

Deputy Director of Estates and Facilities

Candidate Information Pack

February 2025

Welcome

Thank you for expressing an interest in this role and for taking the time to read this information pack. I am seeking an outstanding and talented individual to join our Estates and Facilities (E&F) team at Frimley Health NHS Foundation Trust (FHFT) as the Deputy Director, to help take our estate and facilities into the future.

The role will support me as Director of Estates and Facilities, and you will be a pivotal and highly visible role within the Trust's senior management team, with responsibility for estates and facilities management at our three main hospital sites and satellite sites. The delivery is achieved by a diverse inhouse team of c1000 staff, where you will provide both strategic vision and day-to-day leadership to teams of estate technicians, facilities teams, and hospital support services. I am looking for a forward thinking, people focused, inspiring/engaging Deputy Director, who embraces innovation and has excellent stakeholder management skills; all personal skills required to navigate the changes required to deliver the NHS E&F of the future. Continuous improvement will be key to maintaining high standards and the individual will have the knowledge, experience and leadership to ensure E&F teams maintain the high standards required by external regulators.

As well as managing large operational budgets and leading E&F teams, the role will support the development of our existing estate and facilities. The role will also support delivery of our new hospital, which is being delivered as part of phase one of the New Hospital Programme (NHP) recently announced by the government.

At this exciting time for the Trust, I am looking for a talented individual with a proven track record and the skills for the future, to join as our Deputy Director of Estates and Facilities. There will be a requirement for this role to have a regular site presence to be able to deliver our ambitions, provide the right leadership to E&F teams, and provide appropriate engagement to key stakeholders.

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.

I wish you all the best for your application and thank you for your interest.

Tony Broom

Director of Estates

Frimley Health NHS Foundation Trust

About Us

FHFT is a special place with a rich history on which to build our future success. Our legacy is one of commitment to our staff and our patients in striving to provide outstanding care. Consistently ranked as one of the best performing trusts in the country, we have a strong reputation and are very proud of what we've achieved thus far.

Heatherwood and Wexham Park Hospital NHS Trust and Frimley Park Hospital NHS Trust were both among the first trusts to achieve the highest star rating and foundation trust status. Frimley Park Hospital was also the first trust in the country to be rated outstanding by the CQC.

We work tirelessly to build on our achievements making Frimley Health a trust that its people, patients and communities are proud of. Healthcare is changing, as society develops with advances in technology, medicines and healthcare provision.

Our future FHFT is mindful of the very real pressures the NHS faces in terms of challenging staff vacancies, increasing demand on its already pressurised services, and an ever more challenging financial environment, but reflects the aspirations from our staff to continue to deliver the highest quality of services to our patients and communities.

Culture and colleagues

Our people are, and always will be, our greatest asset. Through our people we deliver outstanding care to our local population. We prioritise our people as those who feel valued and recognised, are able to make a great difference and provide the best care.

Our support to help individuals develop, creates a positive and driven atmosphere. Supporting our people throughout their careers is also key to delivering the best care and outcomes for our patients.

Our predominantly flat management structure creates a collaborative team approach and makes all that are employed by the Trust feel valued and supported. Using this structure also makes senior managers more available and allows everyone in the team to have their own voice.

Over the wider organisation, the National Staff survey found that 89% of NHS staff believe their role makes a difference to patients and our service. A further 93% of staff feel trusted to do their job. Both these figures show the value that NHS staff feel working within their Trusts, and also represents how those within the Frimley Trust feel too.

The Trust at a Glance

Every year:



we deliver
9,490
babies



we have over
270,000
emergency
department
visits



we have nearly
1,500,000
outpatient
department
visits



we make
73,000
community
services patient
contacts

Each and every day:



we conduct
260
operations



we process
1,100
GP referrals



we serve
3,892
meals



we handle
480
admissions

while we manage:



almost
1,600
beds



a turnover of
£1bn
per year



over
14,000
staff

So what you do really matters – for our patients, their families, carers and loved ones

Our Vision and Values

Vision

Our vision is to be a leader in health and well-being, delivering exceptional services for our communities.

