

Assistant Director

Candidate Information Pack



Pack contents

| | |
|---|-------------------------------------|
| Job Advert..... | Error! Bookmark not defined. |
| Job Description | 4 |
| Person Specification | 12 |
| Organisation Chart..... | 14 |
| Living in Ayrshire | 14 |
| Summary of terms and conditions of employment | 15 |

Job Advert

**Assistant Director (Estates and Support Services) – NHS Ayrshire & Arran
Band 8D - Salary Range £103,764 to £108,206 per annum
Base: Flexible**

Assistant Director (Estates and Support Services)

Are you a transformative leader ready to shape the future of healthcare infrastructure in Ayrshire?

NHS Ayrshire & Arran is seeking a visionary Assistant Director to lead our Estates and Support Services. This is a pivotal strategic role within the Infrastructure and Support Services Directorate, responsible for a workforce of over 1,000 staff and a revenue budget of £62m. We are looking for a leader who can drive reform, champion the "Once for Ayrshire" principle, and ensure our physical environment actively facilitates healing and wellbeing for our patients and staff.

What you will do:

As a key member of the Senior Leadership Team, you will provide high-level strategic direction and operational management across a complex, multi-site portfolio. You will not just manage the status quo, you will lead the modernisation of service delivery to meet the challenges of changing demographics and financial sustainability.

Key responsibilities include:

- **Strategic Transformation:** Leading the development and implementation of the Estates and Support Services strategies, driving organisational change and benefits realisation across the Board.
- **Service Excellence:** Overseeing critical functions including Estates, Catering, Domestic Services, Portering, Security, Waste Management, Transport, and the Central Decontamination Unit, ensuring they align with NHS Ayrshire & Arran's corporate objectives.
- **Sustainability Leadership:** Spearheading our response to the Climate Emergency, leading the "Climate Change and Sustainability Strategy" and energy efficiency programmes to meet national Net Zero targets.
- **Asset Management:** Ensuring the safety, statutory compliance, and quality of an estate valued at £368m.
- **Partnership:** Integrating services with Health & Social Care Partnerships (HSCPs), other Health Boards and external stakeholders to deliver best value.

Knowledge, training, qualifications and/or experience required to do the job:

We are looking for a high-calibre leader with a proven track record of successful organisational change and transformation in a large, complex organisation (NHS or wider public sector experience is essential). You need to demonstrate:

- **Qualifications:** Educated to Master's degree level (or equivalent) with a relevant professional or management qualification.
- **Strategic Vision:** The ability to articulate "big picture thinking" and translate corporate strategy into operational reality.
- **Leadership:** Demonstrable transformational leadership skills, with the ability to motivate multi-disciplinary teams and negotiate complex change with senior stakeholders.
- **Values:** A strong commitment to the NHS Ayrshire & Arran values of being Caring, Safe, and Respectful.

Full UK Driving Licence: A full UK driving licence is essential for this role as you will be required to work across various sites.

If you want to find out more about the role, please contact:

Nicola Graham, Director of Infrastructure and Support Services
Nicola.Graham3@aapct.scot.nhs.uk.

Recruitment Timeline

Post Closes – 25th January

Shortlisting – w/c 26th January

Interviews – w/c 16th February

From 1 April 2026, the working week for NHS Agenda for Change staff in Scotland will be reduced. Full-time hours will reduce from 37 to 36 hours (pro rata for part-time staff) without loss of earnings.

Job Description

| | |
|---------------------|---|
| Job Title: | Assistant Director of Estates and Support Services |
| Accountable to: | Director of Infrastructure and Support Services |
| Operating Division: | Infrastructure and Support Services |

Job Purpose

To provide leadership, strategic direction, operational and resource management for the delivery of Facilities services across NHS Ayrshire & Arran and to ensure that the corporate Support Services and Estates strategies are aligned to effectively support the delivery of NHS Ayrshire & Arran's wider corporate objectives.

Establish and develop integrated services based on a "Once for Ayrshire" principle.

Lead and promote the development and implementation of the Support Services and Estates Development strategies, locally, regionally and nationally.

Develop and manage a safe and sustainable physical environment that is wellcoming, fit for purpose and facilitates healing and well being for staff and patients.

Persuade and influence partners and key stakeholders in support of the strategic agenda and in negotiating change.

NHS Ayrshire & Arran is ambitious in developing its Estates and Support Services to support organisational change and modernise service delivery for the benefit of patients and staff. The postholder will act as a key advocate of this agenda.

