

Helpdesk Report:  
Director of Estates  
& Campus Services

by

Incomes Data Research

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This report has been produced by Incomes Data Research Limited as part of the ECC Labour Market and Pay Data Service.

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## 1. Introduction

This report has been prepared by Incomes Data Research (IDR) and, as requested, it provides market salary data for the following role(s):

- Director of Estates & Campus Services

## 2. Market salary data

This section presents the market salary data. We aim to provide a minimum of three sources of information for each job to enable ‘triangulation’ of the results, and thereby provide the widest possible assessment of the market for this role.

### 2.1. Market data

The tables in the following sections provide the aggregate market salary for a full-time Director of Estates.

#### 2.1.1. NHS data

In this section we provide information on the salary range for the pay band likely to cover comparator jobs in the NHS. The NHS, with 1.2m staff is the largest employer in the UK and as such plays a key role in influencing market for many non-medical roles, particularly in education, given the links between parts of higher education and the NHS.

Director of Estates in the NHS are typically employed on Bands 8d and 9 and the current salary range is between £73,936 to £86,687 and £89,537 to £103,860 respectively a year outside of London and high-cost areas in the South East/South.

Roles based in high-cost areas qualify for the following supplements:

- Inner London – 20% of basic salary, subject to a minimum payment of £4,400 and a maximum payment of £6,778;
- Outer London – 15% of basic salary, subject to a minimum payment of £3,723 and a maximum payment of £4,744;

- Fringe – 5% of basic salary, subject to a minimum payment of £1,019 and a maximum payment of £1,763.

### 2.1.2. Private sector data

The following tables contain data from a commercially-available salary survey.

#### Chief Estates Manager

Sector	Lower Quartile	Median	Upper Quartile
Whole economy	65,828	77,445	93,708
Not for profit	57,270	67,377	81,526
Public administration	65,170	76,670	92,771

#### Director

Sector	Lower Quartile	Median	Upper Quartile
Whole economy	71,428	91,575	118,132
Not for profit	60,000	76,923	99,230
Public administration	73,571	94,322	121,676

### 3. Job advertisements

This section details current comparable vacancies from our database of advertised positions.

#### 3.1.Data and summary

##### Director of Facilities, public sector– advertised positions summary

	Minimum	Maximum
<b>Average</b>	£84,583	£104,894

##### Director of Facilities - job advertisements

Reference ID	Organisation	Job title	Min	Max	Hours	Location
<b>IN423</b>	NHS Worcestershire Acute Hospitals NHS Trust	Director of Estates and Facilities	£89,532	£103,860	37.5	Worcestershire
<b>IN424</b>	NHS Scotland - Tayside	Director of Facilities	£79,633	£105,927	37.5	Scotland

#### 3.2.Job advertisements

The following pages present the job advertisements for the above vacancies.

## **WORCESTERSHIRE ACUTE HOSPITALS NHS TRUST**

### **JOB DESCRIPTION**

<b>Post Title:</b>	<b>Director of Estates and Facilities</b>
<b>Pay Band:</b>	<b>Band 9</b>
<b>Hours:</b>	<b>37.5</b>
<b>Contract:</b>	<b>Permanent</b>
<b>Accountable to:</b>	<b>Deputy Chief Executive/Chief Operating Officer</b>

#### **Job Purpose:**

The Director of Estates and Facilities will play a key and very visible role within Worcestershire Acute Hospitals NHS Trust's senior management team. Working closely with the Executive Directors the post holder will actively contribute to the corporate management of the Trust, helping to ensure that the Trust's corporate objectives are achieved.

The role will have overall accountability and responsibility for the Estates and Facilities strategy, as well as providing leadership and operational management across the Directorate portfolio, which includes Estates, hard and soft facilities management, PFI Contract Management, Health & Safety and Fire Safety.

The Director of Estates and Facilities will be responsible for delivering safe, responsive and cost effective Estates and Facilities services for the Trust, with a focus on quality and promoting a customer service ethos. The post holder will be required to provide specialist and professional advice to the Executive Team including assurance in relation to statutory compliance and risk, associated with the Trust's premises, infrastructure and Facilities support services.

