

**AGENDA FOR CHANGE  
NHS JOB EVALUATION SCHEME**



**JOB DESCRIPTION**

**1. JOB IDENTIFICATION**

**Job Title:** Business & Performance Manager

**Reports to:** Senior Operations Manager

**Department, Ward or Section:** Strategy and Integration

**CHP, Directorate or Corporate Department:** North Highland Health and Social Care Partnership

**Job Reference:** HHSCPBUSPERMAN01

**No of Job Holders:** 1

**Last Update:** May 2026

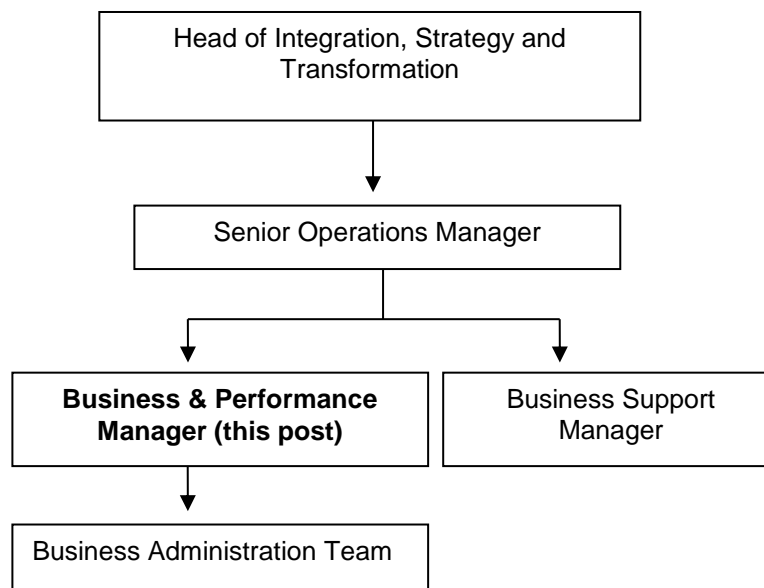
**2. JOB PURPOSE**

1. To provide highly specialist knowledge, expertise, guidance, interpretation and advice directly to the North Highland Community Services Division.
2. To provide a comprehensive range of executive support and business development services to members of the North Highland Community Services Division and its decision-making structure, which includes the Head of Service, Clinical Directors, Head of Finance, Area Managers, District Managers, and the wider organisation.
3. Leading the business support activities and services which underpin efficient and effective delivery of operational and strategic delivery in the Division..
4. To facilitate effective communications within the division and wider organisation. The role will encompass the design and development of business and communication systems, specifically including business administration, secretariat and personal administration functions delivery, for which the post holder will have responsibility, to ensure the effective and efficient operation and delivery of the Highland Health & Social care Partnership , services and outcomes.
5. The post holder will be directly responsible and accountable for leading on and monitoring key projects, and division wide initiatives including the development of reports, business cases and service development plans to the Head of Service.
6. The post holder has direct responsibility for coordinating reports for key NHS Highland Committees in support of the Head of Service.

### 3. DIMENSIONS

1. The Highland Health and Social Care Partnership (HHSCP) is responsible for the planning, commissioning, and delivery of a wide range of integrated health and social care services across the Highland area. These services span primary care, community health and social care services, adult social care, mental health services, learning disability services, and unscheduled care delivered in community and hospital settings.
2. Services are provided across a large and diverse geography, including remote, rural, and island communities, and are delivered from a network that includes Rural General Hospitals, Community Hospitals, integrated community health and social care teams, GP practices, care homes, and day care services.
3. HHSCP also hosts a number of Highland-wide services on behalf of NHS Highland, including Sexual Health Services, Out of Hours Services, and the Chronic Pain Service.
4. The Partnership is organised into four areas and nine districts: Inverness; Badenoch and Strathspey; Nairn; East Ross; Mid Ross; Caithness; Sutherland; Skye, Lochalsh and Wester Ross; and Lochaber. The scale, geography, and complexity of services require strong partnership working across NHS Highland, Highland Council, third sector organisations, and independent providers.

