**Scottish Health Industry Partnership**

**The Scottish Government**

**Departments of Economy and Health and Social Care**

**Job Description**

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| **JOB IDENTIFICATION** |
| Job Title: Programme Lead- Innovations NetworkDepartment(s): Scottish Health Industry Partnership, Departments of Economy and Health and Social Care |

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| 2. **JOB PURPOSE** |
| The Programme Lead – Innovation Networks will provide leadership to the Scottish Health Industry Partnership (SHIP) linked to CAN DO Innovation Scotland in relation to the creation of effective triple helix partnership groupings against Scotland’s key priorities. The post will play a key role in the development and delivery of effective networks to enable industry, NHS and social care, academia, enterprise and connected stakeholders to collaborate. The post holder will be instrumental in providing online and real time opportunities for companies, clinicians, professional and funders in supply chains to meet and develop plans to innovate.A core objective is to raise funds to enable companies and NHS and social care to innovate in Scotland’s Test Beds. The requirement is to match up companies with congruent supply chain expertise with relevant health and social care areas of need. The goal is to accelerate research, development, innovation and adoption/commercialisation processes in Scotland in association with UK and international partners.The post holder will be a member of the SHIP Senior Management Team in addition to leading and providing a national networking function in Scotland. Focussing on the SHIP’s strategy development, performance management and transformation programme the post holder will oversee the annual programme for innovation consortiums and networks as laid out in the Catalyst Plan. The post holder will work at a senior level that involves complex planning, change and redesign which includes:* *Strategic Planning and Policy Development* – developing and implementing strategies that support the aims set out in the SHIP Plan; including planning for pre-commercial collaborations and supply chain initiatives that meet NHS, social care and life science needs. This requires close working with NHS NSS Procurement, Industry Leaders and Enterprise to position business needs and collaboration opportunities into optimum innovation collaboration environments. This will link closely with public and private investment where there are opportunities to grow innovation activity in Scotland.

Programme and Project Management to support the delivery of the SHIP Plan. Working collaboratively with Partners, in particular, NHS Boards, Integrated Joint Boards, Life Science Companies, Enterprise agencies, Universities to ensure coherence and appropriate input and planning to projects that requires co-investment. Ensuring consideration of the use of value capture from Research, Development and Innovation and market investment priorities via public and private sources.  |

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| **3. DIMENSIONS** |
| The post holder will lead the national function on coordinating industry and NHS/Social Care partnership working for the purpose of innovation delivery and commercialisation.The post holder will lead the development of strategy and policy for innovation partnership (pre-commercial) in ScotlandThe post holder will lead Scotland’s innovation partnership work with UK Government and Devolved Nations as well as UK Innovation Agencies |

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| **4. ORGANISATIONAL POSITION** |
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| **5. ROLE OF DEPARTMENT** |
| The SHIP team are jointly hosted in the Department of Economy and Department of Health and Social Care. The role of the department is to coordinate life science industry innovation activity to develop more products and services in Scotland, create jobs and grow the economy. In addition to support NHS Scotland and social care to participate in industrial innovation to better meet citizen needs by co-creating and adopting more productive solutions |
| **6. KEY RESULT AREAS** (Key Result Areas convey **all** **potential** aspects of a job role. Key result areas will be further developed within the KSF outline with some being more relevant than others dependant on the current requirements for your role.) |
| The Post Holder will;* To lead and coordinate the establishment and support of consortiums in health, social care and life sciences- collecting evidence based needs from NHS, social care and industry into a coherent programme of work
* To form consortiums of interest in an open manner compliant with current procurement guidance and innovation practice (as part of the Catalyst Plan)
* To support the development of new and existing innovation consortiums into a cohesive programme of health, social care and life science activities on behalf of Scottish Government HSC and Economy departments-SHIP
* Link with Scottish, UK (UKKTN and related groups) and international Innovation agencies to optimise Scottish participation and interests- linking consortiums to funding and wider collaborations beyond Scotland (particular reference to UK Industrial Strategy activities in the first instance)
* To manage the Catalyst Programme of activities in partnership with internal and external stakeholders-including strong links to UK Government resourced programmes as part of the UK Industrial Strategy and related policy areas
* To proactively facilitate growth, equality and better health and wellbeing
* To report on performance, outputs and outcomes
* To support industry, NHS, social care and academic collaborations in consortiums to ensure fair and equitable access to innovation opportunities
* To support the Government’s Supply Chain and Fair Jobs programmes
* To deliver health and economic benefit in line with SHIP objectives

