



THE NORTHERN NHS

FACILITIES MANAGEMENT TRAINING ADVISORY GROUP

PRESENT THE FM ANNUAL CONFERENCE 2011, A TWO-DAY RESIDENTIAL EVENT

# Ahead of the Curve

to be held on

WEDNESDAY AND THURSDAY, 14<sup>TH</sup> AND 15<sup>TH</sup> SEPTEMBER 2011

at

THE CASTLE GREEN HOTEL, KENDAL, CUMBRIA

It's trying times and everyone is feeling the pressure, so it is even more important than ever that Estates and Facilities Managers keep ahead of the curve and learn about what is going on in health care and strive to keep up with the leaders. Once again, this year we are delivering a stimulating and interesting conference, which aims to have topics at the forefront of where we need to be.

We have a number of speakers already confirmed including Rob Smith, Director of Gateway Reviews and Estates and Facilities Management, Department of Health, who will update on the Health Bill and its impact on our services. Mark Swindlehurst, Director of Facilities, Lancaster University, who will be looking at how the university sector manage their assets and what synergies there are for us to potentially work together and Mike Hall, Director of Facilities, Salford Royal NHS Foundation Trust, who will share with delegates the work he has been undertaking to improve workforce productivity.

At the conference we will also be exploring the opportunities of working with the private sector and how they can help in the delivery of new and refurbished assets bringing expertise and finance to the table, this will be through two ground breaking case histories from within the NHS.

We will of course be reflecting and looking forward at the impact of QIPP, TCS and the Liberation of the NHS! As always, we have speakers from related but different industries who will explain how they are changing, the drivers for change in their sector and how there might be opportunity in the 'Big Society' for us to work more closely.

**FACILITIES MANAGEMENT TRAINING ADVISORY GROUP**  
*The conference is always well attended so delegates are encouraged to register their interest as early as possible*

**“AHEAD OF THE CURVE”**

**WEDNESDAY AND THURSDAY,  
14<sup>TH</sup> AND 15<sup>TH</sup> SEPTEMBER 2011**

**PROGRAMME**

**DAY ONE – WEDNESDAY, 14<sup>TH</sup> SEPTEMBER 2011**

9.30 am REGISTRATION  
[Coffee/Tea on arrival – The Kendal Suite Foyer](#)

**CONFERENCE TO BE HELD IN THE KENDAL SUITE**

10.00 am **WELCOME AND INTRODUCTION**  
  
**Presenter – TREVOR JONES**  
Associate Director of Facilities, NHS Manchester & NHS Salford (Chairman of the FM TAG)

10.30 am **CEDRIC ROBINSON - A QUEENS GUIDE ACROSS MORECAMBE BAY**  
  
**Presenter – CEDRIC ROBINSON**  
Queen's Guide to the Sands, Morecambe Bay

Cedric will talk on his life as the Queen's Guide to the Sands of Morecambe Bay, sharing his expert knowledge and experiences of the past 47 years.

11.15 am [Morning Coffee/Tea – The Kendal Suite Foyer](#)

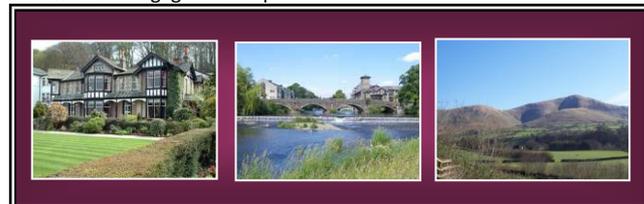
11.30 am **DEPARTMENT OF HEALTH PERSPECTIVE**  
  
**Presenter – PROFESSOR ROB SMITH**  
Director of Gateway Reviews and Estates and Facilities, Department of Health

Rob will take the opportunity to explore with delegates how the changes in the NHS are impacting on efm and look at how policy will continue to change over time.

12.15 pm **IT'S NOT ABOUT TICKING BOXES.....**

**Presenter – ALISON McCREE**  
Associate Director of Facilities, County Durham and Darlington NHS Foundation Trust

.....It's about being able to demonstrate regulatory compliance whilst improving efficiency, productivity and consistency across services with staff who are engaged in the process.