### 4. ORGANISATIONAL POSITION



## 5. ROLE OF DEPARTMENT

The Integration, Strategy and Transformation Department plays a central role in supporting the strategic leadership and continuous improvement of the Highland Health and Social Care Partnership (HHSCP).

The department is responsible for leading and coordinating system-wide strategic planning, service transformation, and integration activity across health and social care. It works collaboratively with operational services, NHS Highland, Highland Council, third sector partners, and independent providers to design, implement, and evaluate changes that improve outcomes for people and communities across Highland.

Key functions of the department include:

1. Developing and coordinating strategic plans and transformation programmes aligned to national policy, local priorities, and financial sustainability.
2. Supporting the design and implementation of integrated models of care that respond to population need, reduce inequalities, and improve quality and efficiency.
3. Providing analytical insight, programme and change management expertise to support evidence-based decision-making and delivery of complex change.
4. Leading and supporting service redesign, improvement initiatives, and system responses to emerging pressures and risks.
5. Enabling effective partnership working, governance, and assurance across integrated services.
6. Supporting the development of a resilient, adaptable system capable of responding to demographic change, workforce challenges, and increasing demand.

The department plays a key role in ensuring that strategic intent is translated into practical, deliverable change, supporting services to move from planning through to implementation and sustainable improvement.

## 6. MAIN TASKS, DUTIES & RESPONSIBILITIES

### **Corporate management/service planning**

1. Responsibility to manage and deliver a full range of comprehensive business services to the North Highland Community Services Division Senior Management Team, Head of Service, Head of Finance, Clinical Directors and any other sub-committees and working groups, ensuring all business is effectively and efficiently undertaken and work prioritized to deliver on the division objectives, targets and outcomes.
2. Provide executive support to the Head of Service, Head of Finance, and Clinical Directors by participating in the development of strategies, policies and plans for the Division and contributing to corporate governance and corporate management of the division business as a key member of the Senior Management Team. Managing specified Unit/Area District, and wider NHS Highland projects and initiatives, in support of the Head of Service, Clinical Directors and Area Managers. This will require the planning and organising of programmes of work which will be updated as changes are made and new priorities set.
3. Lead and guide individual Senior Management Team members by provision of specialist knowledge, expertise and guidance and by managing their support arrangements to ensure that they have information and knowledge to support effective decision making in accordance with the Codes of Conduct, members role specification and Freedom of Information legislation.
4. To influence and contribute to the maintenance and development of services, plans and policies of

the division and NHS Highland, developing working relationships and effective communication between members of the Senior Management Team, along with key stakeholders, including patient representatives and community councils.

5. To underpin the corporate agenda by redesigning and being accountable for directly managed services to meet local and national targets within allocated resources
6. To attend routine division meetings as required to provide specialist advice and to discuss and manage developments and any relevant operational issues
7. Support the Head of Service with the management and production of reports for NESH Committees, to support and monitor the delivery of key local and national priorities and targets.
8. Review, summarise and analyse correspondence, new legislation, NHS circulars etc to allocate responsibility and ensure appropriate action is taken and monitored to high standards of internal control. Design and participate in audit activities as appropriate.
9. Contribute to divisional risk management strategy and risk control plans, and oversee the maintenance and monitoring of the Risk Register.
10. Attend division, Highland and national meetings and conferences representing NESH Highland, the division, or the Head of Service.. Prepare reports on behalf of the Head of Service and Area Managers as required.
11. Directly responsible for the management and development of Business Continuity Planning and Review for their area if the division to enable the continuation of the business of NHS Highland under adverse conditions. Introducing resilience strategies and recovery objectives as a key component of risk management.

