



DELIVERING
OUTSTANDING
CARE AND
EXPERIENCE



RECRUITING,
DEVELOPING AND
RETAINING OUR
WORKFORCE



AN ANCHOR
IN OUR
COMMUNITIES



WORKING TOGETHER
WITH LOCAL HEALTH
AND SOCIAL
CARE PROVIDERS



DELIVERING
LONG-TERM
SUSTAINABILITY



Information pack for the post of

Hinchingbrooke Hospital Redevelopment Programme

Enabling Works Senior Project Manager

Strategy & Transformation Team

Corporate Division

July 2024



GOOD TO
OUTSTANDING



Welcome from Chief Executive Hannah Coffey

Hello and welcome to our Trust! I am delighted that you are considering our organisation as a workplace.

This is a really exciting time for our patients and staff as we work with our local health system partners across Cambridgeshire, Peterborough and South Lincolnshire to deliver some key development projects that will shape the care we provide for future generations within the 900,000-strong catchment we serve. As well as building a new hospital at Hinchingsbrooke and redeveloping our sites at Peterborough and Stamford to better meet the needs of patients, we are investing in a Trust-wide electronic patient record system and harnessing digital technology within our diagnostic services to enhance the quality and speed of diagnosis and treatment.

It's a great time to be joining TeamNWAngliaFT where we truly value the health and well-being of our staff and encourage our leadership team to empower their teams to be the best they can be, to help them develop in their careers and, at the same time, ensure our patients can experience good quality care by people who are dedicated to serving their health needs.

If you are looking to develop your career in an environment that's primed for organisational change, where you can actively contribute to the quality improvements we are making for our patients and staff, then look no further for your next role.

A handwritten signature in black ink that reads "Hannah Coffey". The signature is fluid and cursive.

Hannah Coffey
Chief Executive Officer

Job Description

JOB TITLE	HHRP Enabling Works Senior Project Manager
GRADE	Band 8b
DEPARTMENT	Strategy & Transformation
HOURS OF WORK	37.5 hours per week
PROFESSIONALLY ACCOUNTABLE TO	HHRP Enabling Works Lead
ACCOUNTABLE TO	HHRP Enabling Works Lead

Job Summary

In 2023, the Secretary of State for Health and Social Care launched the New Hospital Programme which set out to redevelop 40 hospital schemes across the country. North West Anglia Foundation Trust (NWAFT) was included in this programme and intends to develop a new hospital at the Hinchingsbrooke Hospital site that is exemplary in its design, sustainability and wider regeneration and economic value. In May 2023, the Hinchingsbrooke Hospital Redevelopment Programme (HHRP) was formally included in the New Hospital Programme (NHP).

The development represents a once-in-a-generation opportunity of investment into Hinchingsbrooke Hospital and our local communities. The redevelopment is not just about the re-provision of our buildings but an opportunity to re-imagine and transform the care that we provide together to our population with new pathways, digital tools, new workforce models and ways of working across acute and out-of-hospital settings.

The redevelopment programme will see the replacement of the existing RAAC hospital, other acute healthcare buildings and critical infrastructure on the Hinchingsbrooke Hospital site with a new purpose-built smart digital hospital aligned with the NHP Hospital 2.0 standards by 2030-31. We are incredibly excited at the prospect of the improved experience this will deliver for our patients, staff and local communities and in particular, the opportunities it offers us for working with partners to maximise the opportunities the scheme offers us.

To support the delivery of HHRP, the Enabling Works Senior Project Manager (SPM) will work across the programme to provide construction and commercial leadership to support the successful planning and delivery of the Enabling Works Programme.

The post holder shall act as a senior leader within the HHRP team and assume responsibility for overseeing and co-ordinating the commercial and construction components for the Enabling Projects ultimately resulting in the delivery of new healthcare facilities.

The post-holder will work on different projects that form a diverse capital programme as part of a portfolio of Enabling Works projects, with a value of c. £50m. Projects within the portfolio range from the upgrade of the site-wide utilities, construction of onsite roads and multistorey car park, and construction of a new Research, Education, Administration and Data Centre building.

