Head of Performance & Delivery – Worcestershire and Herefordshire

Candidate Information Pack

Autumn 2015
A message from Jo-Anne Alner, Locality Director, Herefordshire and Worcestershire

Dear Applicant,

Thank you for showing interest in the post of Head of Performance and Delivery with NHS England.

This post is integral to the Herefordshire and Worcestershire NHS England Assurance Team and as such will provide the successful candidate with a great opportunity of being involved in the health service delivery and transformation of a number of health and social care systems. It would suit an individual who wishes to advance or widen their senior management experience.

As a senior role, reporting directly to me as Locality Director, the successful candidate will need to be able to lead and manage a small team and will also need to have effective strong leadership skills which can provide credible support and challenge to senior system leaders.

This post will provide exposure to a number of health and social care systems and will require the individual to think creatively and innovatively in helping these systems consider solutions to their individual problems and harness the opportunities available to them.

The successful individual will also be required to make credible sound judgments, using their performance analytical skills and calling on their planning experience to determine whether the requirements of the NHS CCG Assurance Framework are or have been met.

I believe this is an exciting role and provides an individual with a privileged position to learn from, drive and improve delivery of services to patients in Herefordshire and Worcestershire; working in collaboration with regional and national NHS England colleagues, local commissioners, local authorities, providers, the local population and other tripartite organisations.

Thank you for considering applying for this post, I hope I have been able to provide you with further insight to the role. Please feel free to contact me if you would like to discuss this further.

Regards

Jo-Anne Alner
Locality Director, Herefordshire & Worcestershire
Overview

The NHS Commissioning Board (NHS CB) was established on 1 October 2012 as an executive non-departmental public body. Since 1 April 2013, the NHS Commissioning Board has used the name NHS England for operational purposes. Central to our ambition is to place the patients and the public at the heart of everything we do.

Our main aim is to get the best health outcomes for people in England. Key to our approach is making sure that the needs and wishes of patients are at the heart of everything we do and every decision we make, driven by clinical leaders to help transform health outcomes in their local communities.

Our purpose

We create the culture and **conditions** for health and care services and staff to deliver the highest standard of care and ensure that valuable public **resources** are used effectively to get the best outcomes for individuals, communities and society for **now and for future** generations.

The several main areas of our work are: Improving patient experience; Commissioning; Technology, systems and data; Partnerships and relationships; Direct commissioning; Quality improvement and clinical leadership; Our governance frameworks; Patient safety; Patient involvement; Strategic and Operational Planning 2014-2019; Emergency preparedness, Resilience and Response.

**NHS England, Commissioning Operations Directorate**

Over the past decade, the role of commissioning, as a key driver of quality, efficiency and outcomes for patients, has become increasingly important to the health system in England. At its simplest, commissioning is the process of planning, agreeing and monitoring services. However, securing services is much more complicated than securing goods and the diversity and intricacy of the services delivered by the NHS is unparalleled.
Commissioning is not one action but many, ranging from the health-needs assessment for a population, through the clinically based design of patient pathways, to service specification and contract negotiation or procurement, with continuous quality assessment. There is no single geography across which all services should be commissioned: some local services can be designed and secured for a population of a few thousand, while for rare disorders, services need to be considered and secured nationally.

The core purpose of the Commissioning Operations Directorate at NHS England is:

- To support the development of the commissioning system in England, providing guidance on how clinical commissioning and commissioning support can deliver improvements in quality, outcomes and value for money.

- To deliver this guidance to the enablers, frameworks, tools and development resources which will help to ensure the commissioning system is the best it can be; and

- To support the development of primary care in England, providing guidance to make the whole primary care system play its part in the delivery of better quality, outcomes and value for money.

- To implement this through the appropriate national contracts, the enablers and frameworks which will support better local commissioning of primary care.

Further information is available at [https://www.england.nhs.uk/commissioning/](https://www.england.nhs.uk/commissioning/)

**NHS Midlands and East**

NHS England Midlands and East is one of four regional teams that support the commissioning of high quality services and directly commission primary care and specialised services at a local level across England. Geographically the Midlands and East regional team covers the West Midlands, North Midlands, Central Midlands and East Anglia.