#### **Functional leadership**

1. Provide professional leadership and specialist advice for the administrative and clerical support functions and resources throughout the division to ensure efficient arrangements to support the management and delivery of operations, and frontline services. This entails autonomous responsibility as a line manager for administrative and secretarial staff supporting the Division Senior Management Team. Responsible for allocation and supervision of work, personnel returns, promoting attendance and performance management. Develop individual objectives and personal development plans for directly managed staff and create a vision of personal continuous improvement for these staff.
2. Ensure that administrative and support services across the Operational Unit are organised to deliver on NHS Highland Key Performance Indicators, prepare and provide exception reports on behalf of the division to NHS Highland Committees.
3. Responsible for the development of volunteering across the division in support of NHS Highland Volunteer Services Manager

#### **Financial**

1. Be directly accountable for budgets for staff, supplies, projects and events. Authorised signatory in accordance with NESH Standing Financial Instructions and Delegated Levels of Authority. Postholder is an authorised signatory for other Operational Unit expenditure eg travel claims, accommodation and hire car applications, invoices, locum invoices and study leave applications.
2. To participate in Contract Monitoring processes on behalf of the Operational Unit, and negotiate satisfactory outcomes in relation to any underperformance identified. Being cognisant of the complex and sensitive nature of performance management.
3. Co-ordinate the efficient accommodation arrangements and implementation of NHS Highland's Property Strategy in conjunction with Estates, and on behalf of Area Managers to meet the capacity needs of the division and operational services and to maximise opportunities for good

communications and team working.

4. Responsible for the management of Larachan House premises, ensuring that all NHS Highland policies are adhered to, eg Health & Safety, Fire Safety and Security. Ensure effective space utilisation of the premises in line with NHH Space Utilisation.
5. To gather, analyse and present both quantitative and qualitative information in relation to the business of the division.

### **Communication**

1. Design and develop policies which promote sound and robust business systems, to maximize the operational efficiency of departments across the division and NHS Highland and underpins communications and information processes including information systems and technology 'paperless/paper light' development, quality assurance and other projects.
2. Design and develop internal and external communications arrangements in conjunction with the corporate communications team and in accordance with the NHS Highland Communications strategy ensuring that the requirements are understood and complied with throughout the Operational Unit. Co-ordinating all Operational Unit communications and liaising with the NHH communications team.
3. Ensure good links and communications are maintained with all parts of NHS Highland and partners including other Operational Units, Raigmore Hospital, NHS Highland Board, and the Highland Council to promote partnership working, collaboration and integration. To be aware of the integrated model approach and provide support as required to Integrated Teams.

### **Service Redesign**

1. To oversee, manage and take the lead role in service redesign for directly managed services within the division.
2. To be responsible for the development of business cases and service plans as directed by the Head of Service.
3. To liaise and assist GP Practices, the division, NHS Highland and any other related organisation regarding premises modernisation/accommodation/lease issues and in seeking out solutions including guidance on available options/option appraisal.
4. Support the management of NHH unscheduled care planning on behalf of the Head of Service and Area managers which entails working with colleagues from other divisions, GP Practices, integrated primary care teams, Primary Care Managers, community hospitals, voluntary sector and specialist colleagues, ensuring that local Business Continuity planning and Core Service planning is linked into the plans..
5. Responsible for planning, managing and monitoring specific projects and coordinate the organisation of division workshops, conferences and events, to include a wide range of health and social care professionals and partner agencies within agreed parameters and timescales to ensure delivery of agreed outcomes. Negotiate and arrange appropriate venues, develop course materials, source specialist materials and equipment and develop marketing materials.
6. To be accountable to the Head of Service for the leadership and management of complex projects

### **Human Resources**

1. Responsible for the preparation of Job Descriptions and evaluation, for directly managed staff, and other staff within the division. Lead and facilitate the Job Vacancy, short listing, interview, and appointment processes for staff, liaising with NHH Employment Services department for specific advice.
2. To lead, develop and be accountable for Personal Development Planning and Review and objective

setting for all staff within directly managed staff.

3. To participate in investigations, disciplinary, grievance and other hearings and make decisions in line with NHS Highland PIN Policies.
4. Responsible for promoting attendance management for all directly managed staff in line with NHSH Pin Policies.
5. To identify staff training needs, organise and facilitate training events to ensure that they meet the needs of staff across the Operational Unit.
6. To create a positive culture in which staff governance is a key priority for all leaders/managers.