The post holder will be part a highly-skilled and motivated project delivery team (approx. 6 WTE, plus external project delivery specialists) across the HHRP Enabling Works programme, and will work as part of an integrated system of project management to ensure robust coordination of the delivery of projects, with seamless integration of new projects within the operations of existing services across NWA.

The Enabling Works SPM will be responsible for developing and the line management of a team of project managers and other technical advisors and shall also strategically link with other key roles within the Programme and other strategic and corporate roles across North West Anglia NHS Foundation Trust.

The post-holder will ensure the delivery of capital investments to a consistently high standard, which ensures high quality and compliance and delivery to programme budget and time constraints. The Enabling Works SPM will support the Enabling Works Lead and Programme Director in planning timelines, the critical path, programme plan, action log and other aspects of the Enabling Works Programme and as such maintain up to date and clear records of the programme. The post holder shall be expected to demonstrate strong construction and commercial leadership and shall manage the interface with the New Hospital Programme design teams and other external architects and technical teams.

The post-holder will need to co-ordinate with the clinical and non-clinical service managers, maintaining strong relationships with the wider teams to ensure services are not affected during works, and ensuring projects are aligned with the organisation objectives, strategies and policies.

The post-holder will be responsible for managing the procurement and delivery strategy for their projects, by helping maintain a responsive and suitably developed supply chain for the planning and implementation of projects. This will require the post- holder to ensure sufficient competency and capacity to deliver the programme internally and externally, aligned with the

procurement strategy and commensurate with the preferred delivery arrangements e.g. P22, SBS Framework, Strategic Estates Partnerships or other.

This job description is intended as a guide to the principle duties and responsibilities for the post. Adaptation and evolution will be an essential characteristic as the programme develops.

Key Accountabilities

Strategic:

To be responsible for the strategic delivery of the construction and commercial elements of the HHRP Enabling Works Programme, a diverse capital programme comprising a portfolio of Enabling Works projects, with a value of c. £50m, ensuring best practice, standards, tools and techniques are in place.

- To provide specialist advice and support to the HHRP Board in relation to construction and commercial matters.
- To contribute to related organisational-wide projects as may be required from time-to-time.
- To lead on the interpretation of health service policy and strategy to drive improvements in estate planning and development of new healthcare facilities which demonstrably comply with NHS sustainability and Net Zero targets.

Operational:

- To ensure that a system of monitoring and reporting of the key milestones for the Enabling Works Programme and subsequent business cases is in place. This will include reports for the HHRP Enabling Works workstream, Programme Board, Strategy and Transformation Committee, Trust Board, the NHP, NHSE and the DHSC and HM Treasury.
- To be responsible for developing an integrated governance regime and risk management plans for the delivery of the enabling works programme. This must include ensuring that decision making is clear and consistent.
- To be responsible for the overall enabling works delivery function including setting up project teams, managing staff, budgets and contracts for specialist external support and review.

- Lead the relevant activities to contribute to the production and delivery of required business cases to agreed timescales.
- To be responsible for leading the procurement of the necessary professional services as required to complete the design process and develop business cases.
- To be accountable for procuring commercial and construction contracts, working within government procurement frameworks and ensuring best value for money.

Leadership:

- Resilience to independently act to support teams, defuse tension and manage complex emotional reactions that are anticipated from the team and also the broader organisation within the climate of organisational culture and traditional ways of working.
- Support for organisational staff to accept changing working practices, recognising that this will be occasionally difficult and uncomfortable.
- Ensuring that direct reports have a clear understanding of their remit and receive appropriate training and support as required.
- To manage, commission and coach project teams, commission architects, consultants, quantity surveyors etc in line with NHS procurement and industry standards as required for the development of capital projects.
- Build strong relationships with staff at all levels within each enabling works project and NWAFT procurement, estates and digital teams. Facilitate the resolution of key issues and barriers to progress, escalating as appropriate.
- Build effective alliances to ensure programme priorities are understood and reflect the needs of the organisation and key stakeholders in order to have significant impact on safety, quality, performance, patient and staff experience and staff effectiveness.
- Work in a matrix management style and to foster close working relations with other managers within the partner organisations.
- Provide clear leadership to any direct reports to ensure that the parameters of the individual projects are identified and understood;
- To manage the design and build process for the HHRP Enabling Works Programme with accountability via the Programme Director to the Programme Board, delivering the programme in accordance with best practice.