Dimensions

System wide service provision

In addition, the postholder will have full delegated responsibility for the following:

Number of staff : 1051 WTE

Revenue Budget : £40.1m recurring

Capital Budget : £0.8m

Value of Estate : £368m

No of sites:

Energy Budget: £7.2m

Role of Department

The Department is responsible for delivering the following services on an organisation wide basis across NHS Ayrshire & Arran:

Cost effective Digital Services to enable service modernisation and the delivery of effective and safe patient care

Development and support of the digital technical infrastructure (servers, desktops, local and wide-area networks) to enable the safe and secure sharing of information across NHS Ayrshire & Arran in a secure managed environment.

Developing and extending information literacy and Business Intelligence across the organisation by developing information sources, extending access and ensuring that appropriate training and development programmes are provided for staff throughout NHS Ayrshire & Arran.

Managing, developing and maintaining NHS Ayrshire & Arran's estate (including the PFI sites at East Ayrshire Community Hospital (EACH), the Ayrshire Maternity Unit (AMU) and the NPD Community and Mental Health facility at Ayrshire Central site) whilst ensuring compliance with all statutory standards and working practices, including Fire Safety.

Delivering safe, effective and efficient Facilities services to provide the highest possible standards and quality of care to patients, staff and visitors.

Providing and managing Telephony Services

Energy Management and Sustainability

Central Decontamination Unit and Managed Endoscopy Technical Services

Energy and Carbon Reduction programmes (CRC) targets

Procurement Services.

Key Result Areas

VISION

- In line with the organisations Caring for Ayrshire vision, develop state of the art Support Services in recognition of the importance of these services in terms of their impact on the patient's experience of NHS Ayrshire & Arran and in the provision of a safe and healing environment for patients and staff.
- Lead the development and delivery of services allied to a strong customer culture, with challenging service targets, which directly support the implementation of NHS Ayrshire & Arran's overall clinical service delivery strategy and priorities, including the achievement of national targets.
- Develop and communicate a clear vision for the services managed and place this in the context of a sustainable future for NHS Ayrshire and Arran.
- Establish state of the art Estates services in recognition of their importance in providing a safe and therapeutic environment for staff and patients.
- Develop and communicate a clear vision for the services managed and place this in the context of a sustainable future for NHS Ayrshire and Arran

SUPPORT SERVICES

- Lead on the development of an organisation wide Support Services strategy including Catering; Domestic; Portering; Laundry and Linen services; Security Services; Environment (including Energy Efficiency, Clinical and Domestic Waste

Management, Biodiversity); Procurement and Supplies; Gardens and Grounds maintenance; Car parks; Transport; Telephone Switchboard services; Travel Planning and general support services including the Central Decontamination Unit (CDU); covering all buildings, to ensure effective and efficient service provision and a safe, clean and pleasant environment for patients, carers and staff, in accordance with statutory requirements and guidelines.

- Develop, plan and implement effective, efficient and responsive Support Services incorporating the highest standards of customer care, in conjunction with clinical staff, patients, carers and their representatives, to ensure that healthcare objectives are realised and the experience of patients is enhanced.
- Ensure that all services are delivered in accordance with statutory requirements, national best practice guidelines, and local Service Level Agreements.
- Utilise technology to record and monitor operational performance against targets and use benchmarking tools and regular customer feedback to ensure that services are providing value for money.
- Support and where appropriate, lead on the development and implementation of NHS Ayrshire & Arran's environmental programmes and policies, including management of environmental performance, energy conservation, waste management, water, and biodiversity, in accordance with national policies and NHS Scotland's Environmental Action Plan.
- Manage security staff and ensure that effective security is provided on all sites.

BUSINESS SUPPORT AND DEVELOPMENT

- Design and development of Directorate Support services in conjunction with users and delivery teams to support achievement of Directorate service, cost, quality and people objectives
- Direction and support in relation to all aspects of Directorate service redesign and change management activity
- Work with service delivery teams to ensure that the Directorate meets its statutory and legal requirements and that compliance is achieved in relation to applicable standards, policies, procedures and reporting requirements
- Evidence compliance and service, cost, quality and people performance via monitoring activity and production of appropriate management information including reports and Key Performance Indicators / Balanced Scorecard
- Provision of professional and effective admin support services to Directorate management teams, to support achievement of Directorate service, cost, quality and people objectives.

ESTATES SERVICES

- Lead on the development of an organisation wide Estates Development and Support strategy covering all buildings, grounds and car parks to ensure a safe, clean and pleasant environment for patients, carers and staff, in accordance with statutory requirements and guidelines.