## **7. EQUIPMENT AND MACHINERY**

- PC/printer/fax/scanner/copier
- Telecommunications systems
- Video Conferencing equipment
- Audio visual equipment
- Computer and associated hardware/software/accessories
- Car

## **8. SYSTEMS**

- Computer systems including e-mail; internet, internet, MS word, MS Excel and MS Powerpoint;
- GP Practice Clinical Systems – Vision; Emis; Docman
- Datix Incident Reporting system
- SSTS Payroll System and BOXI Reporting system
- EKSF performance and review system
- PECOS electronic ordering and authorising system
- eESS electronic personnel system
- Learnpro – On Line Training system
- Webex system
- Smartsheet system
- Jobtrain
- SG and NHSH Standing Financial Instructions

## **9. ASSIGNMENT AND REVIEW OF WORK**

1. The post holder will work autonomously but link into and have regular contact with Head of Service, Head of Finance and Clinical Directors .
2. Work is self-directed within the priorities and objectives agreed with Head of Service, taking account of the Highland Health and Social Care Partnership and NHS Highland. The work is generated in relation to professional/functional development and local need in accordance with national policy and direction as well as by management and Board requirements.

3. Work is reviewed formally through the Personal Development Planning and Review process by Head of Service on annual basis
4. Work is generated and dictated by operational unit service requirements and strategic vision of NHS Highland Health and Social Care Partnership. The Postholder will require to plan for and react to the operational needs of the service, and also to undertake work assigned by others such as the Clinical Director, Area Managers, Primary Care Managers, and Lead Professionals
5. The postholder will develop personal objectives and outcomes in agreement with the Head of Service and be consistent with the NHS Highland Health & Social Care Partnership corporate objectives. The objectives will be reviewed on a six-monthly basis, but the postholder will operate with a high degree of autonomy through high level planning and influencing skills, both within and outwith the organisation, as delegated by the Head of Service and Area Managers.

## **10. DECISIONS AND JUDGEMENTS**

The post holder will plan and manage the workload required of the post. Will be required to use own discretion on how results will best be achieved, and will have a high degree of autonomy and freedom to act within agreed objectives reporting and referring to the Head of Service and Head of Finance.

1. As part of the responsibility for developing, implementing and reviewing administrative standards and processes across the division, the post holder is expected to analyse organisational situations and use judgement based on information and emotional intelligence, and having considered a range of options, create solutions in order to achieve agreed objectives. Examples of this could be analysing decision making processes/forums and creating solutions using organisational and change management approaches. (Information used to base judgements may sometimes be conflicting, e.g. seeking views from a range of staff in relation to more effective ways of working, better use of meetings and of administrative and clerical support.)
2. Typical decisions which are taken on a day-to-day basis relate to the appropriate forums or systems to take forward the business of the division.
3. Through training needs analysis and PDP process, identify staff learning and development requirements for directly managed staff, and other salaried GP practice staff throughout the division, prioritising and allocating resources within budgetary limitations.
4. Review, amend and reprofile staffing establishments, skill mix, vacant posts, and reallocation of resources for directly managed staff and other salaried GP practice staff.
5. The post holder will contribute to decisions which may change the current provision of healthcare in complex and sensitive areas.
6. Budgetary and line management responsibility for directly managed services, making independent decisions about resource expenditure and priorities within budgetary limitations.
7. The post holder will make autonomous decisions, analysing and action on information using comprehensive knowledge, skills and experience of the service.
8. Direct responsibility for preparation and finalisation of division reports for NHS Highland Committees.
9. The post holder will manage and participate in the Interview and selection process for appointing suitable candidates for posts at division and NHS Highland level, providing feedback to unsuccessful candidates on performance at interview.