We cover healthcare commissioning and delivery across the Midlands and East region and provide professional leadership for the following functions: finance, nursing, medical, specialised commissioning, patients and information, human resources and organisational development, and assurance and delivery.

**The role**

Based at Wildwood in Worcester, you will lead a team responsible for ensuring that the four CCGs are effective commissioners, delivering the priorities and outcomes agreed in the NHS Mandate. You will work closely with the other Heads of Performance & Delivery in the other two localities in the West Midlands.

The CCGs and providers in Herefordshire and Worcestershire are focused on improving their effectiveness to deliver higher quality services for patients in a more sustainable form. Your role will be to support the Locality Director and stakeholders deliver this ambition, whilst ensuring there is a focus on delivery today. This role provides a real opportunity to work on a number of significant service change and improvement programmes.
The post holder will focus on development of the local CCG Assurance/Development Framework, in line
with national requirements and other Localities, the Medical, Nursing & Quality and Finance teams in
NHS England (West Midlands). You will deputise for the Locality Director at agreed meetings and have
the independence and responsibility for senior decision making.

This role provides the opportunity to gain excellent experience across the breadth of performance,
planning, resilience and system change in the NHS.

You will be supported by a small directly managed performance and delivery team and receive specialist
advice from medical, nursing, quality and finance colleagues within NHS England (West Midlands).

http://www.england.nhs.uk/
http://www.england.nhs.uk/about/business-plan/
Acting Director of Commissioning Operations
Sue Doheny

Director of Finance
Brian Hanford

Medical Director
Kiran Patel

Acting Director of Nursing
Vikki Tweddle

Locality Director (Locality 1 - BSBC)
Karen Helliwell

Locality Director (Locality 2 - AHW)
David Williams

Locality Director (Locality 3 - H&W)
Joanne Alner
Herefordshire & Worcestershire -
Locality structure

- Locality Director (Locality 3 – H&W)
  Joanne Alner

  Business Support Officer/PA
  Ursula Phillips

  Head of Performance
  VACANT

  Performance Manager
  Alan Excell

  Performance Support Officer
  Nicholas Bryan

  Performance Support Assistant
  Jackie Johns

VEREDUS
## Job Description

<table>
<thead>
<tr>
<th><strong>Job Title</strong></th>
<th>Head of Performance &amp; Delivery</th>
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<tr>
<td><strong>Reference Number</strong></td>
<td>M &amp; E 420/421</td>
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<tr>
<td><strong>Directorate</strong></td>
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<td><strong>Pay Band</strong></td>
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<td><strong>Salary</strong></td>
<td>£65,922 - £81,618</td>
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<td><strong>Responsible to</strong></td>
<td>Director of Performance (localities)</td>
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<td><strong>Accountable to</strong></td>
<td>Director of Performance</td>
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<td><strong>Responsible for</strong></td>
<td>Directly manages Locality Performance Team</td>
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<td><strong>Organisation Chart</strong></td>
<td>![Diagram]</td>
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<td><strong>Base</strong></td>
<td>West Midlands Sub-Region Locality 1 (Birmingham)</td>
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Overview
Commissioning Operations is the implementation and delivery ‘arm’ of NHS England. The purpose of the Commissioning Operations field force (Regional and Area Team) is to:

- Support the operational delivery of the NHS (mandatory constitution standards).
- Directly commission Primary Care, Specialised Services, Health in Justice, Healthcare for the Armed Forces and Public Health (including transition to LA).
- Develop and implement a robust and effective operating model that works efficiently and effectively with the rest of the organisation.

Our local team will ensure alignment to priority functions, including CCG assurance/development, commissioning and operating as a leader across systems on a local and region wide basis.

Job Purpose/Summary
As Head of Performance & Delivery, the post holder will work as part of a dynamic team in delivering an effective service supporting managers and staff across the Midlands and East Region to ensure that CCGs are effective commissioners, delivering the priorities and outcomes agreed in the Mandate.

The post holder will focus on development of the local CCG Assurance/Development Framework, in line with national requirements (key link to National Support Centre) and facilitate implementation in conjunction with other Locality Teams, leadership of the local EPRR Strategy (emergency, planning, resilience and response) to enhance system resilience. Focus on development of local strategic framework in line with national and geographic requirements, facilitating implementation with other Locality Teams and system partners across Central Midlands.

Key aspects of this role will be to:-

- Ensure the strategy is formulated, understood by all stakeholders and is delivered utilising all available resources efficiently and effectively.
- Ensure the development and management of plans, within the Sector.
- Ensure appropriate system and processes are in place to enable the implementation of the strategy plans in the new organisations.
- Proactively manage the key risks and issues associated with ensuring appropriate actions are taken to mitigate or respond.
- Monitoring and establishing accountability on the overall progress of the
strategy to ensure completion within agreed timescales.

- Manage the budgetary implications of activity.
- Avoid the destabilisation of business as usual.
- Manage and actively promote the relationships with key stakeholders.
Key Job Specific Responsibilities

- In conjunction with the ATs, using the CCG risk framework, understand the maturity of CCGs and ensure that appropriate tailored support is implemented to ensure that CCGs become excellent commissioners over the medium term.

- To work with the national support centre team to develop an intervention framework for CCGs who are not delivering against agreed outcomes.

- To ensure that CCGs access tailored development support to equip them to deliver plans with the capability to manage the system in order for them to become excellent commissioners.

- To ensure that systems, processes and information flows provide effective early warning of potential risks to service quality and partnerships and identify where intervention is required to ensure high quality outcomes.

- To be the key interface with a defined group of CCGs across the region, strategically leading, supporting and holding them to account.

- To identify and share areas of best practice across the region and beyond in order to support continuous improvement and high quality outcomes.

- To build and develop relationships across the region with key stakeholders including CCGs, Area Teams, Commissioning Support Units, Health and Well Being Boards, Trust Development Authority and the Care Quality Commission (CQC).

- Lead responsibility for co-ordination of the planning cycle/round.

Improving quality and outcomes

- To strategically lead, support and holding to account CCGs in their commissioning of high-quality, safe, patient and client-centred services within the framework of the NHS England’s single operating model;

- In conjunction with the Area Teams, ensure appropriate tailored support is implemented to ensure progress through a three year maturity model;

- To co-ordinate single, coherent relationships with all key external stakeholders including CCGs, Health and Well Being Boards, Trust Development Authority and the Care Quality Commission (CQC)
Enabling clinical leadership

- To ensure that clinical leadership is central to the delivery of all NHS Commissioning Board activities.
- To work collaboratively across the NHS CB matrix, including integrating the National Director’s portfolio with the Domain Leads.

Enabling patient and public involvement

- To act as a champion for patients and their interests and involve the public and patients in the policy development and decision-making of NHS England.
- To ensure all public and patient contact with the office is of the highest professional standard.
- To embed patient and public involvement within NHS England at all levels of decision making.

Promoting equality and reducing inequalities

- To uphold organisational policies and principles on the promotion of equality.
- To create an inclusive working environment where diversity is valued, everyone can contribute, and everyday action ensured we meet our duty to uphold and promote equality.

Partnership and cross boundary working

- To work effectively with all key stakeholders across the region.

Leadership for transformational change

- To model a collaborative and influencing style of working, negotiating with others to achieve the best outcomes. Embedding this approach across the Directorate,

Using insight and evidence for improvement

- To make best use of relevant evidence to support improvement across all areas of the team’s responsibility.

Developing an excellent organisation

- To develop business plans and provide expert strategic and policy advice and guidance on all areas of the National Director’s portfolio.
- To actively manage and support the development of individuals and the team through appraisal, personal development planning, coaching and mentoring
- To work in partnership with others and as part of cross directorate teams to deliver successful outcomes
- To support the organisation’s ways of working, model its values and champion the NHS Constitution
- To ensure the health, safety and wellbeing of all staff within the department
- To ensure compliance with all confidentiality and governance requirements within the department
To adhere to the NHS Managers Code of Conduct and any other relevant professional codes of conduct at all times.
To ensure regular, productive and open communication with staff who they lead (e.g. Directorate and matrix teams)

Key Accountabilities

To operate as a member of the regional operations and delivery team, demonstrating sound judgement and flexibility to secure high quality, safe and efficient NHS services and positive health outcomes for patients and the public.

Line management responsibility for circa one manager in the team.