*Performance* – implementing, monitoring and continuously developing the Performance Management Framework for OI, ensuring that systems support the production of robust reporting analysis. There will be a need to work with other agencies to generate accurate and timely data.The post holder will take lead responsibility for developing and implementing SHIP’s vision for collaboration-triple helix- and its contribution to achieving the delivery of the National Health and Wellbeing Outcomes. Working with our partners and taking a collaborative, strategic approach to understanding and meeting Scotland’s need for innovation, productivity and growth. The post holder will lead, manage, deploy and co-ordinate all resources in a well-planned and controlled manner, ensuring that service requirements and resource levels are fully identified.They will be required to develop detailed cross-system plans which will ensure the transformational redesign of services and complement the strategic vision of the Department of Economy, Department of Health and Social Care and stakeholders. Develop strong working relationships with and support greater co-ordinated working with both internal policy as well as other services across the Public, Private Third and Independent Sectors and other key stakeholders.The post holder will be responsible for ensuring continuous development and implementation of the SHIP’s Performance Management Framework ensuring the delivery of the strategic vision of SHIP to grow the economy and accelerate innovation adoption in NHS and social care. Planning and organisational skills:* Develop collaborative and innovative new approaches to Open Innovation and supply chain development and drive the development of integrated processes across the wider partnership, Test Beds and sector.
* Lead the coherent development of partnership policies and strategies in line with the strategic plan.
* Lead on associating the Catalyst Plan with Economic and HSC Plans and priorities.
* Provides a shared vision and direction which contributes to the performance management of SHIP and with strategic objectives.
* Develop supporting strategies that reflect the ambitions of the SHIP’s Strategic Plan.
* Ensure that SHIP’s Catalyst requirements are consistently met, including for business planning, performance management and budget monitoring.
* As part of the Senior Management Team support and lead on relevant areas of the implementation of the strategic plan and development of the locality plans.

Responsibilities for policy and service development implementation:* Provide strategic leadership for continuous service improvement that embraces Scottish Government priorities and initiatives, including through the professional development teams and staff.
* Develop supporting strategies that reflect the ambitions of the SHIP’s Strategic Plan and ambitions and which supports the development of sustainable, locality focussed commissioning approaches.
* Lead on the continuous development of the Performance Management Framework, ensure this supports the delivery of the SHIP Plan.
* Lead on development of strategic policies/strategies which are innovative and ambitious and based on informed intelligence.
* As part of the Senior Management Team support and lead on relevant areas of the implementation of the strategic.
* Business planning skills with an ability to manage change and make long-term plans.
* An ability to lead from the front and exert positive influence over the performance of others.
* Lead accountability for the implementation of systems and procedures in line with relevant statutory requirements and the proper application of corporate policies from both Partnership organisations.

Responsibilities for financial and physical resources:* Ensure that Partnership requirements are consistently met, including for business planning, performance management and budget monitoring- for Catalyst and any other delegated budget.
* The post holder will, under the direction of the SHIP Lead, have oversight of significant budgets and will have responsibility for leading best value approaches to the use of this budget to ensure outcomes for people that use these services.
* Lead the development of detailed financial models which drive inward investment to Scotland.
* Achieve financial balance and/or surplus within areas of responsibility, ensuring that any cost improvement programmes and cash releasing efficiency schemes are delivered- in partnership with the Golden Jubilee Hospital Innovation Team.
* Responsible for the effective use, monitoring and management of operational budgets within areas of responsibility. This will include prioritisation and supervision of delegated budgets to ensure compliance with the Scottish Government financial regulations are adhered to and effective governance is applied.