- Provide assurance to all internal and external stakeholders including the New Hospital Programme (NHP), NHSE and HM Treasury as required.
- Develop excellent stakeholder relationships to ensure best value for money contracts, building effective alliances to ensure priorities are understood and can be delivered in an efficient and planned way, ensuring benefits can be tracked and risks monitored.

Programme Planning, Management and Delivery:

- Accountable for developing the enabling works programme and ensuring it has a comprehensive delivery plan, setting out key milestones, dependencies and responsibilities.
- To ensure that the required business cases for enabling works projects are progressed in line with national guidance to ensure the successful compilation of investment cases, ensuring that benefit realisation and change management processes are integral within project plans and to the management of projects.
- Using expertise in health planning, work effectively with internal and external stakeholders, including senior clinical staff, to understand and develop the project requirement, gently challenging where appropriate to ensure that the project meets project, Trust and strategic objectives. This will include understanding national and international practice.
- Carry out feasibility studies, to provide budgetary figures for reporting and future capital budget planning.
- To lead on the procurement of professional services to complete the design and build of the enabling works programme within agreed timescales. This includes:
 - Identification of procurement frameworks for each stage of the commercial and construction phase.
 - Lead the tender process for the PSCP or Main Contractor in accordance with the agreed procurement framework ensuring the best value contract is gained.
 - Maximise the opportunity to save capital money on materials through the procurement stages.
 - Liaising with the New Hospital Programme Team and complying with relevant strategies and guidance.
- Ensure that formal construction contract documentation is drawn up, completed and published as early as reasonably practicable after tender acceptance
- To ensure that robust contracts are put in place when engaging external advisors and be responsible for the management of these contracts.
- Ensure that the project outcomes and requirements are understood by contractors.

- To manage all stages of the design and build of the enabling works projects within the agreed contract ensuring delivery of the building, digital and facilities services on time and budget. This includes accountability for accurate and timely reporting and escalation of any delays during construction phase. Ensure that all risks associated with the construction and commercial aspect of the enabling projects are clearly identified, costed, logged and managed to ensure successful delivery of the programme.
- Communicate and liaise as necessary with Senior/Project Leaders, the Design Team and other stakeholders, in person and by submitting periodic reports, to ensure unimpeded progress of works.
- Develop, implement and operate good project management processes around delivery, including regular reporting on progress, milestones, KPIs and any remedial actions, escalating as appropriate.
- Develop early warning indicators to facilitate early intervention for the project/s to stay on track towards successful completion.
- Ensure the projects develop and review key performance indicators in relation to goals and outcomes and that project delivery is monitored against these.
- Provide guidance on project management to project support staff and others within the organisation as required, acting as a role model for best practice and sharing knowledge.
- Facilitate project meetings and workshops where required, supporting decision making, project progress and action completion
- To influence and manage change in a constructive manner, articulating the vision/reason for change, promoting the benefits to those impacted whilst recognising, acknowledging and addressing any challenges.
- Interpret and analyse complex information and make decisions on a wide range of project issues where there may be more than one course of action.
- Able to interpret and implement corporate and national policy in relation to health building standards (HBNs, HTMs, British Standards, BREEAM etc). Develop long term capital plans, procurement strategies for the organisation.
- Responsible for making decisions on complex issues, such as H&S, legislation breaches, external demands, within projects which can affect other projects and/or services. The post holder will need to analyse, assess and judge the situation and propose the solution going forward utilising their expert knowledge.