10. The post holder has responsibility for the operation of several information systems across the division and will require to use specialist knowledge and judgement in the management and development of these systems.
11. Respond to suggestions from staff and colleagues, drive and implement changes which will lead to improved patient care and staff satisfaction

## **11. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB**

1. Delivering consistently high standards of work within tight and challenging /changing timescales
2. Creating and promoting credibility and confidence in the division through building strong robust governance and performance management systems
3. Successful working across organizational boundaries within health and social care partnerships and supporting the integrated model of care.
4. Working in a highly complex environment at times of significant change or development
5. Working across organisations with different cultures and priorities
6. Planning and organisation of a broad range of highly complex activities and developing a range of plans and strategies
7. Handling conflict and facilitating change; motivating staff at all levels to achieve a high standard of performance
8. Frequent requirement for intense concentration, despite constant demands for advice (telephone enquiries and from staff)
9. Dealing with uncertainty and change and adapting rapidly to new ideas and innovations
10. Covering a geographically challenging area of NHS Highland
11. Communicating with people with strong opposing views and objectives
12. Utilising knowledge and expertise acquired through in-depth experience
13. Analysing highly complex information made up of several components (where information may be missing or conflicting), where there are a number of complicated aspects to take into account, with no obvious solution
14. Managing conflict with directly managed staff
15. Delivering quality improvement and ensuring that this is an integral part of the everyday work of the Operational Unit.
16. Being aware of varying organisational cultures, taking into account the nature and use of different approaches and the need to be adaptable and sensitive which requires a range of effective communication skills.

17. Ensuring the effective interpretation of complex strategic and operational data, producing and organising information in a way that allows others to understand the data presented.

## **11. COMMUNICATIONS AND RELATIONSHIPS**

1. The post holder is required to maintain effective communications and productive working relationships with a variety of senior managers, clinicians, staff, partner organisations, voluntary and independent organisations, and the wider public and communities.
2. Key stakeholders will include members of the North Highland Community Services Division Senior Management Team, Head of Service, Clinical Director, Finance Managers and Accountants, Area Managers, District Managers, Clinicians and General Practitioners, Practice Managers, Primary Care Managers, Integrated Team Leaders., Local Councillors, Business Support Managers The Highland Council, Patient Participation Groups, individual patients, users, carers and voluntary agencies, other operational unit managers and their senior staff.

Communications will include:

- Presenting complex information in a formal setting,(some audiences will be from diverse backgrounds and will require judgments on how and what information to impart) in order to achieve agreement and cooperation from a variety of parties and agencies
  - Providing and receiving business and/or patient sensitive and complex information and using judgement as to best means and approaches
  - Presenting project or initiative information both within and outwith the organisation.
  - Prepare and review high quality reports and written communications
  - Receiving complex information at meetings in order to make corporate decisions
  - Persuading and encouraging Admin and clerical staff to work in new ways, (requiring tact and the ability to see the issues from the staff's perspective) delivering contentious information eg organisational change within departments etc.
  - Using influencing and counselling skills to staff who are directly managed, and others as appropriate
  - Developing, managing and maintaining excellent information systems for the division.
  - Assisting patients and members of the public during incidental or planned contact with the division and signposting to other departments or services
3. There is a requirement for highly developed inter-personal, organisational, communication and presentational skills.
  4. Requirement for a high level of influencing and persuasive skills to help reach mutually acceptable outcomes
  5. Communicates with a wide range of staff requiring excellent communication skills, tact and diplomacy in order to get complex messages across.
  6. Post holder receives and implements highly complex, and highly contentious information where there are significant barriers to acceptance. These need to be overcome by the post holder using the highest level of interpersonal, communication and negotiating skills, especially when communicating in what can be a hostile or highly emotive atmosphere.
  7. Oral and written communications, formal and informal will comply with prescribed standards codes and templates and will be informative and authoritative.
  8. Political awareness, astuteness and emotional intelligence will be required to secure constructive and

positive working arrangements through tact and diplomacy.