1.00 pm [Buffet Lunch served in the Greenhouse Restaurant](#)

(time to register with Hotel at Main Hotel reception)

2.00 pm **HULME HISTORY AND THE BIRLEY FIELDS CAMPUS**

**Presenter – SUE AHMADI**  
Regeneration Coordinator, Manchester City Council

The Hulme presentation details:

- the history of the area from the 1970's development of the Crescents, the challenges and their decline
- the City Challenge funded demolition programme and redevelopment process to today
- the future development by Manchester Metropolitan University of the Birley Fields Campus, which will deliver a campus with the highest environmental credentials, including: zero energy, zero water, zero waste

2.45 pm **4 INTO 1 WILL GO (THE MERGER OF 4 ORGANISATIONS AS PART OF TCS)**

**Presenter – RICHARD WALKER**  
Director of Capital Investment and Estate Services, Pennine Care NHS Foundation Trust

An insight into how all estate and facilities due diligence requirements were met as part of the integration of four organisations.

3.30 pm [Afternoon Coffee/Tea – The Kendal Suite Foyer](#)

3.45 pm **“ARE YOU GETTING ENOUGH?”**

**Presenter – MIKE HALL**  
General Manager Facilities, Salford  
Royal NHS Foundation Trust

Estates and Facilities staff cost £X per hour; how can we assure ourselves that we are getting productive time for each hour that we and our staff are paid and that what is done is worth doing?

4.30 pm **SUMMARY OF DAY ONE**

**Presenter – TREVOR JONES**  
Associate Director of Facilities, NHS  
Manchester & NHS Salford  
(Chairman of the FM TAG)

7.30 pm [Pre-Dinner Drinks served in The Kendal Suite](#)

8.00 pm [Evening Dinner served in The Kendal Suite](#)

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**“AHEAD OF THE CURVE”**

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**PROGRAMME**

**DAY TWO – THURSDAY, 15<sup>TH</sup> SEPTEMBER 2011**

7.00 am [From 7.00 am onwards – Full English Breakfast served in the Greenhouse Restaurant](#)

9.15 am **REGAINING YOUR COMPOSURE**

**Presenter – ANDREW JONES**  
Director of Allied Clinical and Facilities  
Services, Chesterfield Royal Hospital  
NHS Foundation Trust

Following their recent fire Andrew will talk about the immediate impact on his services and how they managed and lessons to be learnt along with looking at the longer term recovery of the site.

10.00 am **THE IMPORTANCE OF RELATIONSHIPS  
IN PUBLIC PRIVATE PARTNERSHIPS**

**Presenter – DR DAVID HAY**  
Managing Director, Ryhurst Limited

Based on empirical research, this presentation will examine the role of relationships in long term Public Private Partnerships. The findings

provide strong evidence of the key role relationships play and their place in a wider integrated management framework that will be needed to meet performance objectives.

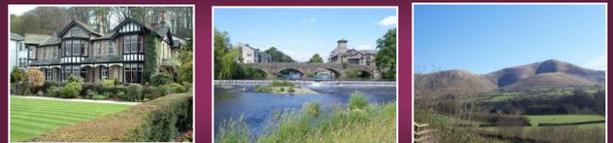
10.45 am [Morning Coffee/Tea – The Kendal Suite Foyer](#)

11.15 am **WHAT’S HAPPENING IN HIGHER  
EDUCATION? - CAN WE LEARN FROM  
EACH OTHER?**

**Presenter – MARK SWINDLEHURST**  
Director of Facilities, Lancaster  
University and Deputy Chair, Association  
of University Directors of Estates (AUDE)

Mark will explain what the pressures are on a Director in a University and how he is taking it on. He will look at their highly competitive environment and competition for students and Lancaster University’s strategy for the estate and the services they provide.

12.15 pm [Buffet Lunch served in the Greenhouse Restaurant](#)



1.15 pm **AN OPTION FOR DEVELOPING AND  
RUNNING ESTATES AND FACILITIES  
SERVICE IN AN ERA OF AUSTERITY**

**Presenter – ALISTAIR ROSE**  
Project Director – Capital Programme,  
Lancashire Care NHS Foundation Trust

A presentation about the structure and configuration of the Trust’s Joint Venture, its future potential as a flexible vehicle for non-core services, and the process the Trust followed to create one.

2.00pm **CAN PARTNERING WITH THE PRIVATE  
SECTOR DELIVER AN EFFICIENT ESTATE?**

**Presenter – FRANK GIBBONS**  
Director of Estates and Facilities,  
Calderdale and Huddersfield NHS  
Foundation Trust

This session will look at how Calderdale and Huddersfield NHS FT have evaluated their clinical services and are using the equity value from surplus estate to establish a joint venture with the private sector, to help deliver clinical reconfiguration, utilising land recently procured.