- Conflicting demands and arguments may arise during projects based on internal and/or external priorities. The post holder will assess, analyse, judge and agree a way forward which provides the optimum for the project and external policies, services and programme.
- Monitor Trust operational activities and the interface with construction work, assess risks and agree appropriate control measures through Risk Assessments and appropriate Method Statements; ensure effective communication between clinical and operational staff, the design team and contractor to ensure all reasonable steps are taken to minimise the effect of the development works on the provision of healthcare whilst mitigating delay/disruption to the contractor's programme.
- Examine the work of contractors, ensuring that standards of materials and workmanship are satisfactory and that conditions of contract, specifications and drawings are fully complied with
- Ensure all on-site activities, interdependencies and changes are co-ordinated between managed projects and others on the Estate
- Arrange access for contractors whilst on site. Ensure codes of conduct are known and adhered to when contractors are working on the Trust estate
- Monitor the implementation of planning permission and building consent conditions if required
- At key design sign off stages, check design information, produce and publish budget statements, outline cost plans, detailed cost plans, cost checks and cost analysis statements to act as key control documents to ensure that as design develop the targets are checked and adjustments made in order to demonstrate that the project is managed within budget.
- Ensure regulations including HTM, HBN, CDM legislation, codes of practice, current design standards and any specified techniques applicable to M&E within projects are adhered to.
- Ensure that mechanical and electrical services are co-ordinated with construction works and site witness testing, assisting with smooth handover arrangements
- Ensure projects are planned and executed with due care and consideration to maintaining the health, wellbeing and safety of those involved in the delivery of projects, ensuring compliance to statutory regulation, including the Health and Safety at Work Act (1974) and associated legislation, those who may come into contact with the construction environment, and those who will be involved in the usage or decommissioning of facilities including staff patients and the general public.
- Follow good financial probity, comply with Trust SFI's, capital procedures and maintain high standards of professional conduct and integrity.

- To ensure the development of best practice in environmental management through capital projects with a particular focus on the sustainability agenda.
- Provide cross cover for the other Enabling Works Projects colleagues during absence or support during excessive short term workload.
- At handover, ensure that the completed works and documentation are in accordance with the agreed design and specifications, passing relevant information to electronic and hard copy archives
- Manage internal handover to NWAFT following construction ensuring digital, estates and facilities are set up to provide services at the right time.
- Share lessons learned, tools and templates with other colleagues to build internal improvement capabilities.

Financial Resources:

- Maintain project cost planning and cost control procedures to ensure a clear balanced cost framework within which to produce and deliver a successful design and to ensure that the agreed budget is the maximum limit of expenditure.
- To manage the budget for the delivery of the enabling works programme as well as physical resources and operate at all times within the Trust's Standing Financial Instructions, the Financial Framework of the Trust and other financial Procedures.
- Produce business cases as required and provide expert support to move forward barriers to progression.
- Throughout the life cycle of the project produce and publish regular reports containing (but not limited to) information on budget compliance/reconciliation, cashflow, programme, design status, variations, quality, risk to objectives, statutory requirements, authority requirements, outstanding information, forecasts out-turn costs and alternatives to deliver savings. Issue this report to IMG.
- Management of the enabling works programme budget of c£50m to deliver project aims and objectives.

Management:

- Managing direct reports within the Enabling Works team. This includes all aspects of staff development; training, appraisal, 1:1s, support, coaching and dealing with performance and disciplinary issues, in accordance with Trust policies.

Occasional requirement, as a line manager, to manage complex and upsetting issues such as grievances and performance / capability management.

- Ensure that all managed staff meet their statutory and mandatory training and appraisal requirements, ensuring personal development plans are in place.
- Effectively manage staff under Trust HR Policies and procedures as required and takes a lead role in the management of change, consulting and negotiating with staff groups as appropriate.
- Promote a culture where staff feel empowered and accountable for service improvement at local level.

Communication:

- Developing and maintaining effective working relationships with all levels of staff across the organisation.
- Communicating vision, objectives and plans to achieve commitment and ownership.
- Ensure clear lines of communication and consultation with key stakeholders and project managers/teams, ensuring inter-dependencies are clearly identified and proactive actions taken.
- Manage interactions to deliver expected benefits and remedy identified underperformance issues.
- Be able to receive, process, summarise, interpret and effectively communicate highly complex information.
- Deal with highly complex and conflicting subject matter problems or in day to day work including the management of potentially or antagonistic situations with staff and stakeholders within change programmes for successful outcomes.
- To provide briefings and updates to the appropriate groups across the Trust.
- To provide construction and commercial leadership to communications and stakeholder engagement programmes/activities throughout the design briefing, design development, procurement and construction processes.
- To lead the development and implementation of a robust and well-planned programme of engagement with Divisions and other clinical staff aligned to key milestones within the enabling works programme plan.
- Attend appropriate meetings with stakeholders and both communicate and record the issues, proceedings and outcomes of these meetings accordingly.

- Manage stakeholder relationships effectively to support effective engagement in projects from inception through to delivery.
- Build effective relationships with the NHS estates community to ensure that appropriate support is available to support planning and delivery of the programme.
- Ensure that good news stories within projects and programmes are promoted, internally and externally.

Key Working Relationships

Hinchingbrooke Hospital Redevelopment Programme Director, Design & Construction Lead, NWAFT Estates and Facilities Director

- Provide expert advice, counsel, and recommendations on construction and commercial matters, to influence organisational decisions and initiatives.

Executive

- Develop strategic relationships and provide expert construction and commercial advice to impact decisions, support initiatives, clarify accountability and communicate progress

Workstream and Project Leads (including but not limited to Finance, Design and Construction, Project Management Office).

- Develop strong working relationships and provide expert construction and commercial advice to impact decisions, support initiatives, clarify accountability and communicate progress
- Act as conduit for the effective collation and escalation of Construction and Commercial risks and issues.

External – New Hospital Programme, NHS England East of England, Cambridgeshire and Peterborough Integrated Care System, Governors, Staff Associations, Non-Executive Directors, Patient Groups, Planning Agencies, third-party consultants, vendors, and service providers

In all the above cases, the Enabling Works Workstream Lead will facilitate accurate and timely information on progress, achievements, risks, and issues.

- This information will come in the form of written and oral, formal, and informal reports.

- Establish professional networks and relationships to maintain currency, share ideas and learnings, and collaborate on common responses to project issues.

Vendors/Service Providers and Consultants

- Negotiate and approve commercial elements within agreements
- Hold to account for financial performance

Corporate/General Responsibilities

- To contribute towards the development of the Trust's approach to continuously improving the maturity of its capability to deliver change and support the delivery of world-class services.
- To assist in identifying opportunities which add value to the Trust's activities.
- Provide leadership, vision and direction within the Project Team, managing the delivery of a quality service, and working closely with the SRO and Programme Director.
- Work with other Directors to ensure that service and facility planning meets national and international innovations and good practice.
- Develop and maintain a highly motivated team, ensuring the organisation meets its statutory, service, and financial obligations.
- Manage the workstream budget (revenue and capital) within agreed resource limits.

Freedom to Act

The post holder is expected to work with minimal supervision. They will be expected to take responsibility for the production of a wide range of plans which will be on a national, regional, and local level.

Ensuring workstream plans are created and maintained, deliverables tracked against time, cost and resource utilisation are monitored and if not on track take ownership and produce a remedial plan to ensure the programme is maintained.

Working at our Trust

A. Our Values

Our Trust Values highlight the core principles and ideals of our Trust and underpin everything that we do. They establish the kind of people we want to be, the service we hope to provide and how we interact with our stakeholders and community.

The Values were created and selected by members of the public, patients and our staff, and highlight the principles we believe are the most important. They steer the decisions we make and guide the behaviour of our Trust family so we can accomplish our Vision.

We regularly measure ourselves against these Values, at every organisational level, so we can identify how we are living them and where we need to make improvements. The Trust board will monitor and review how the Trust performs against the values regularly, to ensure we provide the best possible patient care.



B. Divisional Structure

Following the formation of North West Anglia Foundation Trust in April 2017, our operational functions across our hospitals merged to form five clinical divisions:

- Division of Medicine
- Division of Urgent Care and Emergency Care
- Division of Surgery

- Division of Family and Integrated Support Services
- Division of Maternity, Gynaecology and Breast Services

The clinical divisions are key to our service delivery and they are led by a triumvirate comprising a Divisional Director, Divisional Nursing Director, and Divisional Operations Director.