Values

Our values convey the qualities staff feel best described FHFT. They underpin everything we do now and will do in the future, and set out what is expected from each and every member of the team in the way they treat patients, visitors and colleagues.

Our values are summarised as **Committed to Excellence, Working Together** and **Facing the Future**.

- We are committed to excellence in everything we do, striving to be one of the best acute trusts in the country
- We are working together as one team dedicated to meeting patients' needs
- We are facing the future, continuously improving our performance and adapting services to meet demand

Each value has a set of expected behaviours linked to it which highlight what the Trust expects of its staff. Here are a few examples of these behaviours:

Committed to Excellence

We expect our colleagues to:

- make safety a priority for themselves and others
- go the extra mile
- strive to achieve their goals to the highest possible quality standard

Working Together

We expect that our colleagues:

- are friendly, welcoming, courteous and caring
- act fairly and compassionately
- are open, honest and candid with others

Facing the Future

We expect our colleagues to:

- challenge poor performance in others and expect to be challenged if their own performance is poor
- change things for the better
- engage with others to improve how things are done



Our Strategic Ambitions

We developed a new Trust strategy 'Our future FHFT' covering 2020-2025 to deliver our vision and provide the health and care services our communities need in the future. We can only achieve this ambition for our population, patients and people with investment in modern, welcoming and fit for purpose environments.

We know that healthcare and the needs of our communities are changing. The demands of the future will mean that we need to do things differently. Our aim is to be at the forefront of making that change happen, as we have always done in the past.

Our thinking is rooted in providing the best care for our patients and being the best employer for our staff. We want to make things easier and we want to be as joined up as possible, working closely across our sites and services as well as with our partners in the local health and care system. Our strategy will help to guide us in our decisions and priorities.

In the development of our strategy we met with thousands of people and received hundreds of comments to tell us what is important to them, the challenges they face and their ideas to fix them. Read our full strategy [here](#).



Improving quality for patients

An outstanding Trust delivering the best patient outcomes, safety and experience through a culture of **continuous quality improvement**



Supporting our people

A great place to work, **supporting our people** to be the best



Collaborating with our partners

Leading the way in **coordinating local health and care services**, with more support closer to home, enabling people to have healthier lives by being in charge of their own health and well-being



Transforming our services

Delivering excellence every day across all our services as 'One Frimley Health'



Making our money work

One of the most **efficient providers** of healthcare in the country



Advancing our digital capability

Using **technology and innovation** to provide the latest treatments and connected care for our patients

Our Hospitals

We have three hospitals across Surrey and Berkshire:

- Frimley Park Hospital (Camberley)
- Heatherwood Hospital (Ascot)
- Wexham Park Hospital (Slough)

In addition to our three main hospitals, we provide integrated community services to north east Hampshire, Farnham and Surrey Heath in partnership with Virgin Care Services. We also run outpatient clinics and diagnostic services from Aldershot, Farnham, Fleet, Windsor, Maidenhead, and Bracknell to make sure we deliver the care our patients need as close to their home as possible.

Each location is steeped in history, with historic market towns and an excellent range of attractions and places to go nearby. With beautiful surrounding countryside, idyllic natural views ideal for walking, cycling on trails and a range of excellent schools, these areas are perfect for those looking for a balance of country and city living, whilst remaining close enough to London for day trips or a night out.



→ Frimley Park

Frimley Park in Frimley near Camberley is the first hospital in the country to be rated 'Outstanding' by the Care Quality Commission. Located in Surrey, close to the Hampshire and Berkshire borders, the hospital is just a mile south of Camberley. It's also a short journey to towns like Farnborough, Aldershot and Fleet – whilst Basingstoke, Guildford and Bracknell are not too far away. It's also close to the M3 motorway, so easily accessible. The town itself has a number of shops, pubs and restaurants.



→ Heatherwood

Heatherwood in Ascot is highly valued by its community and focuses more on diagnostics, day surgery and outpatients. Located in Berkshire, close to Bracknell, Heatherwood Hospital is less than one mile west of Ascot and three miles east of Bracknell Town Centre. Ascot is a small town that's famed for its racecourse – there are shops, cafes, pubs and restaurants.