2.45 pm **WORK IS A FOUR LETTER WORD**

**Presenter – NICK GRIMSHAW**  
Director of Organisational Development  
and Human Resources, Blackpool  
Teaching Hospitals NHS Foundation  
Trust

How do you sustain effective staff engagement and partnership working whilst significantly reducing the cost of the pay-bill? Nick will talk about his experience of trying to do just that at Blackpool Teaching Hospitals, as his Trust attempts to reduce costs by around £50m over five years.

4.00 pm

#### **CLOSING REMARKS**

**Presenter – TREVOR JONES**

Associate Director of Facilities, NHS  
Manchester & NHS Salford  
(Chairman of the FM TAG)

[Afternoon Coffee/Tea – The Kendal Suite Foyer](#)

**SAFE JOURNEY HOME**

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## FACILITIES MANAGEMENT TRAINING ADVISORY GROUP

**"AHEAD OF THE CURVE"**

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### ABOUT THE SPEAKERS

#### **TREVOR JONES**

**Associate Director of Facilities, NHS Manchester & NHS Salford  
(Chairman of the Facilities Management TAG)**

Trevor joined the NHS in 1978 as a Trainee Manager with the West Midlands Regional Health Authority. Originally from Staffordshire, he has worked within Facilities as a senior manager in a wide range of locations around the country including Colchester, Liverpool, Lancaster, Preston and Bristol. During the last fourteen years he has held two Directors posts and he is currently responsible for the management of the Estate of NHS Manchester and NHS Salford. Trevor holds an MSc in Project Management which he studied at Lancaster University Business School, a BSc (Hons) Degree in Management Science with Health Studies and a Diploma in Industrial Management. His interests include mountaineering, rock climbing, motorcycling and karate.

#### **CEDRIC ROBINSON**

**Queen's Guide to the Sands, Morecambe Bay**

Cedric has been the Queen's Guide to the Sands of Morecambe Bay for 47 years and despite being 77 years old, has no intentions of retiring! Since 1963 Cedric has used his expert knowledge of the River Kent's treacherous tidal system to safely steer more than 400,000 people across the bay between Arnsid and Grange-over-Sands and he has done it for a "salary" of just £15.00 a year! Cedric has lived in the Morecambe Bay area his entire life. Born in the village of Flookburgh on the south Cumbrian coast, he was a fisherman, cockler and coastguard before taking up his current role of organising the now-famous cross-bay walks, which can involve up to 600 people. His wife Olive devotes much of her time to managing the diary, which is as big as the Bible and as thick! Many famous people have enjoyed his company on the sands, including Prince Philip and the late Sir Harry Secombe. Cedric has twice met the Queen and been given honorary fellowships by the University of Central Lancashire and Lancaster Universities, in addition to receiving the MBE. Cedric's Morecambe Bay Cross Bay Walks themselves gained an award for Best Tourism Experience of the Year. Cedric was also given a special Tourism Ambassador certificate. He's also written a number of books on his experiences, the most recent being '*Sandman: The Autobiography of Cedric Robinson - The Queen's Guide to the Sands*', which was published in 2009.

**PROFESSOR ROB SMITH MSc, CEng, FIHEEM, MICE, MIHSM**  
**Director of Gateway Reviews and Estates and Facilities,**  
**Department of Health**

The early part of Rob's career was in the private sector involving the design and construction of a range of projects including process plant, hospital and retail developments. There followed a period of research at the University of Manchester Institute of Science and Technology before joining the NHS in 1987 to work on the rationalisation and redevelopment of the patient environment in a number of locations. From 1993 to 2002

working as the NHS Trust's Director of Estates and Facilities, including the management of medical physics and nuclear medicine, and as Project Director for the new Norfolk & Norwich University Hospital. The roles included a strong focus on delivering change management across organisations. In 2008 appointed a Visiting Professor by Salford University in the School of the Built Environment and also started a two year term as President of IHEEM. Rob is currently Director of Gateway Reviews and Estates & Facilities for the NHS in England for the Department of Health.

#### **ALISON MCCREE**

**Associate Director of Facilities, County Durham and Darlington  
NHS Foundation Trust**

Alison is the Associate Director of Facilities at County Durham and Darlington NHS Foundation Trust, and she is recognised as an experienced healthcare professional with a proven track record of sustained innovation and achievement in the delivery of Facilities Management Services. Her day-to-day responsibilities include the leadership of 500 staff, delivering a range of Facilities Services across eight hospital sites and a large number of Health Centre Premises. More recently Alison has taken on lead responsibility for the management of 3 separate PFI contracts that provide Estates and Facilities service to the value of 30 million pounds per annum. Over the years Alison has been involved in a number of national strategic projects to improve the patient's journey and experience within the NHS and more recently was a member of the Acute Stakeholder Group for the Premises Assurance Model and the Project Group that developed the specification for cleanliness in healthcare premises (PAS 5748). Alison was National Chairman of the Hospitals Caterers Association from 2004 to 2007; Chairman of Healthcare Caterers International, 2005 to 2006, and she has held the role of HefmA National Secretary since May 2006. Alison was awarded a Catey in 2008 in recognition of her services to the catering industry and was named as Facilities Manager of the Year in the 2011 HefmA Awards.

#### **SUE AHMADI**

**Regeneration Coordinator, Manchester City Council**

Sue Ahmadi holds a Post Graduate Diploma in Urban and Regional Planning. She has been employed by Manchester City Council for 20 years. Sue has worked for 6 years in various roles within the Planning Department, dealing with various development control matters. From February 1999 Sue was seconded to North Manchester Regeneration Ltd as a Project Officer and in November 2003 was appointed as Hulme Manager in the South Manchester Regeneration Team. In this role Sue was also Ward Coordinator, but her main role was securing the ongoing physical regeneration of the ward and the settlement of the area post comprehensive redevelopment. Sue has recently been appointed to the post of Regeneration Coordinator for the Wythenshawe area of Manchester and has an overview of social, economic and physical programmes across the patch.

#### **RICHARD WALKER MCIQB, MBIFM**

**Director of Capital Investment and Estate Services, Pennine  
Care NHS Foundation Trust**

A Chartered Builder, Surveyor and Designer, Richard came across the estates function in the NHS by accident in trying to escape from 6 years in local government following private practice. Having now 20 something years in the NHS, the majority in the North East being responsible for the strategic and operational management of the premises and facilities, Richard moved across the Pennines in November 2008 to join

Pennine Care NHS Foundation Trust to develop the estates strategy and improve services to patients. Richard is a great believer in the important role the environment has in improving the well-being of patients and sees Estates and Facilities as key in the future of improving care and organisations success.

#### **MIKE HALL**

**General Manager Facilities, Salford Royal NHS Foundation Trust**

Mike has worked in the NHS, principally in the North West, for 38 years in a number of Facilities Management positions and he is now the General Manager Facilities at the Salford Royal NHS Foundation Trust and has responsibility for the full range of facilities services and the capital redevelopment of Salford Royal. Salford Royal NHS Foundation Trust prides itself on excellence and Mike leads a team of Estates and Facilities professionals that are integral to providing **safe, clean and personal** services to patients and staff. He has been involved in two large PFI schemes, which has provided an opportunity to review the way in which services are delivered and he is keen to ensure that the patient is very much in control in the delivery of services. Mike holds the view that services to patients must exceed expectations and that setting challenging performance targets that have been developed in consultation with patients and staff is the key to the delivery of a high quality services. He is currently working on improving productivity and efficiency whilst maintaining quality and **consistency** and his Trust have been instrumental in challenging the norm when it comes to terms and conditions of employment whilst engaging the staff. He has been instrumental along with his team in providing staff development opportunities for facilities staff and recognises the importance of a well motivated and trained workforce but at the same time ensuring that all staff know the importance of their role in delivering healthcare.

#### **ANDREW JONES**

**Director of Allied Clinical and Facilities Services, Chesterfield Royal Hospital NHS Foundation Trust**

Andrew is a facilities management professional having spent over 30 years within the NHS. He originally commenced in Sheffield and spent time working within Human Resources and business management at the Northern General Hospital as well as managing the soft services at that site. In 1991 he moved to Chesterfield as Hotel Services Manager and has spent his time at the Royal Hospital managing the Estates and Facilities Services. Andrew is currently the Director of Allied Clinical and Facilities Services a role that combines responsibility for all of the estates and facilities management functions as well as the allied healthcare professions and pharmacy at the Trust. In addition Andrew project directed the trust NHS Foundation Trust application in 2004 which culminated in Foundation status being granted for Chesterfield Royal Hospital from 1 January 2005. As a board member Andrew carries lead responsibility for food, cleanliness, health and safety, the estate and procurement amongst other things! He was National Chair of Hefma from 2004 – 2006 and has been secretary, vice chair and chair of the Trent HEFMA branch and in addition has also been part of the steering group at Sheffield Hallam University Facilities Management Graduate Centre. He is also executive director patron for the Association of Healthcare Cleaning Professionals. Away from work Andrew will admit to following the fortunes of Sheffield United!