#### **Within NHS Highland**

Chairman; Chief Executive; Chief Officer; NHS Communications Dept; Head of Service; Clinical Directors; Area Managers; District Managers; Rural General Hospital Managers; Integrated Team Leaders; Head of Finance/Finance Managers/Unit Accountants; Clinicians and General Practitioners; Lead Health Professionals; Other Operational Unit staff

#### **Outwith NHS Highland**

MSP's

Community Councils

Scottish Government

Patient Representatives

Police Scotland

Fire Service

Scottish Ambulance Service

Local Authorities

Local Emergency Liaison Groups

PSD

ISD

### **13. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB**

#### **Physical Demands**

1. Combination of sitting, standing, walking; Writing and working at computer, travelling and presenting.
2. The post holder will be expected to be mobile to undertake the required duties, involving regular travelling across the remote and rural area of the Operational Unit. Frequent driving throughout the Operational Unit, with significant distances covered.

#### **Physical Skills**

1. Essential to have advanced keyboard skills and be proficient in MS Office eg Word Excel, Practice Clinical systems, such as Vision, Emis, Docman; ESCRO, using advanced data handling and manipulation techniques.
2. Advanced Internet/email knowledge and skills.

#### **Mental Demands**

1. Frequent concentration required for 2 to 3 hours at a time while taking active participation in meetings or writing reports.
2. Work pattern can be unpredictable, dealing with frequent interruptions to answer queries, assign tasks, to re-prioritise, requiring re-focusing of work 3-4 times per day. Adaptability is required to accommodate interruption in order to address specific situations and changing priorities and demands.
3. Ability to use advanced data analysis skills, sometimes in a pressurised environment.
4. Mental agility to understand and evaluate scenarios and outcomes.
5. The post requires rapid absorption of data and information and assimilation of varied tasks and the evaluation of complex information in potentially pressured situations, such as meetings, hearings and

- interviews occurring more than once per day.
6. Unpredictable workload on a daily basis.

### **Emotional demands**

1. Recognising signs of stress in self and others.
2. Leading and motivating staff, anticipating reactions of staff and encouraging staff to change or adopt new duties or behaviours, exposure to emotional or distressing circumstances, although relatively rare, is possible in times of turbulent change when people may be disaffected and anxious.
3. The post holder will be leading and facilitating change and managing complex projects.
4. Dealing with distressed or angry members of the public or patients can be emotionally draining and distressing.
5. Flexibility in working patterns to meet the needs of the service while maintaining an appropriate work-life balance.

### **Working Conditions**

1. Exposure to unpleasant working conditions is rare

## **14. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB**

1. Preferably the post holder will hold a recognised qualification in management/administration, to degree level or equivalent, together with appropriate professional and management experience. Evidence of further study and the ability to demonstrate application of theory to practice is essential.
2. A minimum of five years experience of operating at a senior administrative level/leadership level within a complex organisation, including proven organizational ability, excellent interpersonal skills, creativity and resourcefulness with a proven track record of achievement of agreed outcomes are essential.
3. The post holder is required to have working knowledge of all components of the organization, its policies and procedures. The postholder will be required to provide specialist detailed advice across the range of corporate governance function and to be influential in applying interpretations or in developing supporting systems and processes. (e.g. developing and implementing a local scheme of delegation)
4. The post holder will have specialist knowledge of information systems and project management systems. Specialist knowledge and ability in the use of a wide range of business software including project management and business case development.
5. The post holder will be required to attend courses from time to time on specialist subjects e.g. Freedom of Information Act, developments in corporate governance; business continuity; emergency planning.
6. The post holder must be able to demonstrate the adoption of the competencies and critical leadership behaviours crucial to achieving success as endorsed for managers within NHS Scotland covering:
  - Working in partnership
  - Learning and development
  - Caring for staff
  - Improving performance through team working
  - Communicating effectively

- Improving quality
- Achieving results

7. The post holder must have the stature to earn the confidence and respect necessary to effectively perform the specified duties.

### 15. JOB DESCRIPTION AGREEMENT

I agree that the above Job Description is an accurate reflection of my duties and responsibilities at the date of signing.

Date:

Job Holder's Signature:

Date:

Manager's Signature: