professional development in Estates and Facilities or Redevelopment disciplines
E	Further management or relevant professional qualifications e.g. Chartered Status
E	LEAN Certified Leader
E	Project Management qualification

Knowledge & Experience

E	Significant post qualification experience working in a leadership role at Board/senior management level
E	Professional background including specialist knowledge in more than one of the following areas for a significant time: <ul style="list-style-type: none"> • Construction • Engineering • Facilities Management

			<ul style="list-style-type: none"> • Management of capital investment
E	Strong team building skills with the ability to identify and develop talent	E	Procurement of good and services, public organisation
E	High level of work organisation, self-motivation and drive for performance and improvement and flexibility	E	Evidence of training or experience in one or more of the following areas: <ul style="list-style-type: none"> • Health and Safety • LEAN methodologies • Emergency and Business Continuity Planning • Fire Safety • Customer Care • Facilities Services
E	Being able to anticipate problems, to understand the driving forces behind problems, or potential problems and being able to identify and use the levers to inspire and achieve change	E	Sound knowledge of corporate governance and an understanding of risk management
E	Ability to engage effectively with service users and promote this interaction throughout the organisation	E	Knowledge of national NHS strategy and policy, in particular in relation to its impact on paediatric services
E	Ability to work well as an effective, high profile and flexible member of a multidisciplinary team and to share and encourage good practice and support continuous improvement	E	Effective and strategic influencing
E	A good knowledge of the modalities of different kinds of health care delivery	E	Evidence of understanding of commercial, governance, operational and legal structures and their application
E	Innovative and imaginative with a commitment to quality	E	Appreciation of ProCure21
E	Demonstrable ability to deliver objectives through others	E	Comprehension of legal contracts and dispute resolution