#### **DR DAVID HAY**

**Managing Director, Ryhurst Limited**

A property professional with extensive PFI and PPP experience, David has a strong understanding of the technical and financial aspects of property development, property management and property funding solutions. This suite of commercial and technical skills are supported by a strong academic record having completed an MBA and more recently a Doctorate of Business Administration for research into the importance of relationships in managing long-term public private partnerships. David has used this experience and expertise, to develop and implement a PPP offer designed with the sole purpose of supporting the public sector partner's clinical service strategy and objectives. Aligned with the NHS QIPP agenda, the strategically aligned partnership will maximise returns from existing estates, unlock the value in surplus or under utilised estate and deliver a flexible, fit for purpose and proportionate estate supported by high quality, effective and efficient estates and facilities services.

#### **MARK SWINDLEHURST BEng MBA CEng FCIBSE**

**Director of Facilities, Lancaster University and Deputy Chair, Association of University of Estates (AUDE)**

Mark Swindlehurst joined Lancaster University in October 2003 to lead Estate Management through a challenging £350m campus redevelopment programme. Following the University's Central Administration review in summer 2009, Mark was asked to lead the new Facilities Division which brought together all commercial activities, security, sport and the estate management functions. Mark has specific interests in sustainability and learning and work space design. Prior to joining the University, Mark worked for the BBC in its corporate property department as Principal Development Manager, developing new broadcasting centres throughout the UK. Mark is a chartered engineer and completed his MBA in 2001. He is currently the Deputy Chairman of the Association of University Directors of Estates (AUDE) and will become Chairman in 2012.

#### **ALISTAIR ROSE**

**Project Director – Capital Programme, Lancashire Care NHS Foundation Trust**

Alistair is a Chartered Surveyor and the Project Director for a £150M transformation programme of existing inpatient accommodation and estate at Lancashire Care NHS Foundation Trust. The Trust is one of the larger specialist Mental Health and Community Trusts. His early career working for large national construction contractors changed considerably when he took a 6 month temporary contract working for an acute NHS Trust in West Sussex. This initial post developed into a 10 year appointment with Alistair working in a number of estates and facilities management and capital development roles as the Trust replaced, extended and updated a large proportion of its estate. For the past seven years Alistair has been working for Lancashire Care, which covers over 400 sites including 16 hospital sites and spread over 1000 square miles. His initial role as Director with responsibility for Estates and Facilities changed in 2009 to focus specifically on the development of new mental health inpatient accommodation. There are a number of logistical challenges associated with modernising and rationalising this diverse estate that is largely unfit for purpose, old, in poor condition or in the wrong location. The lack of availability of capital and specialist expertise to support the Trust continuing with its plans saw the Trust creating a Joint-Venture Limited Liability Partnership (LLP) with a private sector organisation to create a flexible vehicle to support the Trust through this significant period of change.

**FRANK GIBBONS MBA, MSt, IDBE (Cantab), BSc (Hons), Dip Arch Prac, Dip Proj Mgmt, IEng, MRICS, MCIQB, MCIM, MIET, MBIFM**

**Director of Estates and Facilities, Calderdale and Huddersfield NHS Foundation Trust**

Frank is Director of Estates & Facilities at Calderdale and Huddersfield NHS Foundation Trust, who have recently entered into a joint venture agreement with Henry Boot PLC to dispose of its surplus estate and develop a 'brown field site' adjacent to the Huddersfield Royal Infirmary Hospital. Frank has thirty four years NHS operational experience, working within acute, mental health and primary care organisations in Rotherham, Hull, Sheffield, Leicester, Calderdale and Huddersfield, during which time he has been involved in numerous major capital development projects that include PFI, building refurbishment and infrastructure projects.

**NICK GRIMSHAW**

**Director of Organisational Development and Human Resources, Blackpool Teaching Hospitals NHS Foundation Trust**

Nick is the Director of HR and OD with Blackpool Teaching Hospitals NHS Foundation Trust, a position he has held since May 2007. He was the 2009 winner of the NHS North West HR Director of the year award. In December 2009 the trust achieved Gold Investors in People standard, the first NHS organisation in the North West and amongst the first nationally to do so. During Nick's time at Blackpool the trust has also won national awards from the Healthcare People Management Association for its work in both partnership and stress reduction. The trust was cited as an example of good practice in both the Macleod report on staff engagement and the Boorman review on well being at work. In 2010 the trust won the best large acute organisation in the NHS Healthcare 100 awards. Nick's first degree was in English and History. He joined the NHS after college and this year completes 26 years in the NHS. During this time he has worked in a variety of roles in the health service across Yorkshire and the North West of England, beginning as a catering assistant and working his way up through administrative and HR roles to Director of HR level. Prior to joining Blackpool, he held the post of Director of HR with North Manchester and Tameside acute trusts and with Greater Manchester Workforce Development Confederation.