→ Wexham Park

Wexham Park near Slough is undergoing massive investment to make sure we have the best facilities possible to deliver the best possible care. Located west of London, Wexham Park Hospital is around two miles north of Slough town centre. The town centre is currently being redeveloped and there are good shopping centres, restaurants and amenities including good transport links to London on either the Elizabeth line or Great Western trains.

Capital and Estates Programmes

We are incredibly excited by our ongoing capital projects to help us truly transform the way we deliver services. Our estate must enable us to provide 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 sites and tackle our backlog maintenance. Ultimately, our estate is fundamental in creating a healthy, safe, and effective environment for all who use it.

Over recent years we've invested in some fantastic new facilities and services at Frimley Health, from the new emergency department at Wexham, refurbished ICUs and wards to our amazing new Heatherwood Hospital (pictured).

And we're not slowing down. We'll be working closely with the ICB to develop a new Community Diagnostic Centre in Slough.

We've also been granted planning permission for a much-needed diagnostic and clinical services building at Frimley Park, which will be built where the old medical records building was.

And we will be building a whole new Frimley Park Hospital by 2030 as part of the Government's New Hospital Programme.

- New £49m Frimley Park diagnostic and clinical services building
- New £25m Slough Community Diagnostic Centre by 2025
- New £1.2bn Frimley Park Hospital by 2030



Dealing with RAAC in the Estate



→ Ensuring safety

By the end of 2024/25, we will have spent nearly £30 million on surveys, safety inspections, and remedial works alone to keep our current Frimley Park site safe. Remedial RAAC work will continue throughout the new hospital build to ensure that patients, visitors and staff remain safe. RAAC is constantly monitored, and safety works are undertaken proactively, and reactively when necessary.



→ Limiting disruption

Since 2019, we've had a significant programme of works, approaching the high-risk areas initially (ICU and theatres) to ensure they were addressed. To try and limit the disruption, we only worked on two theatres at a time.



→ Continual monitoring and response

Important to remember that despite all our efforts these works only have a 10-year life span, because RAAC will always deteriorate. We are doing the best we possibly can to mitigate while this hospital remains open. There is no permanent fix.



Frimley inpatient and diagnostic facility

The new £49m inpatient, diagnostic and imaging centre at Frimley Park is well underway and is scheduled to open in the New Year. This will provide an additional 74 inpatient beds across a combination of single rooms and bays, and there will also be a dedicated breast care diagnostic and outpatient unit. It will also provide much needed decant space to minimise disruption for patients during the ongoing programme of RAAC remedial work.

Innovation and Achievements

Despite the national challenges, the Trust has delivered many significant achievements including:

→ **The 'Frimley Excellence' programme of continuous quality improvement**

Putting our people at the forefront of systematic improvement to ensure high quality care for patients.

→ **Recent investment in the latest technologies and advances in medicine**

The expansion of robotic surgery which will transform patient care and innovative drugs such as those for cystic fibrosis patients.

→ **Artificial Intelligence (AI)**

Speeding up diagnosis and treatment for patients. The Trust is recognised as a leading NHS centre of innovation for AI implementation.

→ **Out-of-hospital care**

Including a virtual and urgent community response (UCR) service delivering 83% admission avoidance, achieving 100% UCR two-hour response, and an average length of stay of 3.4 days compared with a LOS of 9 as an inpatient.

→ **Better diagnosis and treatment for cancer patients**

Provided by a one-stop prostate cancer service at Heatherwood. The Trust is also developing a new service for the NHS using pain pumps that support breast cancer patients to go home on their day of surgery.

→ **Cardiology community hubs**

Helping patients access non-emergency heart care. FHFT cardiology consultants have provided intensive training to nine highly experienced GPs, enabling them to provide diagnostic services and preventative cardiovascular care closer to patients' homes.

→ **'HIS bundle pacing'**

An advanced physiological form of cardiac pacing with potentially better long-term results, has been introduced at the Trust, one of the few outside London.

→ **Aquablation heat-free robotic system for urology**

The Trust is part of global clinical trial which is about to get NICE approval.

→ **Maternity and Midwifery Advice and Support (MAMAS)**

Phone-line providing 24/7 access to support for women and guidance to paramedics on the road.