Responsibilities for research and development:* Participates in audit as appropriate.
* Undertakes Staff Survey.
* Regularly undertakes R&D activity such as performance reporting and benchmarking.
* Work closely with CSO, NRS, Universities and CRO’s to follow research and innovation pipelines, tends and opportunities.
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| **7a. EQUIPMENT AND MACHINERY** |
| The post holder will be expected to utilise a full range of office, audio-visual and IT equipment/use of PC or laptop for everyday use /multi-function devices: scanners, copiers, printers, fax / telephone /VC facilities |
| **7b. SYSTEMS** |
| * Ensure the quality and effectiveness of our service provision and performance management data and intelligence in relation to commissioned services, or those provided under direction or which are hosted.
* Ensure the collation and security of electronic and other systems across SHIP e.g. recruitment, personnel monitoring, risk management.
* Create and manage own office and data systems e.g. management information systems.
* Act as the main link with colleagues in other services to ensure robust arrangements, performance management and reporting of our commissioned services.
* Responsible for writing strategic plans and statistical reports to be shared within Scottish Government and partner agencies.
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| **8. ASSIGNMENT AND REVIEW OF WORK** |
| * Represent, and deputise, for the SHIP Lead where appropriate / necessary, supporting corporate decisions once these are made.
* Demonstrate knowledge of the organisation’s vision, mission and aims and works to achieve these.
* Seek to deliver results for the organisation; ability to work autonomously and negotiate effectively.
* See the bigger picture, both internally and externally, and takes this into account when making decisions.
* Is a role model for professionalism, being flexible and supporting change.
* Accountable and holds others to account, demonstrating honesty and integrity in their decision-making.
* Undertake regular market, service and performance highly complex analysis in line with the requirements of the SHIP, partner agencies and Government where there are no obvious solutions.
* Ensures appropriate governance standards are endorsed within SHIP.
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| **9. DECISIONS AND JUDGEMENTS** |
| * Provide strategic direction and leadership in the planning, management and performance of all services within SHIP.
* Look for more effective ways to improve the service and encourages others to come up with ideas and new ways of working. Explains how decisions have been reached and involves people in decisions which affect them.
* Undertake regular service and performance highly complex analysis in line with the requirements of the SHIP, partner agencies and Governments where there are no obvious solutions.
* Support the SHIP Lead as a member of the Senior Management Team which supports the SHIP and leads on the development and implementation of our plans to be a high performing partnership.
* Lead accountability for the implementation of systems and procedures in line with relevant statutory requirements and the proper application of corporate policies from both Partnership departments.
* Ensure quality and effectiveness of our service provision and performance management data and intelligence in relation to commissioned services via SLA and all innovation projects.
* Highly complex strategic analysis such as population needs analysis, Key Performance Indicators analysis in order to determine the best value for future funding allocation.
* An ability to react to immediate problems of a highly complex nature with associated risk factors and deliver pragmatic solutions sometimes under extreme pressure.
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| **10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB** |
| The post holder will be expected to manage professional relationships across the public and private sector where competition to develop regulated health products is intense and companies are placed under fiscal pressure to deliver outcomes within challenging timescalesManaging competing demands between companies and health boards requires advanced interpersonal skills, personal resilience and advanced coping mechanismsWorking between Governments and connected agencies can require diplomatic resolution of competing policies in a Political environment requiring a high degree of professionalism and tolerance |

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| **11. COMMUNICATIONS AND RELATIONSHIPS** |
| * The post holder is required to demonstrate exceptionally high levels of interpersonal, leadership and communication skills; to be able to communicate extremely complex information effectively within and out-with the organisation and with a wide range of people e.g. multi-stranded business cases across all the SHIP’s stakeholders. Close working with Government Teams in Scotland, Devolved Authorities, business and public sector agencies in Scotland.
* Barriers to communication will most commonly relate to differences in personal perspectives, lack of understanding or awareness, tensions between costs and quality and threat of change. The post holder will be required to communicate highly complex information clearly and concisely and therefore required to have the skills to adapt their style to meet specific needs of the audience e.g. industry and investors, public meetings, etc.
* Strong negotiating and influencing skills, taking responsibility for building relationships within teams and services. Use effective communication skills to successfully collaborate and negotiate where there are potential obstacles to overcome e.g. convincing stakeholders.
* Develop a climate challenging historic practices and working patterns to create more effective and sustainable solutions e.g. dealing with highly contentious situations regarding new ways of working across Scotland/UK with; Partner organisations along with input for the third and independent sector.
* Politically aware when communicating sensitive information, present compelling arguments by understanding and anticipating the agenda of others. Consider the political relationships and influence at local and national level.
* Strong leadership and team working skills with a proven ability to forge partnerships and build positive working relationships e.g. with Enterprise Agencies, NHS Boards, IJB’s, Industry Bodies and other providers who deliver services/inputs on behalf of the Scottish Government. In doing so the post holder will be expected to build internal/external relationships which will encourage robust partnership working whilst in pursuit of common objectives.
* The ability to form relationships with others, be a good listener, verbally fluent and adaptable. Typically communicate verbally, non-verbally and written is about enhancing service quality and reliability, promoting and raising awareness of what services can provide. Style may have to be adapted to suit the situation or an individual e.g. reports, presentations, discussions.
* Manage sensitive, contentious and emotional situations to include meeting with partner organisations and involvement in staff grievance/disciplinary including dismissals.
* Demonstrate resilience and strategies to cope with a sometimes stressful and challenging environment, including self-motivation and the ability to work both autonomously and as part of a team.
* The ability to create national and local strategy into clear and measurable activities to motivate teams and encourage strong team working.
* The post holder is required to convey highly complex and contentious issues to a wide range of people within the organisation and external such as the press.

Line manager for single function:* Manage or co-ordinate own teams, staff, SLA functions and partner agency functions to deliver SHIP priorities and initiatives with staff resources deployed accordingly.
* Lead SHIP staff in the development and implementation of the consortium Plan, supporting transformational plans and strategies.
* Responsible for undertaking Recruitment and Selection of direct reports; in addition usual management responsibilities such as Discipline and Grievance.
* Provide effective leadership to ensure a high standard of professionalism, efficiency and effectiveness in the delivery of services, ensuring that activity is fully aligned to the objectives as set out in the SHIP Plan. This will include coaching and mentoring of resources within planning and projects, performance and individual development.

