



Director of Estates

Candidate information pack

September 2024

Welcome

Thank you for your interest in the role of Director of Estates at Buckinghamshire Healthcare NHS Trust (BHT). It is a really exciting time to join us.

All of us at Team BHT are committed to providing personalised and compassionate care, every time and we won't be satisfied until we are providing high-quality healthcare to every patient, every time, first time.

We have an exciting future ahead and our estate is one of the key enablers to deliver the truly transformational changes that BHT wishes to achieve in order to deliver outstanding care, be a great place to work, and promote healthy communities.

Our estate must enable us to deliver integrated care with greater guarantees of infection prevention and control. It must enable us to be more financially sustainable by reducing the inefficiencies of delivering critical care from old estates across two sites and tackle our backlog maintenance. Ultimately, our estate is fundamental in creating a healthy, safe, and effective environment for all who use it.

We are looking for an ambitious and emotionally-intelligent Director of Estates to play a pivotal leadership role in shaping and delivering spaces and services to achieve our strategic objectives. We are keen to bring in someone who consistently demonstrates a commitment to providing exceptional non-clinical services. You will be able to make effective and efficient use of sustainable resources to support our vision, whilst championing a safe working environment. How you lead the team and bring along with you on the journey will be equally important to us and new colleagues will need to demonstrate a clear commitment to our values and our purpose.

If this sounds like you and you would like to learn more, please contact **Brendan Davies** at our recruitment partners, Hunter Healthcare, on bdavies@hunter-healthcare.com or **07585 356985**.

Yours sincerely,

Charmaine Hope
Chief Estates Officer
Buckinghamshire Healthcare
NHS Trust



Buckinghamshire: the local area

Stretching from the outskirts of London in the south to the Midlands in the north, Buckinghamshire offers the best of both worlds: rolling hills on your doorstep with the capital, Birmingham and Oxford just a short ride away.

An Area of Outstanding Natural Beauty, it has been ranked as one of the top rural areas to live in the UK. From the buzz of Aylesbury, High Wycombe and Milton Keynes to the smaller market towns including Buckingham, Amersham and Winslow, and characterful villages such as Waddesdon and Brill, there are locations to suit a range of lifestyles and budgets.

Buckinghamshire has the most National Trust properties in England, is the birthplace of the Paralympic movement and is home to Pinewood Studios – the studios behind blockbuster films including James Bond, Star Wars and Harry Potter.

Schools in Buckinghamshire offer high-quality education, preparing pupils for adult life. They are amongst the best schools in the country, consistently performing above the national average. Buckinghamshire is one of the few counties in England to offer grammar school education alongside upper/all ability schools. In addition, Buckinghamshire is well-served by many independent schools for children from the ages of five to 18.



About us

Buckinghamshire Healthcare NHS Trust (BHT) is an integrated provider of acute hospital and community services for people living in Buckinghamshire as well as some people living across the borders in surrounding counties. We provide care to over half a million patients every year in our hospitals, community settings and in people's own homes. Our vision is to provide outstanding care, create healthy communities and make BHT a great place to work.

Our patients are at the heart of everything that we do, providing them with safe and compassionate care, every time. Our focus is on providing right care, right place, right time, first time and everything we do is aimed at delivering high-quality care when and where they need it.

We deliver this care in a range of ways, from community health services provided in people's

homes or from one of our local bases, to hospitals at Stoke Mandeville, Wycombe and Amersham. And we are proud of the nationally-recognised services that we provide. Stoke Mandeville Hospital is home to the internationally-recognised National Spinal Injuries Centre; our stroke service is one of the best in the region and we are a regional centre for burn care, plastic surgery and dermatology.

More than 6,000 people work for us. This includes clinical colleagues, such as doctors, nurses, midwives, health visitors, therapists, support workers and healthcare scientists, all supported by corporate and administrative colleagues. We are committed to ensuring that BHT embraces and celebrates diversity as we strive to tackle inequalities both within the workforce and in our communities. We want all of our people to be listened to, safe and supported.



Mission, vision and values

Our Mission

Personal and
compassionate
care every time

Outstanding Care,
Healthy Communities
and a Great
Place to Work

Our Values

Collaborate
Aspire
Respect
Enable

The Trust in numbers



POPULATION SERVED

410,000



BEDS

587

ACROSS ALL SITES



DELIVERED

4,577

BABIES



SEEN

156,149

PEOPLE IN OUR A&E
DEPARTMENT



STAFF

6,199



FOLLOWED UP

315,202

OUTPATIENTS

Our strategy

We have developed a new Trust strategy to deliver our vision and provide the health and care services our communities need in the future.

Our strategy will take us through to the mid-2020s and beyond. We can only achieve this ambition for our population, patients and people with investment in modern, welcoming and fit-for-purpose environments.

Taking what we have learnt in recent years, listening to what people have told us and learning from national and local policies we have developed a new strategy. Our vision is to provide outstanding care, create healthy communities and make Buckinghamshire a great place to live and work.

We learnt important lessons during the COVID-19 response. We need to be prepared for future pandemics and keep people safe by delivering care with greater guarantees of infection prevention and control. We need to support people in communities to have healthy lives and make the most of new digital technologies.

Providing acute and community healthcare in Buckinghamshire gives us a great opportunity to support people in their homes as well as in hospitals. By working with our partners in Buckinghamshire Council and Primary Care, people will have access to outstanding integrated health, social care and well-being services close to their homes.

We will bring together our rehabilitation and therapy services and build on the heritage of Stoke Mandeville – the birthplace of the Paralympics – to create a centre of excellence for rehabilitation helping people recover from injury and illness quickly and effectively.

By strengthening emergency care services and delivering them separately from planned care services, people will achieve the best outcomes and we will deliver the right care, at the right time, in the right place.

To deliver outstanding sustainable healthcare we must resolve our infrastructure challenges. The age and quality of large parts of our buildings makes it difficult to provide modern, efficient and effective services for our patients.

You can download our full strategy [here](#).

OUTSTANDING CARE

HEALTHY COMMUNITIES

AND A GREAT PLACE TO WORK



Our estate

Our current acute hospital services are split between Stoke Mandeville and Wycombe with the emergency department at Stoke Mandeville and cardiac and stroke services at Wycombe.

Much of the estate is old and in poor condition with circa £200m backlog maintenance requirements. The future of our estate and its configuration is driven by our clinical strategy. Investment in changing the estate to meet the needs of the future, to enable us to respond safely to future pandemics and become sustainable, is fundamental to our success.

We deliver our services from a range of facilities including:

- Different community settings – Brookside, health centres, GP surgeries, schools and patients' own homes.

- Three community hospitals in Amersham, Buckingham and Chalfont & Gerrard's Cross.
- Two community hubs being piloted at Thame and Marlow.
- Two acute hospitals located in the two most densely populated areas of the county – Stoke Mandeville in Aylesbury and High Wycombe.

Our estate consists of buildings spanning old Victorian buildings (in the community) to more modern Private Finance Initiative (PFI) buildings at Amersham, Wycombe and Stoke Mandeville.

There are limited opportunities for new development, without demolition of existing buildings or removal of car parking.



While the more recent buildings are designed to modern standards and provide efficient clinical accommodation, the older buildings are not and there is in excess of £200m backlog maintenance.

Our estates strategy was approved at the beginning of 2020 and sets out the following priorities:

- To enable the delivery of new models of care and meeting the changing and growing needs of the population.
- To develop modern, flagship buildings and centres of excellence such as the Centre of Excellence for Rehabilitation at Stoke Mandeville and diagnostic centres and hubs.

- To have estates and facilities that are in line with a CQC outstanding organisation, a great place to work and for patients to receive care.
- To have overhead costs below the national average.
- To have buildings that are energy efficient and environmental (carbon neutral) sites.
- To bring backlog maintenance costs under control. We have begun developing a strategic outline case for Stoke Mandeville and Wycombe Hospitals that will have knock-on effects for all our other estates including our community facilities.

[Download our Estates Strategy 2022–2025](#)



Our capital projects

- **Community:** as an integrated acute and community service provider, we will continue to work with system partners to simplify health and social care for people and their families living with disabilities or long-term conditions. We plan to build upon the success of projects undertaken to date, move care closer to our communities and to help tackle health inequalities – a recent example of this being Health on the High Street (Unit 33, Aylesbury).
- **Maternity:** there are several improvement projects within maternity services including triage facilities for Labour Ward, Bereavement Room, Parent Rooms and an early labour room.
- **Diagnostics:** key projects for 2024/25 and 2025/26 include the replacement of the Emergency Department CT Scanner at Stoke Mandeville Hospital, replacement of the Gamma Camera with SPECT-CT and installation of a Cardiac CT Scanner at Wycombe Hospital, and a number of mobile imaging facilities. In addition, the Trust is currently undertaking an options appraisal for endoscopy (inclusive of rooms, scopes and decontamination facilities).
- **Estates Infrastructure Projects:** the critical infrastructure issues across our estate are, in many parts, beyond repair. More than 50% of the £200m+ backlog maintenance is deemed high risk. There is therefore a need to develop a multi-year backlog maintenance programme to deliver essential capital infrastructure works to include electrical upgrades, ventilation system replacements, lift upgrades, water safety works and fire safety works.
- **Travel and Transport Projects:** travel and transport is a key component of supporting the Trust in delivery of the Net Zero roadmap. The post holder will work with colleagues to develop a portfolio of travel and transport projects to include EV charging and secure cycle storage facilities. Rationalising of surface grade car parking through the development of multi-deck car park facilities will also be an enabler to releasing land for development.
- **Net Zero:** the Trust has commenced its Net Zero journey with delivery of a new Energy Centre at Wycombe Hospital to de-steam the site. In conjunction with the Director of Capital Development, the post holder will develop a programme of capital projects to deliver the Net Zero roadmap.
- **Wycombe Hospital Redevelopment:** the Wycombe Hospital tower was a building designed and built in the 1960s and 77% of all buildings on site are over 30-years-old meaning much of this accommodation is no longer able to meet the needs of modern healthcare. Our priority remains to provide excellent care to all patients, however the risks with failing infrastructure and reputational damage continue to grow and the ability to mitigate and manage these issues is becoming increasingly challenging.

The Board have recognised the requirement to decant services because of the challenging estate conditions, however to date, the Trust has been unsuccessful in securing national funding for a new hospital. We continue to work with NHS England and other partners to find funding solutions and are now beginning the development of a business case in support of this.

A key component of the redevelopment of Wycombe Hospital will be the development of a planned care centre with enough operating theatres to meet the needs of our growing population.

We will deliver effective and efficient care making use of the latest technologies to achieve the best outcomes. Critically, this will separate planned care from emergency care so that it can run uninterrupted when there is high demand for emergency services or during future pandemics.

The redevelopment will enable the Trust to vacate the tower and plans to encompass reprovision of Cardiac and Stroke services, Critical Care, Endoscopy, Theatres and other support services.

The opportunity

Job Title:	Director of Estates
Base:	Stoke Mandeville Hospital – expected to work across sites
Agenda for Change banding:	Agenda for Change Band 9
Hours of work:	37.5 hours
Details of Special Conditions:	See special features below.
Managerial accountability & professional accountability	Chief Estates and Facilities Officer

MAIN PURPOSE OF THE POST

The Director of Estates will have specific accountability for delivering the following:

People

- Providing leadership and role modelling, in particular encouraging and enabling an integrated team; creating a learning culture and developing talent to meet both current and future capability; creating an inclusive environment, embracing diversity and mentoring and coaching the team.

Service

- Implementing a customer service ethos across the Trust with proactive and timely information provision as well as rapid responsiveness to estates issues.
- Use of tools and systems to achieve best practice.

Operational Effectiveness

- Maintain financial plan to budget and implementation of cost improvement schemes from the divisional budget portfolio.
- Ensuring the effective provision, monitoring and best value of the overall service delivery provided both in-house and externally to include good contract management.
- Implementing and operating a fully functioning CAFM system, ensuring PPM meets required standards.

Governance

- Ensuring the development & adoption of the property, estates and facilities management procedures and systems in a manner that supports the Trust's corporate strategy, Trust values and NHS good practice guidance.
- Ensuring effective governance, safety and security arrangements are in place for all aspects of the built environment, infrastructure and facilities management service provision and delivery arrangements.
- Working towards regulatory and advisory compliance in all aspects of the estate and ensuring appropriate and effective mitigations are in place. Where there are gaps, ensure robust plans are in place to close the compliance gaps.

The post holder is expected to contribute fully to and participate in the corporate management and overall governance of the organisation. The post holder will participate in the Property Services on-call rota.

KEY RESPONSIBILITIES

Main duties and key result areas

- Coordinate a compliant Estates Maintenance and Facilities Management such that the estate is a safe place to work and meets clinical safety standards within the built environment.
- Coordinate strategic direction and ensure the alignment of the capital, estates and facilities services with the Trust's corporate objectives Operational Plan and Clinical Strategy.
- Lead the implementation of improvement initiatives that involve Property Services including all Hard FM service provisions, estates management and estates utilisation.
- Develop and lead on all 'environmental' policies both internally and in conjunction with local bodies and PFI partners.
- Responsibility to ensure the Trust liaises appropriately with the local community and stakeholders to maximise alignment with commissioners, business and strategic plans.
- Ensure the delivery and implementation of the relevant parts of the Trust's Net Zero Strategy that fall within this role e.g. removal of single use plastics, energy utilisation, green travel and transport strategies.
- Response to the programme of unannounced and announced CQC visits may require involvement of the Directorate of Property Services.
- Provide assurance to the Board relating to the effective management of the estates maintenance and facilities.
- Ensure compliance with statutory and mandatory regulations and guidance including HCC, ERIC, PLACE, LSMS, HTM's, MHRA, HSE, HTA, CQC and NHSLA and ensure timely data returns are made.
- Responsible for ensuring the provision of a safe and secure environment with appropriate systems in place to identify risks through horizon scanning, mitigate and manage any risks associated with the function through proposing solutions.
- Ensure systems are in place to demonstrate effectively compliance with the statutory inspection requirements for all provisions within the Property Services Division.

Governance and performance reporting

- Accountable for the provision of Health and Safety statutory and regulatory advice within all Estates Management provisions and all related issues on behalf of the Chief Executive.
- Accountable for the provision of reports on Trust compliance with the CQC Essential standards for safety and quality and NHSLA standards, exception-reporting issues with compliance to the Trust Executive Management Committee and Trust Board, as appropriate; with earlier escalation and discussion with the Executive and Trust Leads for compliance with these standards.
- Acting as a professional lead to ensure changes in legislation and service development are appropriately implemented and adhered to.
- Accountable for ensuring Property Services contractors and in-house teams are appropriately trained, managed and deployed in line with professional, HSE and NHS guidelines.
- Advise the Board and Executive Management Committee on all matters related to the development of the Property Services Division.

Corporate resource management and business planning

- Contribute to the development of the strategic direction of the Trust and the annual business planning process.
- Accountable for ensuring provision of excellent patient and visitor experience all through the Trust Estate, supported by effective and responsive Estates and Facilities functions.
- Represent the Trust's interest on all major inter-agency projects.
- Maximise the opportunities for income generation and commercial activities associated with the function including leases, licences, occupancies.
- Ensure the Property Services Division operates within revenue and expenditure budgets and is managed in accordance with 'Standing Financial Instructions'. In respect of and control for managing the Capital Programme budgets and delivering schemes to time and cost.
- Responsible for ensuring outline business cases relating to development schemes are appropriately worked up and costed.

Leadership and management responsibilities

- Encourage and enable integrated working as a team: developing a meaningful shared purpose and direction.
- Create a learning culture for the team, encouraging staff to learn from successes and improvements and from identifying, understanding and mitigating risk.
- Develop talent to meet both current and future capability, planning the workforce to meet future operational needs of the service, recruiting against this plan and actively managing the succession planning for the future.
- Create an inclusive environment, leading by example in valuing diversity and adopting a person-centred approach.
- Promote autonomy and accountability within the team, using a coaching approach to support development and enable innovation.
- Ensure staff are appraised annually, have clear objectives and a personal development plan.

- Lead on the development of specific staff engagement measures within the department and support the implementation of the Division's Staff Survey and Engagement action plan, so that staff are able to contribute effectively to the achievement of objectives and targets.
- Ensure that key workforce performance measures are delivered for the department, including sickness absence, appraisal, statutory and mandatory training, and turnover and staff engagement.
- Ensure the function and their staff observe and comply with Trust policies and procedures relating to health and safety and infection prevention and control.
- Ensure appropriate systems are in place to promote and maintain effective communications within the function and that staff are lead and managed in line with the Trust's policies and NHS Code of Conduct.

Financial and information management

- Work with the Divisional Management Accountant on measures to achieve financial targets for the division, reporting to the Chief Financial Officer of any risks and measures to mitigate against risks..
- Ensure that all those within the department with influence over expenditure have the knowledge, ability, and information required to understand and work within the Trust's financial framework, including Standing Financial Instructions.
- Work with the Finance and Human Resources teams to identify changes to budgets, as required.
- Identify cost pressures, service development and cost improvement plans.
- Ensure that all staff in the defined service areas are competent in the use of relevant IT systems, in line with Trust policy, and work with the IT department to implement and improve IT systems, as required.

General

- Participate in divisional requirements e.g on call rota to ensure that the Trust is covered on a 24/7 basis.

The property services directorate consists of the following:

- Capital Development (projects, estates strategy, space)
- Estates (maintenance, sustainability)
- PFI (facilities / soft services including carparking, waste)
- Health and Safety (including risk, fire, security)
- Clinical Engineering

This job description is not intended to be exhaustive and it is likely that duties may be altered from time to time in the light of changing circumstances and after consultation with the postholder.

The postholder will have a main office base on commencement of this post, but will be required to work at any Trust site. Any change to work location will be discussed with the postholder and reasonable notice will be given of any change.

ADDITIONAL INFORMATION

Trust Values

Our Trust Values are **Collaborate, Aspire, Respect and Enable**

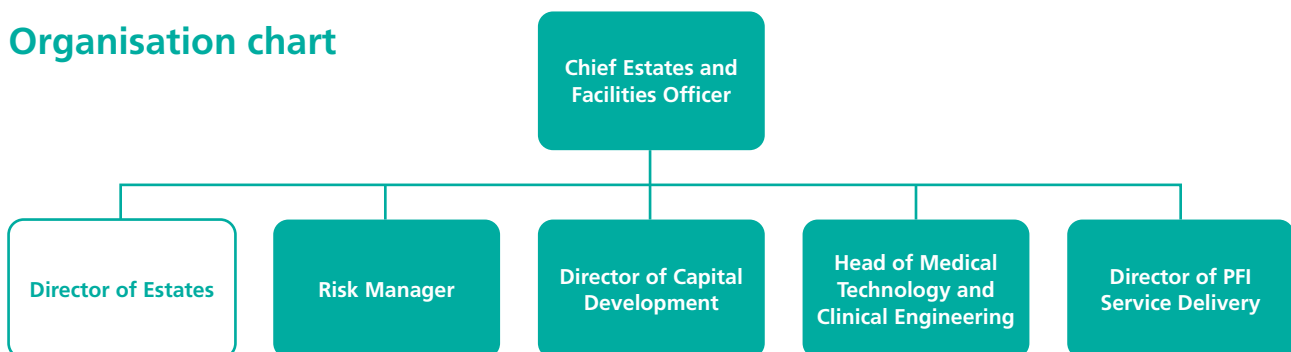
Health and Safety at Work Act

The post holder is required to take responsible care for the health and safety of him/herself and other persons who may be affected by his/her acts or omissions at work. The post holder is also required to co-operate with Buckinghamshire Healthcare NHS Trust to ensure that statutory and departmental safety regulations are adhered to.

Confidentiality

The post holder has a responsibility to maintain confidentiality and ensure the principles of the Data Protection Act 2018 (DPA and all applicable laws and regulations relating to Processing of Personal Data and privacy, including where applicable the guidance and codes of practice issued by the Information Commissioner are applied to patient, staff and Trust business/information.

Organisation chart



Equal opportunities

The Trust welcomes all persons without regard to age, ethnic, or national origin, gender or sexual orientation, religion, lifestyle, presenting illness, marital or parental status or disability. We aim to provide a non-judgemental service at all times.

Managing risk: maintaining skills and learning from problems

Reducing risk is everyone's responsibility. All staff in the Trust must attend training identified by their manager, or stated by the Trust to be mandatory. The Trust uses risk assessments to predict and control risk and the incident reporting system to learn from mistakes and near misses and so improve services for patients and staff. All staff are expected to become familiar with these systems and use them. The Trust has designated the prevention and control of infection as a core issue in the organisation's clinical governance, managing risk and patient safety programmes. In consequence, all employees are expected to:

- Follow consistently high standards of infection control practice, especially with reference to hand hygiene and aseptic techniques.
- Be aware of all Trust infection control guidelines and procedures relevant to their work.

COVID-19 Vaccinations

The **Health and Social Care Act 2008 (Regulated Activities) (Amendment) (Coronavirus) Regulations 2021** that require all persons working or deployed in any CQC registered activity to be fully vaccinated against COVID-19, were rescinded from 15 March 2022. If you are successful at interview, you will still be asked your vaccination or medical exemption status as part of the pre-employment screening process undertaken by Occupational Health, but this will not impact your offer of employment.

Safeguarding of children and vulnerable adults

During your employment with the Trust, you have a responsibility to safeguard children and vulnerable adults. You are required to complete statutory and mandatory training and take appropriate action as set out in the Trust's policies and procedures.

Governance

Post holders will aim to ensure that areas of the Trust under their responsibility comply with "Standards for Better Health" Core and Developmental Standards and bring deficiencies to the attention of their Director".

Information management/ data quality

The post holder must ensure that Trust records are documented, secured, stored and disposed of appropriately and in accordance with the Data Protection Act 2018 (DPA) and all applicable laws and regulations relating to Processing of Personal Data and privacy, including where applicable the guidance and codes of practice issued by the Information Commissioner. In addition, information recorded must be fit for purpose – accurate, relevant, up to date and complete.

Freedom of Information

The post holder must be aware that any information held by the Trust in theory could be requested by the public, including emails and minutes of meetings. It is therefore essential that records are accurately recorded and maintained in accordance with the Trust's policies.

Travel to other sites

You may be required to travel to other Trust locations. Please complete travel expenses using the online system. Details of allowances can be obtained from the Human Resources Department.

Smoking statement

Smoking is not permitted in any premises or grounds managed, leased or owned by the Trust. Smoking is not permitted in Trust vehicles or in any vehicle parked on Trust premises.