→ **Magnet4Europe programme**

One of 11 trusts in the country entering its third year in partnership with the Cleveland Clinic Ohio, which is setting the pathway to nursing excellence.

You are our priority because you can deliver great care for our patients. We want to make sure that you love being a part of our organisation – and that you have opportunity to grow and develop within your chosen career

We have introduced new roles, such as our nursing associates, offering additional developmental opportunities. We offer leadership development training and opportunities to facilitate advancement and progression, including:

- Leadership programmes
- Aspiring Leaders, Team Leaders, Leading Services, and Senior Leaders and Chief of Service programmes
- Management and Leadership Development programmes
- Aspiring Clinical Leaders programme
- Clinical Leaders programme
- NHS HCL Model / Link with FX
- Frimley Academy 20/20 and Wavelength
- Plus over 30 other courses from mandatory and statutory training to well-being (such as mental health first aiders)

Job Description

Job title:	Deputy Director of Estates & Facilities
Pay band:	9
Department:	Estates & Facilities
Responsible to:	Director of Estates & Facilities

DIMENSIONS OF JOB:

The post holder is responsible for ensuring the that the built environment is safe for patients, visitors and staff, is fit for the future, is managed effectively and efficiently and adapts to changing healthcare needs. They hold corporate and professional responsibility for estates service standards, Soft FM services, governance, policies, financial management, statutory and regulatory compliance and risk management as well as the provision of assurance to the Trust Board and Trust committees for the estate and as strategic lead for capital planning. They will also take the lead on ensuring operational matters across the directorate are dealt with in a timely, appropriate manner and driving the Trust's sustainability / Net Zero Carbon agenda.

As Deputy Director of Estates and Facilities the post holder will deputise for the Director of Estates and Facilities.

PURPOSE OF JOB:

This is a senior role in the organisation that has the overarching day-to-day and long-term strategic responsibility for the safety, security and management of the built environment and for Soft FM services. Building and developing a team to deliver will be a critical success factor to support them to deliver the following duties and responsibilities:

- Support for the development of the Trust's Estate and Facilities management strategy aligned to the clinical and corporate strategies. This will include leading the plan for the 2030 Estates strategy and long-term plan for environmental sustainability.
- Organisation's estates infrastructure covering three main hospitals and a number of community sites.
- Providing leadership and oversight to adhere to compliance in key areas such as fire, water, electrical, gas, ventilation, decontamination, lifts and asbestos adhering to the NHS England HTM00 guidelines for the saferunning of healthcare facilities.
- Day to day management of mechanical, electrical & building maintenance, minor new works, energy & utilities, decarbonisation, fire safety, property, administration and help desk)
- Oversight of Soft FM service delivery including housekeeping, catering, security, car parking and other services. Development of the future soft FM strategies for the trust which may include improving the commercial offer of services such as cafes or catering outlets.
- Acting as a Senior Leader (Very Senior Manager) in the Trust and overseeing a workforce of c1000 people across estates and facilities ensuring staff are motivated, engaged and kept up to date with the latest training and accreditations where necessary.
- Information and reporting for estates and facilities functions including maintaining and developing the Trust's CAFM system, PAM, PLACE, and ERIC
- Budget management (capital and revenue) to achieve best value and efficiencies and clear understanding of management of multimillion pound budgets.
- Support the AD for Capital with investment planning for redevelopment, backlog and estate improvement and provide oversight to capital programmes of circa £50m per annum.
- Any other reasonable duties and/or responsibilities as agreed with the senior

leadership of the Trust.