To encourage engagement by ensuring they are:* accessible and approachable.
* ensures relevant mechanisms are in place to encourage engagement.
* encourages good working relationships.
* explains how decisions have been reached and involves people in decisions which affect them.
* delegates responsibility appropriately – strikes the right balance between giving guidance and giving responsibility.

To lead the team by: * demonstrating a positive approach to work.
* manages change effectively.
* creates a work environment which promotes health, safety and wellbeing.
* is supportive and encouraging.
* represents team interests to higher management.
* creates a culture of learning e.g. coaches and mentors others.
* carries out effective performance review and development for their team throughout the year i.e. provides regular review and support, recognises good performance, deals with under performance and records an annual summary of performance.

Display respect by:* recognises the time, effort and commitment of others.
* shows respect for people at all levels.
* supports corporate decisions once these are made.
* is fair and consistent in their approach.
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| **12. PHYSICAL, MENTAL, EMOTIONAL & ENVIRONMENTAL DEMANDS OF THE JOB** |
| **Physical*** Travelling to meetings in Scotland, UK and abroad
* Managing office and meeting environments
* Standard keyboard skills

**Mental*** Concentration is required frequently to ensure effective communication through high quality reports, informal briefings and presentations to a variety of internal and external stakeholders.
* Interruptions requiring immediate responses e.g. managing conflicting priorities.
* Manage diverse competing demands often without warning e. Strategic priorities versus operationally transformation requirements.
* Requests for detailed reports with short deadlines e.g. information/reports required by UK/Scottish Government when other priorities have to go ‘on hold’.
* Working in a complex governance environment across the Government, NHS, Enterprise and related bodies.
* Urgent requests for reports required, elected members and MSP’s request these as a matter of urgency.

**Emotional effort**Direct and indirect involvement with routine distressing or emotional circumstances such as imparting unwelcome news to staff e.g. unwelcome changes and businesses not selected for an innovation tender. **Working conditions**Unpleasant working conditions are rare but there may also be situations of conflict when dealing with members of the public or businesses in particular at public events where they have been asked to provide a presentation on a variety of subjects and where they will be required to take public/business questions. Occasionally businesses or public sector colleagues will be competitive and post holder may experience some tension and will often have to deal with some very unhappy/ aggrieved individuals in an open forum or as part of a pre-commercial tendering process. |

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| **13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB** |
| **Qualifications*** Educated to degree level in a relevant subject.
* Have a relevant post-graduate qualification at Masters Level or evidence of working toward same.
* Leadership qualification and/or ability to demonstrate leadership principles and practice at Masters level.

**Experience*** Substantial managerial experience at a senior level in a large diverse organisation, preferably with experience of Programme Management within health. Social care and life sciences.
* Demonstrate collaborative working with partner organisations in the context of innovation and commercialisation from a public and private sector perspective.
* Strategic planning and leadership experience.
* Experience of senior leadership representation at a local and national level would be beneficial.
* Extensive experience of leading and implementing service redesign, project management and service innovation plans across complex systems.
* Experience of effective programme communication and engagement skills.
* Evidence of successfully managing priorities and plans set locally and nationally with complex systems.
* Experience of successful people and budget management e.g. relationship building and driving value for money.

**Knowledge*** Up to date knowledge of relevant life science, health and social care policies/strategies which impact on service delivery and priorities.
* Knowledge and understanding of change management and experience and practical application of leadership models.
* Knowledge and understanding of Programme/Project Management techniques.
* Knowledge of pre commercial procurement.
* Knowledge of business growth.
* Awareness of Improvement Methodology.
* Awareness of best practice in relation to open innovation and research.
* Knowledge of public sector and commercial finance models.
* Knowledge of on line tools for networking and project management

**Skills*** Excellent communication and interpersonal skills.
* Strong analytical and interpretation skills.
* Ability to make and implement difficult decisions in a time of competing priorities and needs.
* Political awareness.
* Ability to see ‘bigger picture’ when leading and developing strategic direction.
* Strong influencing and negotiating skills.
* Well-developed project management skills and ability to deliver results.
* Ability to adapt leadership styles dependent on situation and context.
* Evidence continuing professional development.
* Self-awareness and use of reflection to alter approach and behaviour.
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| **14. JOB DESCRIPTION AGREEMENT** |
| A separate job description will need to be signed off by each jobholder to whom the job description applies.  Job Holder’s Signature: Head of Department Signature: | Date:Date: |