General

The duties outlined above are not intended as a restrictive list and may be extended or altered to include other tasks that are commensurate with the grade. Should you have any queries or concerns relating to the contents of this letter, please contact the Recruitment team, Amersham Hospital, Whielden Street, Amersham, Bucks, HP7 0JD.

Person specification

W = Weighting Criteria: Each section is ranked in order of importance: 3 points = fully meets or exceeds the criteria; 2 points = significantly meets criteria, although falls short on minor aspects; 1 point = partially meets criteria, but falls short on key aspects; 0 point = does not meet criteria

AM = Assessment Method: A = Application Form; I = Interview

	W	AM
VALUES		
All values must be assessed at the interview/ assessment stage using various methods e.g. open questions and scenarios		
<ul style="list-style-type: none"> ● Collaborate: Communicates openly, honestly and professionally, and actively promotes team working and building strong working relationships 	3	
<ul style="list-style-type: none"> ● Aspire: Patients are always first. Drives service improvements. Strong self-awareness with a desire to grow 	3	
<ul style="list-style-type: none"> ● Respect: Treats all with compassion and kindness. Ensures everyone feels valued 	3	
<ul style="list-style-type: none"> ● Enable: Consults others and listens to their views/opinions. Enables others to take the initiative 	3	
EDUCATION, QUALIFICATIONS & TRAINING		
Essential		
<ul style="list-style-type: none"> ● Relevant professional qualification in engineering ideally at Master's level 	3	AF/I
<ul style="list-style-type: none"> ● Membership of professional body 	3	
<ul style="list-style-type: none"> ● Relevant Health and Safety qualification/knowledge 	3	
EXPERIENCE		
Essential		
<ul style="list-style-type: none"> ● Significant experience in an Associate Director of operational estates role and property services including hard and soft services 	3	AF/I
<ul style="list-style-type: none"> ● Working knowledge of HBN's/HBN's & Space for Health-related sites 	3	
<ul style="list-style-type: none"> ● Experience of managing Asbestos in an NHS environment 	3	
<ul style="list-style-type: none"> ● Experience of working in a customer service environment 	3	
<ul style="list-style-type: none"> ● Experienced in building high performing teams, and change management skills 	3	
Desirable		
<ul style="list-style-type: none"> ● Experience of managing contracts 	2	AF/I

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	W	AM
SKILLS, ABILITIES & KNOWLEDGE		
Essential		
<ul style="list-style-type: none"> ● Proven leadership and management skills ● Ability to communicate complex and emotive issues to a variety of different groups both verbally and written ● Ability to prioritise and manage competing workload and job pressures ● Ability to make sound judgements and decisions requiring problem analysis ● Working knowledge and practical experience of Microsoft Outlook, Word, PowerPoint, Excel etc. ● Is aligned with BHT values 	3 3 3 3 3 3	AF/I
SPECIAL CIRCUMSTANCES		
Essential		
<ul style="list-style-type: none"> ● Full driving licence 	3	
Desirable		
<ul style="list-style-type: none"> ● Flexible approach to working hours 	2	

How to apply

The closing date for applications is **13 October 2024**.

Applications should be made by submitting a full and up-to-date CV with a covering letter of no more than two sides of A4.

Along with your application, please include:

- Contact details for up to four referees (who will not be contacted without your permission)
- A contact email address and telephone number
- A completed **Equal Opportunities Monitoring Form** and **Fit and Proper Person Monitoring Form**.

All applications should be sent to: **apply@hunter-healthcare.com**.

All applications will be acknowledged. For an informal conversation about the post, please contact our recruitment consultants Brendan Davies at Hunter Healthcare on **bdavies@hunter-healthcare.com** or phone: **07585 356985**

KEY DATES:

Application Deadline	13 October 2024
Longlisting	TBC
Shortlisting	TBC
Interviews	TBC





Buckinghamshire
Healthcare
NHS Trust



OUTSTANDING CARE

HEALTHY COMMUNITIES

AND A GREAT PLACE TO WORK



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