Key Working Relationships

Operate effectively in a flexible and demanding environment and proactively engage with stakeholders.
Required to communicate, proactively build good working relationships and provide information and advice to a wide range of internal and external stakeholders on a range of business sensitive issues.
Lead as an expert; integrating systems and managing effective working relationships with the appropriate stakeholders.
Drive and challenge each key working relationship to innovate with drive reform to achieve agreed objectives.
Provide and receive highly complex, sensitive and contentious information, including presenting information about projects and dependencies to a wide range of internal and external stakeholders in formal settings.
Manage potentially aggressive and/or antagonistic situations with staff and stakeholders within change programmes for successful outcomes.
Deal with complex and conflicting subject matter problems or in day today work load in workshops, meetings, one to one communications and other events, comprising various parts of the business.
Nurtures key relationships with senior and high profile individuals and responsible for the maintenance of networks.
Employ effective communication, negotiation and influencing skills to enable stakeholder relationships to deliver objectives over the duration of the tenure/project with:
  o External organisations to ensure seamless transition to the new system.
Wider NHS stakeholders to ensure collaboration in the strategy in the Sector.
- Internal leaders and staff to gain input to the development of systems, processes and activities.
- Represent the Sector in sensitive and political situations, delivering difficult messages where required to high-level audiences.

Key Functional Responsibilities

Operational

- Lead all activities including, but is not limited to:-
  - Manage, monitor and report on benefits realisation management, tracking the progress and ensuring that the intended benefits are achieved with outcomes maximised.
  - Oversee the work with the Deputy Directors to ensure the information systems are integrated with the overall strategy; ensuring synergy between strategy milestones and objectives.
  - Develop appropriate business strategy with appropriate Managers/Directors.
  - Ensure appropriate governance structures are in place to support.
  - Manage and monitor the performance management process.
  - Define and implement business processes that support the functions of the new system.
  - Work with the Directorate and Human Resources senior staff to ensure the smooth transition of people within the new system. And appropriate focus on the culture changes needed to underpin, working with HR and OD staff to deliver appropriate OD interventions.
  - Manage the impact on business critical process and key talent.
  - Manage the appropriate programme controls ensuring monitoring and control activities and performance targets are on track.
  - Ensure appropriate stakeholder engagement strategy is in place defining how the strategy will engage with all stakeholder groups and what information flows will be established and maintained.
  - Ensure there is a resource management plan which sets out the activities required to implement. (Resources meaning finances, people, assets and technology).
  - Manage system risks ensuring they are appropriately identified and controls and/or mitigation is in place, escalating to the system board as appropriate.

Financial and Physical Resources

- Budget setting and managing related activity, liaising with Finance colleagues to ensure appropriate costings.
- Responsible for ensuring adherence to the Directorate budget, ongoing monitoring of expenditure against budget and ensuring the appropriate
documentation is available for scrutiny.

- Responsible for defining budget required to scope and implement the long term strategic plan.
- Responsible for providing guidance and management on the procurement of identified products, equipment, services and facilities for assigned Directorate to execute required services – from defining requirements, developing specification, developing bid evaluation methodology, project managing procurement including, achieving stakeholder buy-in, sign off for bid documentation, overseeing bid evaluation, award recommendation and sign off of final deliverables/products as required ensuring they meet the defined levels of quality and value for money. Placing orders and signing invoices, keeping mindful of budget limitations.
- Responsible for making recommendations, providing advice and able to prepare strategic reports/briefings as required.
- Act in a way that is compliant with Standing Orders and Standing Financial Instructions in the discharge of budget management responsibilities.
- Constantly strive for value for money and greater efficiency in the use of these budgets and to ensure that they operate in recurrent financial balance year on year.

**Staff Management**

- Manage the Directorate, building a collaborative working environment and an innovative culture.
- Provide direct performance management and feedback to the Directorate.
- Motivate and inspire staff throughout the strategy to role model leadership and innovation.
- Leading teams of third parties (predominately consultants/interims) to ensure the plan/deliverables are met in a timely manner, to the required standards and within budget. (Including procuring/recruiting resources, tracking and signing timesheets). The post holder may be leading multiple teams at one time to deliver multiple products.
- Work across the wider organisation to agree prioritisation of blocks of work and related resource allocation to ensure high priority work/dependencies are completed in a timely manner.
- Responsible for the recruitment and development of the Directorate staff, including undertaking appraisal and personal development and, where appropriate, progressing any disciplinary or capability issues.
- To forge positive working relationships, in order to support an effective matrix approach to achieve NHS objectives.
- To work in a matrix management style and to foster close working relations with other managers.
- To manage, motivate and develop staff within the Directorate to ensure that they are able to deliver the new responsibilities of the Directorate.