The postholder will also provide effective and efficient management, ensuring all contracted out Services provided by either the PFI or other third party suppliers meet the requirements of the Trust's service specifications and payment mechanisms.

The Director of Estates and Facilities is responsible for the strategic development and operation of the Trust property and estates assets and is accountable for oversight of the Trusts PFI contract at Worcester Royal Hospital, the retained estate and all hard and soft facilities management services across the Trust.

#### **Key Accountabilities**

- Accountable for the provision of professional advice to the Deputy Chief Executive/Chief Operating Officer in relation to the Trust's Estate, infrastructure and Facilities support services together with the operational management of services across the Estates and Facilities portfolio ensuring that they are managed effectively, safely and within agreed budgets.
- To develop a strategy for the improvement of the quality and utilisation of the Trust Estate, ensuring a patient centered environment that aligns with the Trust Service Strategy and offers best value for money.
- The Director of Estates and Facilities will be the Senior Responsible Person for all professional aspects of the Estate, Capital design, Development and Project management under their control.

This will include taking full accountability for design, safety, quality, technical suitability and statutory compliance with all relevant government directives and providing assurance to the Trust Management Executive on all aspects of statutory compliance relating to the estate.

- Act as Trust lead on matters relating to Health and Safety and Fire Safety across the Trust, and chair the Trust's Health and Safety Committee and liaise with the Health and Safety Executive as appropriate.
- Accountable on behalf of the Trust as Security Management Director as defined by NHS Protect.
- To ensure that appropriate and effective estates and capital development expertise is available to the Trust to support capital business case development
- Act as Programme Director to ensure that the major phases of the Trust's strategy for the Estate following business case approval are delivered to time and within budgeted cost.
- Ensure systems are in place to secure resilience and continuity of power supply to all hospital sites within the Trust as part of organisational resilience and emergency planning.

### **Key Responsibilities – Corporate**

- To participate fully in the overall management and leadership of the Trust as a member of Trust Management Executive.
- To contribute to the development of the Trust's Corporate Strategies and Objectives and ensuring that Directorate specific objectives are aligned to these.
- To promote the Trust's vision and values.
- Act as a role model and adhere to the Trust and NHS Standards of Conduct for Managers at all times.
- To ensure the development of a partnership approach within the Herefordshire and Worcestershire STP and with other public and private sector organisations as appropriate.
- To participate in the Estates Executive on call rota.
- To develop the Trusts Estates and Facilities Strategies to support the Trust's clinical and business priorities.
- Ensure robust and up to date development control plans are in place to make the most effective use of space across the Trust.
- To provide strategic advice and direction to the Deputy Chief Executive/Chief Operating Officer and TME on all matters related to the Trust's Estates and Facilities support services, including Procurement and Decontamination.
- To provide strategic and professional advice to the Trust Management Executive on all property, land and premises matters, including the potential for land disposal.
- Take the lead on the Trusts Sustainability Strategy, Energy Strategy and Carbon Management Strategy/Plan.
- To advise the Trust Management Executive on the market testing of Estates and Facilities services where appropriate to secure best quality and value for money.
- To be responsible for developing and maintaining a wide range of external relationships, notably with regulators, local councils, Trust contractors and PFI partners.

### **Key Responsibilities - Directorate**

#### **Operational**

- Assume full accountability and day to day management responsibility for the effective service delivery and high standard of performance across the Estates and Facilities portfolio.
- Ensure in conjunction with clinical leads that Estates and Facilities services achieve best practice in relation to infection prevention and high standards of hygiene in order to enhance patient wellbeing.
- To ensure that all Estates and Facilities services respond with a positive customer focus and in particular putting patients at the heart of service delivery.

- Responsible for ensuring that the physical environment within the Trust is conducive to providing excellent patient care and meets customers' expectations.
- Development and effective management of the Trust's estate capital programme.
- Ensuring that there is a risk based, prioritised plan in place for managing backlog maintenance.
- To act as lead Director for the Worcestershire Royal Hospital PFI contract, ensuring that appropriate systems are in place to monitor effectively and efficiently, all services provided to fulfil the Trust output specifications and follow the agreed payment mechanisms.
- Provide appropriate services and/or contracts to maintain specialist infrastructure and equipment, in particular medical devices.

#### Leadership and Workforce

- The post holder will provide strong, effective and visible leadership across the portfolio promoting effective team working and acting as a role model for staff.
- The post holder will, through the management structure apply effective performance management arrangements with their team to deliver high quality, safe and compliant services.
- Responsibility for the management of staffing resources, monitoring of performance, objective setting and regular appraisals of directly managed staff.
- Ensure that all staff within the Directorate have the right level of knowledge and skill to deliver services to a high standard utilising an effective framework for training and sharing values at all levels.
- To promote the development of a customer service culture that is effectively delivered by staff across the Directorate.
- Ensure there are regular and effective communications mechanisms in place throughout the Directorate which ensure that both corporate and Directorate messages reach staff at all levels and that there are regular and effective listening forums in place for staff feedback.

#### Financial Management and Control

- Manage the Estates and Facilities budgets, both capital and revenue, and ensure that expenditure is maintained within agreed budgetary limits.
- Provide assurance that effective control measures are in place across all areas of the Directorate to ensure economic deployment of resources both pay and non-pay.
- Develop and deliver targeted cost improvement and sustainability plans as required.
- Maintain the highest level of financial probity and compliance with the Trust's Standing Financial Instructions.
- Monitor the performance of Estates and Facilities services through national benchmarking tools, reporting performance to the Trust Management Executive and developing improvement plans where performance falls below the expected level.
- Ensure that all Trust Estates and facilities services operate at or above the nationally set benchmarks.
- Organise the collation of Estates and Facilities data sets to inform ERIC and Model Hospital reporting regime.

#### Risk And Compliance

- The post holder is fully accountable and responsible for ensuring that the Estate infrastructure and Facilities services are compliant with statutory and NHS standards, identifying where there are gaps in compliance, instigating mitigating actions and putting into place robust plans to achieve compliance.
- Providing assurance to the Deputy Chief Executive/Chief Operating Officer and the Trust with regard to the state of statutory compliance together with remedial and mitigation plans where shortfalls have been identified.

- Ensuring that there are effective governance processes in place within the Directorate to identify risks, to regularly review risks and where appropriate escalate risks from the Directorate to Corporate risk register.

### **Vision and Values:**

The Trust aims to provide local services for local people. It has developed its vision to reflect this commitment.

'To continue to be the major provider of acute/specialist services for the people of Worcestershire (and wider) with a strong reputation for providing outstanding, high quality, reliable, accessible and integrated healthcare for local people'

Driving this commitment are the Trust-wide signature behaviours:

- Do what we say we will do
- No Delays, every day
- We listen, we learn, we lead
- Work together, celebrate together

### **Standard Clauses:**

The purpose of this post should remain constant, but the duties and responsibilities may vary over time within the overall role and level of the post. The post holder may from time to time be asked to undertake other reasonable duties. Any such changes will be made in discussion with the post holder in the light of service needs.

### **Competence**

The post holder is responsible for limiting his / her actions to those which s/he feels competent to undertake. If the post holder has any doubts as to his or her competence during the course of his / her duties then s/he should immediately speak to their line manager or supervisor.

### **Codes of conduct**

All employees of the Trust who are required to be registered with a professional body, to enable them to practise within their profession, are required to comply with their code of conduct and requirements of their professional registration. Those staff that are not required to be registered with a professional body are required to comply with the Trust's codes of conduct.

### **Confidentiality**

The post holder must maintain confidentiality, security and integrity of information relating to patients, staff and other Health Service business.

### **Records Management**

All employees of the Trust are legally responsible for all records that they gather, create or use as part of their work within the Trust (including patient, financial, personnel and administrative), whether paper or computer based. All such records are considered public records and all employees have a legal duty of confidence to service users. Employees should consult their manager if they have any doubt as to the correct management of records with which they work.

### **Health and Safety**

Employees must be aware of the responsibilities placed on them under the Health and Safety at Work Act (1974) and the Manual Handling Operations Regulations (1992) and all relevant Trust Health and Safety Policies and Guidance. This ensures that the agreed safety procedures are carried out to maintain a safe environment for employees, patients and visitors to the Trust.