KEY TASKS & RESPONSIBILITIES

General Management & Service Provision

- Ensure compliance with relevant:
 - ➔ Technical and safety standards
 - ➔ Other statutory and legal requirements
 - ➔ NHS Guidance
- Develop operational estate plans, which are consistent with the Trust's aims and objectives.
- Ensure that the Soft FM, Estates and Hard FM services are fully integrated into the Trust's planning and performance processes and seen as an exemplary service provided by the Trust.
- Ensure sufficient workable policies are in place for efficient delivery of service.
- Assist the Director of Estates and Facilities in setting the directorate objectives and ensure regular monitoring of those objectives.
- Develop and maintain quality standards across Soft FM, Estates and Hard FM services and actively report on deviations from the norm.
- Ensure the delivery of the key objectives for the directorate in the Trust and directorate performance plans.
- Establish and develop professional and technical standards for Soft FM, Estates and Hard FM, ensuring there is a consistent approach on all sites for which the Trust is accountable.
- With the AD for Capital, develop and apply a process to ensure the proper prioritisation for capital investment.
- Ensure that capital projects reflect appropriate compliancy with standards prior to their acceptance.

- With Director of Estates and Facilities assist in the management of the Trust's development programme, including the preparation of business cases, briefing papers and reports to the Trust Board, executive team, and other relevant standing committees and groups.
- Ensure that a Health and Safety management system is in place within the directorate and ensure a proactive approach to the management of safety.
- Responsible CQC compliance relating to standards within the Estates & Facilities directorate.
- To ensure that all information is held in the appropriate manner.

Human Resources Management

- Responsible for a workforce of circa 1000 people with a wide variety of roles.
- Ensure recruitment and retention of staff in accordance with the Trust's policies and recruiting the highest calibre workforce.
- Ensure that staff are appraised and appropriate professional and technical training and development takes place in accordance with the principles of liP and Trust policy.
- Ensure that staff are conversant with contemporary best practice and new ways of working.
- Develop the team in line with the key findings of metrics such as the staff survey.
- Responsible for linking team members, stakeholders, experts and workstream leads, in order to achieve the Directorate's overarching objectives.
- Responsible for driving forward the actions required to deliver the agreed key projects and business as usual.

Research and Development

- Ensure best practice and the effective input and distribution of specialist information, pulling from work stream teams and external supplier experience and expertise, to ensure the Trust benefits from relevant innovations and latest developments.
- Commission Research and Development initiatives to secure cost and service improvements from alternative methods of operation, through to new goods and services or the re-engineering of existing processes.

Financial Management

- Control costs within the budget available and ensure that income generation opportunities are maximised.
- Ensure an agreed planned and responsive service, such as Planet FM is fully functional and meets agreed KPI's.
- To be the ultimate budget holder for the service, and ensure the budget setting process for each year is appropriately informed of pressures and opportunities.
- Manage the CIP programme, ensuring programme delivery.

Stakeholder engagement

In order to discharge their duties effectively the Deputy Director of Estates will have to work with a wide range of stakeholders both internal and external to the Trust. They will, at times, have to represent the Trust in both local and national engagement as required so building and maintain strong relationships/networks will be required with the following stakeholders:

- **Internal:** Chief Executive; Trust Board; executive directors; non-executive directors; divisional directors; clinical directors; infection control; senior managers; clinicians; patient representative groups; comms team; finance department; procurement department; ward staff; departmental staff and staff representatives
- **External:** Department of Health; NHS Improvement/England; NHS Digital; CQC; STP/ICS/CCG; Community Health Partnerships; NHS Property Services; Other NHS Trusts/Providers; The Health & Social Care Information Centre; County Council and Local Authorities; local planning departments; local fire and rescue service; property and design consultants; professional bodies; contractors; patients; general public; local media (via comms); government agencies; local and regional trade union representatives; local enforcement agencies (HSE/EHO); national associations (Hefma)

The post holder will deputise for the Director of Estates and Facilities to cover periods of annual leave and sickness absence or for specific workstreams or projects. The role may require periods of working antisocial hours and being an oncall senior leader for the trust.

TRUST-WIDE REQUIREMENTS

Investors in People

- To brief staff on a regular basis about the Trust's objectives, plans and business developments
- To set objectives and identify training needs for staff and ensure that they are appraised at least once annually
- To induct new staff effectively ensuring all relevant training is undertaken corporately and locally
- To discuss expected outcomes of training and development activity with staff prior to training and afterwards review whether expected outcomes were achieved

Equality and Diversity

- To comply with and maintain awareness of the Trust's Equality and Diversity policy
- To undertake an equality update every three years
- To ensure equality analyses of strategies and policies are undertaken every three years

Health & Safety

- To take reasonable care of your health and safety and that of others who may be affected by your work activities.
- To work in accordance with the Trust's health and safety policy and other relevant policies and guidance.
- To attend all relevant mandatory health and safety training and annual update training, (including that for manual handling and fire).
- To follow high standards of infection control practice relevant to your work which includes hand cleansing and aseptic techniques for clinical staff and attend mandatory training and annual update training as necessary.

- To ensure that all reasonable measures are taken to provide a safe place of work, including arrangements for undertaking departmental risk assessments, and developing action plans to resolve any significant hazards found.
- To ensure that all staff (including bank and part time staff) working in your area receive all necessary health and safety (including fire and manual handling) information and are appropriately inducted and trained to enable them to undertake their duties in line with Trust policies and procedures.
- If you are responsible for anyone undertaking a job of work on Trust premises who is not a member of staff (eg a contractor) you must ensure that they receive all necessary health and safety information to allow them to work safely, which will include details of the Trust's fire alarm procedure.

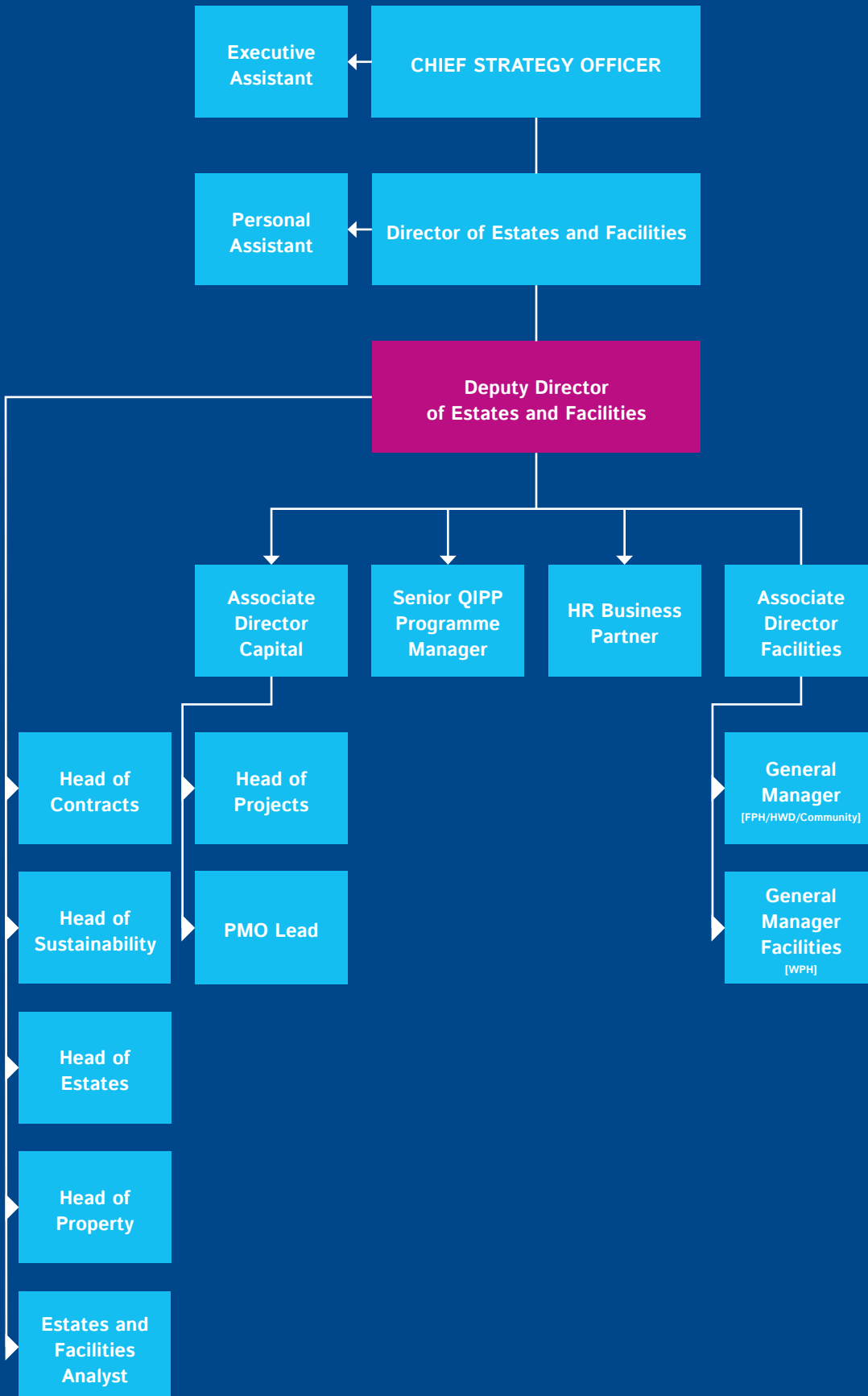
Safeguarding Vulnerable Groups

- Employees who come into contact with vulnerable adults or children and their parents during the course of their normal duties need to be aware of their responsibility to safeguard and promote the welfare of children, young people and vulnerable adults.

Data Protection Act 1998 & Confidentiality, Freedom of Information Act 2000

- You are required to comply with and maintain your awareness of the Trust's Policies and procedures relating to the Data Protection Act and Confidentiality and Freedom of Information Act 2000.

Organisational Chart



PERSON SPECIFICATION

CRITERIA	Essential	Desirable
Qualifications	<ul style="list-style-type: none"> Degree in relevant estates discipline. Chartered professional registration/accreditation in relevant discipline (eg RIBA, CIOB, RICS, CIBSE, etc). Prince2/ Project Management / MSP experience. A minimum of 5 years experience in a senior Estates Management role within an organisation of complexity. 	<ul style="list-style-type: none"> Postgraduate qualification at doctorate level and evidence of CPD in at least one of the technical areas within the post holder's span of control.
Specific competencies	<ul style="list-style-type: none"> Experience working in a senior leadership role in an organisation of similar complexity and profile, management of complex estates and facilities issues. Demonstrate compassionate leadership, in a senior role. Negotiate on difficult and very complex and detailed issues. Strategic thinking – ability to anticipate and resolve problems before they arise. Problem solving skills and ability to respond to sudden unexpected demands. 	
Professional/ Specialist/ Functional Experience	<ul style="list-style-type: none"> Ability to prioritise and get involved with operational issues as required. Experience and sound working knowledge of Facilities Management support services and estates related issues. Knowledge of NHS standards, including Health Building Notes and Health Technical Memoranda. 	
Special / Personal Requirements	<ul style="list-style-type: none"> Willingness to work flexible hours when necessary. Flexible and committed approach to work. Ability to lead a team and establish a culture of high performance, personal responsibility for quality of output, collaborative team-working and sharing of ideas, expertise and success. Able to set out a clear vision and associated priorities for the Estates and facilities directorate. Championing and Embracing Change, positive about change and removing obstacles, which stand in the way of progress. Understanding and others – the ability to relate to others and bring out the best in them. Demonstrates confidence and self-belief when under pressure. 	
Values & Behaviours	<ul style="list-style-type: none"> We will expect your values and behaviours to mirror those of the Trust, available here 	

How to Apply

The closing date for applications is **2 March 2025**.

Applications should include:

- A covering letter explaining why the appointment interests you, how you meet the appointment criteria and what you specifically would bring to the post.
- A Curriculum Vitae (CV) with education and professional qualifications and full employment history. Please include daytime and evening telephone contact numbers and email addresses. The CV should include names and contact details of three referees. References will not be taken without your permission.
- A completed **Diversity Monitoring Form** and **Fit and Proper Person Monitoring Form**.

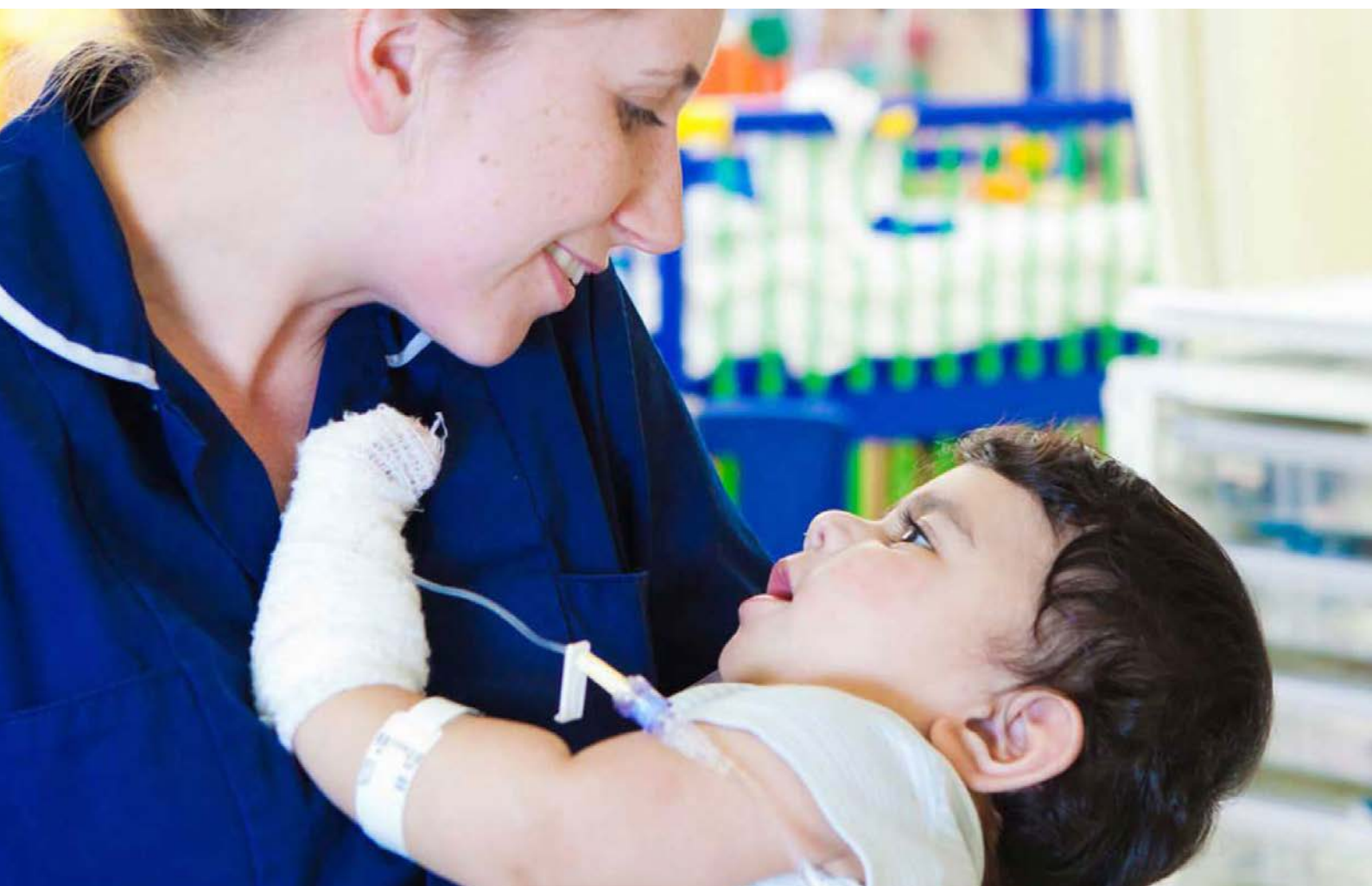
Please note that the information you provide will be treated as confidential and is for monitoring purposes only. It will not form part of the application process.

All applications should be sent to: applications@hunter-healthcare.com. All applications will be acknowledged.

For an initial conversation about this role please contact our partners at Hunter Healthcare: Brendan Davies, on: bdavies@hunter-healthcare.com or phone: 07585 356985

KEY DATES

Application closing date	2 March 2025
Shortlisting	11 March 2025
Selection events	w/c 18 March 2025





Frimley Health

NHS Foundation Trust



Committed to excellence

Working together

Facing the future

Floor 2, Berkshire House
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E: enquiries@hunter-healthcare.com