**Information Management.**

- Provide and receive highly complex, sensitive and contentious information, including presenting information about the programme and dependencies involving a wide range of stakeholders in formal settings: therefore the post
holder must have the ability to deal with resulting potentially challenging situations.

- Establish and manage the Directorate’s risk management, change control and issue resolution processes.
- Developing and presenting reports summarising status on issues, appraising outcomes, and providing progress reports for senior staff or groups of staff as directed from time to time.
- Responsible for the management of and reporting of information to relevant internal and external stakeholders, including executive sponsors and non-executive authorities.
- Ensure appropriate project management systems are set up to support programme controls and reporting.
- Operate within and provide enhancements to current management information and reporting to enhance decision making processes.

Planning and Organisation:

- Lead the planning and design of the strategy to meet the vision and strategic direction.
- Manage the activities necessary to ensure delivery of a transformational strategy.
- Prepare and manage plans for a start-up organisation, engaging various stakeholders to build momentum and support.
- Responsible for the overall planning of the strategy and for providing vision and strategic direction to the team.
- Define and manage the governance processes of the strategy.
- Chair or attend as appropriate, meetings with varied internal and external key stakeholders to facilitate the delivery of the strategic objectives.
- Responsibility for ensuring the function/strategy is delivered to time, to quality standards and in a cost effective manner, adjusting plans and resources as required.
- Ensuring that the delivery of the function/strategy is to the appropriate levels of quality, on time and within budget, in accordance with the programme plan.
- Supports the Director in senior stakeholder engagement and aligning the function/strategy from strategic objectives and business needs.

Policy and Service Development:

- Ensure that all staff within the Directorate are aware of relevant policy and procedures and that communication is developed and deployed appropriately.
- Propose changes to and make recommendations for the project as appropriate.
- Contribute to the review and development of existing project information management systems and contribute to the development of an integrated approach to project management.
- Lead the implementation of the project to achieve the desired benefits.
- The post holder will need to maintain a good knowledge of emerging policies from government departments. This will assist in the thinking and definition of the strategy discussions for the strategy and stakeholders. In order to lead the
development and implementation of the strategic project plan (3 year project plan) for their work stream the post holder will need to:

- Research and identify relevant best practice (i.e. where similar systems are in place), this could be UK wide, globally, public or private sector both within and outside the health economy in order to develop appropriate options to implement policies. Post holder will need to consider how best practice could be applied to the existing health economy, taking into account the impact on existing relationships between entities and their functions across the health economy.
- Develop recommended approach to implement the relevant policies (based on best practice research conducted), most likely a business case (inc. implementation plan, cost benefit analysis) following a thorough review of the possible options including testing the options with key stakeholders (internally and externally) and an impact assessment which outlines any key dependencies for successful implementation.

Research and Development

- Develops an strategy including research and development to identify, develop and promote best practice
- Drawing from experience and expertise in other academic fields and industries, ensures that the organisation benefits from relevant initiatives.
- Highlight, promote and report innovative approaches to education and training, particularly their impact on service.
- Commission and co-ordinate Research and Development strategy to drive innovation.

GENERAL INFORMATION

This job description is intended as a guide to the main elements of the role and should not be considered as a complete listing of all duties and tasks that may be undertaken

This job description is subject to review dependent on the needs of the service. Any amendments will be discussed with the post holder.

TERMS & CONDITIONS

This post is subject to the Terms and Conditions of Employment of NHS England.

CONFIDENTIALITY

In the course of your employment with NHS England, you may handle confidential personal information concerning either patients or staff which may be held by the organisation. You must not read, discuss, disclose or pass on confidential...
information unless it is necessary in the pursuance of your legitimate duties.

Unauthorised disclosure of such information will be treated as a serious disciplinary matter. In addition it is important that you realise that if this confidentiality is breached, this may result in civil proceedings or a criminal prosecution.