### **Infection Control**

Employees must accept personal responsibility and accountability for Infection Prevention and Control practice. Employees should ensure they are familiar with, and comply with, all relevant Infection Control policies for minimising the risk of avoidable 'Health Care Associated Infection'. All Employees must undertake annual mandatory updates in Infection Control.

### **Non Smoking Policy**

The Trust's approach to smoking is in line with the government's on-going initiatives for an eventual smoke-free environment. It aims to adhere to the Worcestershire Health Community Campaign to help Worcestershire stop smoking.

A no smoking environment policy exists within all Trust premises including entrances and exits to hospital buildings and on other Trust property (with the exception of staff resident in staff residences, as these are the homes of staff). In June 2014 a ban was implanted which meant staff, contractors and volunteers were no longer permitted to smoke in any of the hospital grounds, including car parks.

Further to this, The Alexandra, Kidderminster and Worcestershire Royal Hospitals, have all become smoke free to all patients and visitors as of 17 June 2015. This means that, as well as staff, members of the public, patients and visitors are not allowed to smoke in any of the acute hospital grounds, including car parks.

### **Risk Management**

It is a standard element of the role and responsibility of all employees of the Trust that they fulfil a proactive role towards the management of risk in all of their actions. This entails the risk assessment of all situations, taking appropriate actions, and reporting all incidents, near misses, and hazards promptly. It is a contractual obligation that all employees must co-operate with any investigations undertaken.

### **Children and vulnerable adults**

You have a responsibility for promoting and safeguarding the welfare of the children / young people / vulnerable adults that you come into contact with or are responsible for in your job role and sphere of competence.

### **Disclosure and Barring Service**

The Trust aims to promote equality of opportunity for all, with the right mix of talent, skills and potential. Criminal records will be taken into account for recruitment purposes, only when the conviction is relevant. As the Trust meets the requirements in respect of exempted questions under the Rehabilitation of Offenders Act 1974, all applicants who are offered employment will be subject to a criminal record check from the Disclosure and Barring Service before the appointment is confirmed. This will include details of cautions, reprimands or final warnings, as well as convictions. Postholders may periodically be asked to undertake a re-check.



The Trust is legally required to check all staff against the Disclosures and Barring Services Children’s and Vulnerable Adults barring lists if they engage in what is defined as “Regulated Activity” or “Controlled Activity”: Regulated Activity is defined as working closely with children or vulnerable adults, paid or unpaid, on a frequent or intensive basis. Controlled activity is work that provides opportunities for contact with children or vulnerable adults.

**Equality and Diversity**

The Trust promotes policies and practices that challenge discrimination, promote equality, respect individual needs, preferences and choices, and protects human rights. The Trust has a clear commitment to equality for all in employment practices based on an applicant’s ability, skills and aptitude for the post. A range of equality & diversity policy initiatives are in place and all successful applicants are expected to familiarise themselves with these. It is therefore the duty of every employee to comply with the detail and spirit of these policies and the law at all times. Any issues or concerns you have should be taken up with your manager or the human resource team as soon as possible.

**Dignity**

All employees must treat each person as an individual, offering a personalised service respecting people’s dignity and modesty at all times.

**Conflict of Interest**

The Trust is responsible for ensuring that the service provided for patients and its care meet the highest standard. Equally, it is responsible for ensuring that staff do not abuse their official position for personal gain or to benefit their family or friends. The Trust’s Standing Orders require any member of staff to declare any interest, direct or indirect, with contracts involving the Trust. Staff are not allowed to further their private interests in the course of their NHS duties.

**Post Holder’s Signature:**.....

**Name:** ..... **Date:** .....

**Manager’s Signature:**.....

**Name:** ..... **Date:** .....

## PERSON SPECIFICATION

Essential = E Desirable = D		E or D	Application Form	Interview
<b>Qualifications and knowledge</b>	The post holder will be required to have professional and specialist knowledge across a range of Estates/Facilities activities acquired through post graduate courses or equivalent, professional experience <b>plus</b> financial, managerial and strategic knowledge.	E	√	√
	The post demands an enthusiastic, highly motivated individual with very significant levels of experience in a senior estates/facilities management position in a large complex acute trust.	E	√	√
	Extensive knowledge of NHS healthcare buildings, systems and management	D	√	√
	Knowledge of Fire safety management systems and designs.	D	√	√
	Formal qualification in Project Management	D	√	√
<b>Experience</b>	Experience of effective management of large & complex budgets.	E	√	√
	A proven success in the implementation of strategic plans	E	√	√
	A proven record of success in managing operational change and service transformation / integration while also developing and maintaining high standards of quality.	E	√	√
	Extensive experience of dealing with a wide range of regulators and producing action plans in response to regulators inspections/audits.	E	√	√
	Extensive experience of developing service specifications and performance monitoring systems across a broad range of Estates/Facilities services in a number of in-house /contract settings.	D	√	√

Essential = E Desirable = D		E or D	Application form	Interview
<b>Skills</b>	To be responsible for the implementation of Trust policies and relevant UK legislation, especially those relating to the management of Estates and Environmental issues.	E	√	√
	Ability to motivate a team of Estates/Facilities professionals in order to meet business objectives.	E	√	√
	The ability to interpret specialist health service policies and procedures relating to estates and environment so these can be understood, Trust wide	E	√	√
	Project management skills.	D	√	√
<b>Personal &amp; People Development</b>	Good inter-personal skills, managing a team individuals contractor	E	√	√
	Good influencing and motivation skills	E	√	√
<b>Communication</b>	Effective communication skills, including negotiation, with the proven ability to liaise effectively within a multidisciplinary team based environment	E	√	√
<b>Specific Requirements</b>	Ability to meet deadlines and complete tasks within agreed time scales.	E	√	√

**Our Signature Behaviours**



Do what we say we will do



No delays, every day



We listen, we learn, we lead



Work together, celebrate together

# Job details

Director of Facilities			
<b>Location:</b>	NHS Tayside	<b>Grade:</b>	Executive and Senior Manager Grade E
<b>Category:</b>	Executive Level	<b>Salary:</b>	79,633 to 105,927 per annum
<b>Contract:</b>	Permanent	<b>Duration:</b>	
<b>Region:</b>	National	<b>Hours:</b>	37.5 hours per week
<b>Job type:</b>	FullTime	<b>Date posted:</b>	30 Aug 2019
<b>Ref:</b>	GD/DF/19	<b>Closing date:</b>	29 Sep 2019

## Description:

As Director of Facilities you will provide strategic leadership to the Estates and Soft FM functions across the entire NHS Tayside property portfolio, in order to ensure the delivery of corporate objectives whilst demonstrating best value for money and best practice and enhancing patient experience and the standards in delivery of care to which NHS Tayside aspires. As a member of the senior team, you will fully contribute to and participate in the overall corporate management and governance of NHS Tayside.

Professionally and technically responsible for policy development and implementation of legislative requirements, you will develop and implement strategies and operational plans in order to make an effective contribution to NHS Tayside strategy development, positioning the Directorate as a key contributor to NHS Tayside's delivery and transformation planes, while providing a robust framework for operational planning.

Professionally qualified and a member of an appropriate body, you will have significant experience at a senior level in strategic and operational management in a healthcare or equivalent complex organisation, with the personal credibility and interpersonal skills to lead and deliver in a politically sensitive and demanding role.

NHS Tayside is the fourth largest healthcare provider in Scotland and one of only four teaching Boards. With strong links to local Universities, the Board provides tertiary services to around 350,000 people across Tayside and North East Fife, employing over 13,000 staff across three hospital and many other sites. Primary and community care services are currently organised into three Health and Social Care Partnerships (HSCPs) in Dundee city, Perth and Kinross and Angus which are overseen by Integration Joint Boards. Our ambition is to be regarded as a sector leader in the provision of high quality patient care.

## How to apply:

We would welcome confidential informal discussions – to arrange a suitable date or time, please contact the Chief Executive Office on 01382 740115. Alternatively, please e-mail [chiefexec.tayside@nhs.net](mailto:chiefexec.tayside@nhs.net).

To learn more about us, the role and how to apply please visit: [Director of Facilities Vacancy](#)

The selection process is scheduled to take place on Monday, 28 October 2019 and Tuesday, 29 October 2019. Shortlisted applicants will be required to attend on both days.

Closing date for receipt of applications is Sunday, 29 September 2019.