C. Your responsibilities to the Trust, our patients and staff

The Trust aims to provide high standards of patient care and to ensure that our staff are supported in their roles that help us achieve this. As part of your role, you are expected to adhere to Trust policies and procedures which are designed to guide you in your work and ensure that the Trust, and you as an individual, comply with legal requirements. Non-adherence to Trust policies and procedures may be addressed through the Trust's disciplinary process.

Key policies are outlined below; you are also required to act by policies specific to your job role, which are covered at induction.

Equality and Diversity Policy

No patient or member of staff should receive less favourable treatment on grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation, and should not be placed at a disadvantage which cannot be shown to be justifiable. You have a responsibility to patients and staff to ensure that this is achieved.

Health & Safety

You have a responsibility to consider yourself and anyone else that could be affected by the things you do or don't do, that you should have while at work. You are responsible for informing your manager of any health and safety concerns you identify by using the trust incident reporting system for any accidents, incidents or near-misses that happen to you or that you are aware of to reduce injuries or loss.

Additionally, if you have management responsibilities you must ensure the implementation of the Trust's health and safety and risk management policies, procedures, and codes of practice through your directorate or business unit management structure ensuring that communication pathways are clear and explicit at all levels of employment, to maintain the health, safety and welfare of employees or others who may be affected.

Data Protection

You are to always maintain the highest standards of data protection and confidentiality, ensuring that person-identifiable data is held securely (including password protection and encryption) and that data held and entered into Trust systems is correct. You are to observe confidentiality for commercially sensitive data and to promote the highest standards of information governance by the Data Protection Act 1998, Freedom of Information Act 2000 and Trust policies and procedures.

Data Quality

It is your responsibility to ensure that any data collection required is accurate, timely, complete, and stored securely in the appropriate place or system, whether as a paper or an electronic record. This includes data input onto the Trust's information systems, patient records, staff records and finance records. You are expected to submit data for quality assurance checks as required. You will be expected to undertake training required to assure the quality of data collected and to participate in any relevant audits required as part of the Trust's and external quality improvement programmes.

Customer Care

You are always required to put the patient first and do your utmost to meet their requests and needs courteously and efficiently. So that you to understand the principles of customer care and the effects on you and the service that you provide, full training will be given.

Values

How our staff live and work according to our values will be through our 'personal responsibility framework' - which outlines how staff are expected to behave.

Infection Control

You have a responsibility to comply with Trust policies for personal and patient safety and prevention of healthcare-associated infection (HCAI); this includes a requirement for consistent compliance with hand hygiene, use of personal protective equipment and safe disposal of sharps. You will be asked about adherence to measures for reducing HCAI at the annual appraisal.

Smoking Policy

You are not allowed to smoke in Trust buildings or grounds. Assistance will be provided to assist you to quit smoking through our Occupational Health service.

Confidentiality

Under no circumstances, either during or after the end of your employment may you divulge any unauthorised personal identifiable information relating to the Trust. This also includes but is not limited to, information covering patients, individual staff records, industrial relations, financial affairs, contract terms and prices or business forecasts.

Safeguarding the welfare of children and vulnerable adults

You should be aware of Trust policies and procedures on safeguarding the welfare of children and vulnerable adults., and appreciate the importance of listening to children, young people, and vulnerable adults, particularly when they are expressing concerns about their own or other children's/vulnerable adult's welfare.

Mandatory Training

You are required to attend mandatory training as required. if you are unable to attend a required session you should ensure that this is rectified with your line manager's support at the next available opportunity.

Raising issues of Concern

If you have any concerns about practices or processes within the Trust, you should raise this with your line manager. If you do not feel able to raise concerns directly you should access the Trust's haven procedures for raising issues of concern in confidence.

Given the nature of this post, the post holder may be required to work flexibly to respond to work patterns.

This list is only an indication of the main tasks required to be performed. It is not an exhaustive list of duties and responsibilities and may be subject to amendment to take account of changing circumstances. The post holder will be expected to be flexible and adaptable.

This job description reflects the present requirements and objectives of the post; it does not form part of your contract of employment. As the duties of the post change and develop the job description will be reviewed and will be subject to amendment, in consultation with the post holder.