HEALTH AND SAFETY

You are required to make positive efforts to maintain your own personal safety and that of others by taking reasonable care, carrying out requirements of the law and following recognised codes of practice. You are also required to be aware of and comply with current policies on health and safety, etc.

As a staff member you should ensure that you attend mandatory/statutory training and ensure any risk you observe is reported in the appropriate way.

EQUAL OPPORTUNITIES

The aim of the organisation’s policy is to ensure that no job applicant or employee is discriminated against either directly or indirectly on the grounds of race, colour, creed, sex, marital status, sexual orientation, disability, age, nationality, religion or belief, ethnic or national origins. NHS England has committed itself to promote equal opportunities and will keep under review its policies, procedures and practices to ensure that all users and providers of its services are treated according to their needs. The policy also applies to staff working within the organisation.

This job description and person specification are an outline of the tasks, responsibility and outcomes required of the role. The job holder will carry out any other duties that may reasonably be required by their line manager.

The job description and person specification may be reviewed on an ongoing basis in accordance with the changing needs of the Department and the Organisation.
### Person specification

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<th>Area</th>
<th>Essential</th>
<th>Desirable</th>
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<tr>
<td><strong>Values and behaviours</strong></td>
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<td>Demonstrable commitment to and focus on quality, promotes high</td>
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<td>standards to consistently improve patient outcomes</td>
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<td>Demonstrably involves patients and the public in their work</td>
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<td>Consistently puts clinicians at the heart of decision making</td>
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<td>Values diversity and difference, operates with integrity and</td>
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<td>openness</td>
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<td>Works across boundaries, looks for collective success, listens,</td>
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<td>involves, respects and learns from the contribution of others</td>
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<td>Uses evidence to make improvements, seeks out innovation</td>
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<td>Actively develops themselves and others</td>
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<td>Self-awareness in terms of emotional intelligence, biases</td>
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<td>and personal triggers with cultural sensitivity and awareness</td>
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<td>Demonstrable commitment to partnership working with a</td>
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<td>range of external organisations</td>
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<td><strong>Qualifications</strong></td>
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<td>Educated to masters level or equivalent level of experience of</td>
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<tr>
<td>working at a senior level in specialist area.</td>
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<td><strong>Knowledge and Experience</strong></td>
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<td>Proven and significant leadership experience.</td>
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<td>Significant evidence of continued professional development</td>
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<td>Demonstrated expertise in a Healthcare environment</td>
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<td>Significant management experience at senior level in the NHS or</td>
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<td>other public healthcare related industry</td>
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<td>Proven Board level experience of leading and delivering complex</td>
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<td>change and strategy development programmes in a politically</td>
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<td>sensitive and complex environment</td>
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<td>Proven record in transferring processes and roles between</td>
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<td>Commissioning expertise in healthcare environment</td>
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<td>Significant experience and understanding of proven implementation</td>
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<td>of project management methodologies</td>
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<td>Member of a relevant professional body</td>
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<td>Education sector knowledge</td>
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<td>Experience and/or understanding of the London Health Economy</td>
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<td>Commercial expertise</td>
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<tr>
<td>Awareness of relevant public and private sector business management best practice</td>
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<td>Experience of successfully operating in and delivering priorities in a partnership environment</td>
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<td>Proven track record of enabling individuals and organisations to improve</td>
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**Skills and Capabilities**

| Understanding of key aspects of individual and organisational development capability and a track record of applying | ✓ | A/I |
| Ability to successfully challenge and influence individuals at all levels and in different organisations | ✓ | A/I |

**Communication Skills**

| Dynamic personality and the ability to build trusted stakeholder relationships and wide support networks in a political context | ✓ | A/I |
| Strong external communications skills in a politically sensitive environment and experience in handling media | ✓ | A/I |
| Ability to prepare and produce concise yet insightful communications for dissemination to senior stakeholders and a broad range of stakeholders as required | ✓ | A/I |
| Extensive experience of delivering presentations to large groups of stakeholders in often pressured and politically sensitive environments | ✓ | A/I |

**Analytical Skills**

| Ability to analyse highly complex issues where material is conflicting and drawn from multiple sources | ✓ | A/I |
| Demonstrated capability to act upon incomplete information, using experience to make inferences and decision making | ✓ | A/I |
| Ability to analyse numerical and written data, assess options and draw appropriate initiatives | ✓ | A/I |