- Ensure that the strategy delivers a well designed, therapeutic and healing environment for patients and staff, and is clearly aligned to the NHS Board's healthcare service delivery plans to enable provision of the highest standards of clinical care.
- Lead on the implementation of Ayrshire and Arrans "Climate Change and Sustainability Strategy" supporting the implementation of the DL (2021) 38 – "*A Policy for NHS Scotland on the Climate Emergency and Sustainable Development*".
- Ensure the highest standards of design for all new premises developments and refurbishments, in conjunction with Property Services, the Capital Planning Team and clinical staff, to ensure the provision of a modern and therapeutic healthcare environment for patients.
- Represent NHS Ayrshire & Arran on national groups.
- Responsible for the overall management of the estate, including buildings and fabric; engineering and mechanical services; electrical services; energy distribution and usage; Health & Safety in accordance with statutory requirements, best practice guidelines and standards.
- Within the resources available, ensure that NHS Ayrshire & Arran's estate is effectively maintained, based on clear priorities, planned maintenance programmes and Service Level Agreements, in accordance with statutory requirements and best practice guidelines to ensure that it is fit for purpose.
- Utilise technology to record and monitor operational performance against targets and use benchmarking tools and regular customer feedback to ensure that services are providing value for money.
- Work closely with the Capital Planning Team on Capital projects and programmes
- Ensure that external contractors are effectively managed in accordance with the NHS Board's policies, practices and procedures and work closely with the Asst Director of Occupational Health in ensuring the necessary Risk Assessments are in place and up to date.
- Contribute to and where appropriate lead on the development and implementation of NHS Ayrshire & Arran's environmental programmes and policies, including management of environmental performance, energy conservation, waste management, water, land utilisation, and biodiversity, in accordance with national policies and NHS Scotland's Environmental Action Plans.
- Ensure that effective security systems are provided on all sites, including CCTV systems where appropriate.
- Ensure compliance with NHS Scotland Fire Safety regulations and all other statutory requirements.

- The postholder will also be the Board's Designated Officer (Fire).

PARTNERSHIP WORKING

- Lead on the development and implementation of alliances with public sector partners including the 3 Health & Social Care Partnerships (HSCPs), both locally and nationally, to ensure that best possible use is made of the NHS Board's assets. Identify opportunities to develop shared services to ensure best value.
- Identify opportunities for developing shared Digital Services with Local Authorities and other NHS Boards locally, regionally and nationally.
- Work closely with staff side and employee representatives, to ensure strong and effective partnership working

WORKFORCE DEVELOPMENT

- Develop the workforce at all levels to lead, design and deliver effective and efficient services.
- Build and develop world-class leaders and teams for each service delivery area.
- Ensure all staff are working to a clear set of agreed objectives which are performance managed year-on-year and complemented by high levels of staff development.
- Ensure that resources are managed and deployed effectively. Continually review resource levels and skills to ensure the ongoing delivery of effective and efficient services to users.

PERFORMANCE DEVELOPMENT AND GOVERNANCE

- Develop and deploy effective comparative benchmarking tools to ensure and demonstrate effective and efficient service delivery and value for money.
- Develop, implement and monitor key performance indicators for the standards of operation of the department, making continuous improvements in achieving organisational objectives and serving internal and external stakeholders.
- Implement plans for the achievement of specific improvements and priorities within the corporate performance and management system.
- Ensure that all services are delivered within the agreed revenue and capital budgets.
- As a member of the Directorate's Executive Management Team, contribute to the wider development of corporate service objectives, policies, management and governance arrangements.

- As a member of the Directorate's Executive Management Team, participate in a continuous review of the services delivered by the Directorate and ensure that anticipated benefits and value for money are being realised.

LEADERSHIP

- Understand and anticipate the complex service needs of NHS Ayrshire & Arran and ensure that these are met in the most effective way.
-
- Lead, motivate and develop the Departmental teams to exceed expectations within an environment of mental and physical wellbeing and organisational learning.
-
- Uphold and champion the organisational values of Caring, Safe and Respectful.

Assignment and Review of Work

The post reports to the Director for Infrastructure and Support Services and is responsible for providing high level management and co-ordination at corporate and strategic levels.

The postholder is fully accountable for leading and driving progress with in the identified areas of responsibility and within the parameters of established national and local priorities, policies and procedures.

The post operates autonomously within this framework and is expected to function as a source of expertise and advice at the highest levels.

Review of performance in the post is undertaken through the agreement of performance objectives and individual performance appraisal by the Director for Infrastructure and Support Services. Formal appraisal is undertaken on an annual cycle but the Director for Infrastructure and Support Services will undertake more frequent ongoing informal reviews of current developments and progress on major issues on an ongoing basis.

The Director for Infrastructure and Support Services may give authority where necessary for the post holder to proceed with matters outwith the scope of his / her delegated authority.

Interaction and relationships with the very diverse range of service users, stakeholders and professional groups will be critical and will necessarily determine the overall direction and priorities of the department.

Communications and Relationships

The post holder is expected to communicate with a wide range of senior clinical and non-clinical staff across NHS Ayrshire & Arran and with senior officials in external organisations in the public and private sectors. Excellent communication skills are required to persuade others and negotiate the implementation of change. The post holder is expected to have strong presentation skills and to be able to express a view convincingly and coherently, both orally and in writing.

Examples of the main contacts are:

Internal

Departmental Directors
Clinical leads
General Practitioners
Capital Programme Management Group
Staff within the Department
Committees of the NHS Board
Senior Management Colleagues in other Directorates
Health and Social Care Partnerships
Service Users
Area Partnership Forum

External

Suppliers
Local Authorities (3)
Other Statutory Agencies
Local Politicians
Local Media
eHealth/ Digital Service leads in other NHS Boards
Information and Statistics Division (ISD)
Scottish Government Departments.

Most Challenging/Difficult Parts of the Job

Development of an integrated multi-service department, building effective teams with a strong customer service culture.

Understanding the wide-ranging and complex service needs of a large organisation and ensuring that these are met in the most effective way.

Developing and embedding a culture and practice of service modernisation; change management and benefits realisation across NHS Ayrshire and Arran.

Challenging existing working practices, leading and managing organisational change.

Qualifications and/or Experience required to do the Job

- Educated to Degree Level in a relevant subject or equivalent experience
- Management Qualification in a relevant discipline to Masters level
- Management training and development/Record of Continuous Professional Development.
- Corporate Member of Professional Chartered Institute
- Programme / Project Management Qualification to Post Graduate level or equivalent experience
- Subscribing member of a relevant professional body
- Driving licence
- Minimum of 10 years senior management experience including the direct management of teams of technical staff either within the NHS or a similar large and complex organisation
- Track record of successfully delivering major projects / programmes

Person Specification

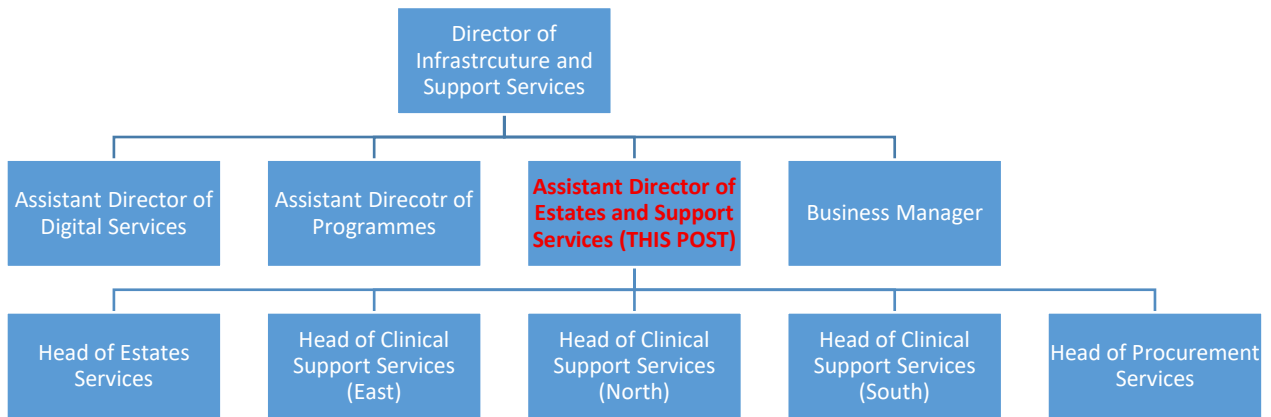
| Education, Training and Qualifications | |
|--|--|
| Essential | <ul style="list-style-type: none"> • Masters degree or equivalent • Degree in relevant subject or equivalent qualification |
| Desirable | <ul style="list-style-type: none"> • Management qualification. • Membership of relevant professional body |

| Experience | |
|------------------|---|
| Essential | <ul style="list-style-type: none"> • Recent experience of working in the NHS, other public sector or relevant organisations in an equivalent role • Experience of working at a senior management level as part of a team in a large and complex organisation. • Track record of successful organisational change / transformation leading to service improvement and benefits realisation. • Evidence of improving organisational performance through successful development and implementation of major change. • Experienced in corporate governance. • Effective management of budgets and resources. • Empathy with and clear understanding of public sector values. • Corporate working at senior management level and shared decision-making responsibilities |
| Desirable | <ul style="list-style-type: none"> • Previous experience within an NHS hospital setting. • Experience of delivering transformational change. |

Skills, Competency and Disposition

| | |
|------------------|--|
| Essential | <ul style="list-style-type: none">• Demonstrable transformational leadership skills.• Highly proficient in data analysis with excellent numeracy and statistical skills.• Knowledge of practical application of software packages in support of the key result areas including knowledge of statistical and geographical software packages.• Ability and demonstrable experience in the drafting and presentation of papers, reports and related correspondence for the NHS Board, associated Governance groups, Directors and senior managers.• Effective communicator and ability to articulate “big picture thinking”.• A pragmatic and flexible approach to problem solving.• Highly developed interpersonal and communication and influencing skills (both written and oral) and an ability to establish productive working relationships.• Mental agility and ability to work through complex and challenging issues.• Ability to think at both a strategic and operational level. |
| Desirable | <ul style="list-style-type: none">• IT literate.• Practical Knowledge of IT software e.g. Microsoft Office, Teams. |

Organisation Chart



Living in Ayrshire



Situated in South-west of Scotland on the Firth of Clyde, Ayrshire is a unique and exceptional place to live providing a wonderful quality of life with the best of all options – picturesque and interesting large (Ayr, Irvine and Kilmarnock) and small towns, beautiful villages and hamlets, expansive countryside, island life, rolling green hills, 80 miles of varied coastline with stunning beaches and sandy shores, history, heritage with city life within a short and easy journey when you need it, using excellent network of road, rail and bus transport links throughout Scotland.

Ayrshire offers everything - all the benefits of living in a semi-rural area, with its own UK and International Airport, Glasgow Prestwick Airport and with Glasgow city centre life only a 30 minute drive away - so why would you want to live anywhere else?

The housing market has many and varied options to choose from – old castles to modern new builds at more affordable prices than in other parts of the UK.

There is always something happening in Ayrshire whether you are interested in music, history and heritage, outdoor pursuits, events and festivals, or simply food and drink, there is something for everyone. There is a wide range of excellent recreational activities, including hill climbing, horse riding, sailing and golf - Ayrshire boasts more than 40 quality golf courses, including two Open Championship courses at Turnberry and Royal Troon.

Further information about Ayrshire is available on the VisitScotland website:

<https://www.visitscotland.com/destinations-maps/ayrshire-arran/>

Local educational standards are very high at primary and secondary level. However, private education is also available in the area. See the links below for more information on local authority services:

www.east-ayrshire.gov.uk

www.north-ayrshire.gov.uk

www.south-ayrshire.gov.uk



Summary of terms and conditions of employment

General

The terms and conditions of service for this post are subject to Agenda for Change Terms and Conditions.

Remuneration

Band 8D ranging from £103,764 to £108,206 per annum. Entry point on the salary scale will take account of previous experience.

Hours of work

This post is full-time i.e. 37 hours per week (reducing to 36 per week on 1st April 2026).

Annual leave

Annual leave entitlement is 27 days per year on commencement, rising to 29 days after 5 years' service, and 33 days after 10 years' service. There are also eight fixed public holidays each year. The annual leave year runs from 1 April to 31 March.

Pension scheme

The appointment is superannuable under the NHS (Scotland) Superannuable Scheme, unless you opt out in favour of some other scheme or are ineligible to join. Your remuneration will be subject to deduction of superannuable contributions in accordance with the scheme. Costs and contributions as well as benefits are available on the SPPA website: www.sppa.gov.uk

Sick pay

Sickness allowance depends on the length of continuous service and is on a scale ranging from one month's full pay plus two months' half pay during the first year of service, up to six months' full pay plus six months' half pay after completing five years of service.

Relocation

Relocation expenses will be payable to the successful candidate in accordance with the Board's policy. NHS Ayrshire and Arran will pay up to £12,000 towards all expenses incurred, however, any amount in excess of £8,000 is subject to Income Tax, payable by the employee at source.

Follow us on social media: [Facebook @nhsayrshirearran](#) | [Twitter/X @NHSaaa](#) | [Instagram @nhsayrshirearran](#) | [YouTube – NHS Ayrshire & Arran](#)