**Planning Skills**

| Leadership, vision, strategic thinking and planning with highly developed political skills | ✓ | A/I |
| Demonstrated capability to plan over short, medium and long-term timeframes and adjust plans and resource requirements accordingly | ✓ | A/I |
| Experience of managing and prioritising a large budget | ✓ | A/I |
| Ability to provide informative reporting on finances and | ✓ | A/I |
impact to Board management

<table>
<thead>
<tr>
<th>Experience of project and programme management techniques and tools such as Prince 2 or Managing Successful Projects</th>
<th>✓</th>
<th>A/I</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Autonomy/Freedom to Act</th>
<th>✓</th>
<th>A/I</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demonstrated capabilities to manage own workload and make informed decisions in the absence of required information, working to tight and often changing timescales</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to make decisions autonomously, when required, on difficult issues</td>
<td>✓</td>
<td>A/I</td>
</tr>
</tbody>
</table>

| Management Skills                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----|
| Experience in leading a major change initiative with entrepreneurialism in a challenging organisational environment                                                                                                                                                | ✓ | A/I |
| Experience of creating a new team and motivating and inspiring staff to work together to achieve a common objective                                                                                                                                                | ✓ | A/I |
| Ability to delegate effectively                                                                                                                                                                                                                                                                                               | ✓ | A/I |
| Ability to work effectively between strategic and operational activities where required                                                                                                                                                                                                                                           | ✓ | A/I |

| Physical Skills                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----|
| Working knowledge of Microsoft Office with intermediate keyboard skills                                                                                                                                                                                                                                                             | ✓ | A/I |

| Equality and Diversity                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----|
| Will consider the most effective way to promote equality of opportunity and good working relationships in employment and service delivery and has the ability to take actions which support and promote this agenda                                                                                             | ✓ | A/I |

*Assessment will take place with reference to the following information

A=Application form  I=Interview  T=Test  C=Certificate
Application process

All applications will be acknowledged. The nominal closing date for this role is Friday 25th September, and candidates are encouraged to submit their applications as soon as possible; preliminary interviews will begin as soon as expressions of interest begin to be received.

To apply, please send:

- A full CV (with current salary details) which demonstrates your ability to meet the criteria contained in the person specification.
- A covering letter highlighting the aspects of the job description and NHS England that particularly attract you to the post, quoting reference 927140.
- Names, positions, organisations and telephone contact numbers for at least two referees. If you specifically do not wish referees to be approached without your permission, please indicate this clearly.
- A completed Equal Opportunities Monitoring Form

Finally, please ensure you include your work and home telephone contact numbers and email addresses where applicable, as well as any dates when you will not be available.

Longlisted candidates will be invited to preliminary interview with Veredus at their London office. Please note you will be asked to bring your preliminary interview: evidence of your identity; right to work; and original certificates relating to any qualification that you reference on your CV.

The recruitment timetable is as follows:

<table>
<thead>
<tr>
<th>Element</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>Close date</td>
<td>Friday 25th September</td>
</tr>
<tr>
<td>Preliminary interviews with Veredus</td>
<td>Ongoing until shortlist</td>
</tr>
<tr>
<td>Shortlisting</td>
<td>WC 12th October / 19th October</td>
</tr>
<tr>
<td>Final panel interviews</td>
<td>WC 26th October / 2nd November</td>
</tr>
</tbody>
</table>

Equality & Diversity

You are invited and encouraged to complete the Equality and Diversity Monitoring Form which can be found by accessing this link or by pasting or typing the following into your web browser: http://jotformpro.com/form/32673689904973 This will help our client to follow the recommendations of the Equality and Human Rights Commission, that employers should monitor selection decisions to assess whether equality of opportunity is being achieved. The information on the form will be treated as confidential, and used for statistical purposes. The form will not be treated as part of your application.

Applications should be emailed to veredushealthteam@veredus.co.uk quoting ref 927140.

If you have any queries on any aspect of the appointment process, need additional information or wish to have an informal and confidential discussion, please contact our advising consultants Veredus;

Simon Potts on 07880 188999 or simon.potts@veredus.co.uk or Michelle Atkinson on 020 7932 4316 or michelle.atkinson@veredus.co.uk