

# JOB DESCRIPTION

## 1. JOB IDENTIFICATION

Job Title:	Project Team Manager (Band 7)
Accountable to:	Neurological Project Board
Responsible to:	Integration Manager
Department(s):	Administration – Fairfield House
Directorate:	Midlothian H&SCP
Job Reference:	<b>063683</b>
No of Job Holders:	

## 2. JOB PURPOSE

To plan, manage and deliver agreed project(s) within timescales and budget ensuring collaborative working across a broad range of stakeholders to support the delivery of the project objectives.

Directly manage and be accountable for the project team and all associated budgets.

## 3. DIMENSIONS

**Hours:** 37.5 hours, full time, temporary role.

Population of the area: Midlothian is a small area adjoining Edinburgh's southern boundary, and framed by the Pentland Hills, the Moorfoot Hills and the Scottish Borders. Most of Midlothian's population resides in or around the main towns of Penicuik, Bonnyrigg, Loanhead, Dalkeith, Mayfield and Gorebridge. The southern half of the county is predominantly rural, with a small population spread between a number of villages and farm settlements. Midlothian Council's population projections indicate a predicted growth in current population circa 87,000 growing to 99, 000 by 2024

The role is to provide planning support to Midlothian Health and Social Care Partnership, predominantly to lead on a specific project in relation to Neurological conditions, an 18 month programme to execute a whole-system approach to improve outcomes for people living with a neurological condition who live in Midlothian, and their families.

The Project Manager, Programme Support Worker from third sector and a data analyst will work with key stakeholders including people living with a neurological condition and their families and third sector partners. Jointly, work will be undertaken to scope the unmet needs of the people living with a neurological condition and co-produce a Midlothian pathway plan and a subsequent Direction from Midlothian IJB to NHS Lothian and Midlothian Council,

which would direct service transformation and allocation of resources.

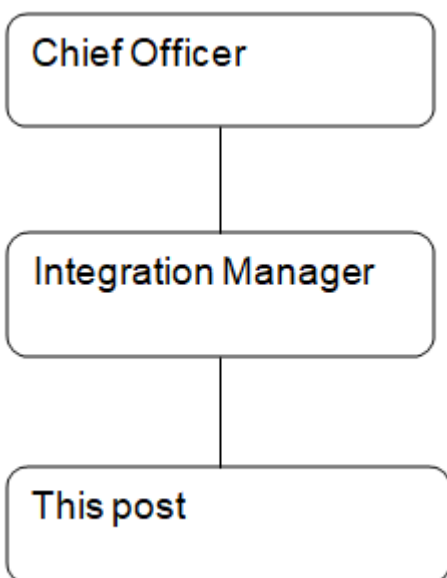
In Midlothian partnership working is well established, allowing us to implement change quickly and collaboratively, thus providing system learning that could be replicated elsewhere.

Staffing responsibilities:

Indirect responsibility of organising workload for data analyst and 3<sup>rd</sup> sector employee. There is potential for direct line management responsibility.

The postholder is employed within NHS Lothian and there may be a requirement to work flexibly across Lothian to meet service demands.

#### 4. ORGANISATIONAL POSITION



#### 5. ROLE OF DEPARTMENT

NHS Lothian and H&SCPs are responsible for developing and deploying effective strategic healthcare plans to meet the needs of all the people of Midlothian and beyond, including meeting specific targets, and co-ordinating redesign of services to deliver the strategic aims of NHS Lothian, Midlothian Community Planning Partnership and Midlothian H&SCP.

The H&SCP are responsible for the promotion and development of partnerships and partnership/joint working with other NHS Boards, H&SCPs, national and regional planning, and with other statutory partners (e.g. Police, third sector, etc.) and for ensuring that partner organisations align service plans in support of efficient, effective and equitable delivery of health and social care services to the people of Lothian.

The H&SCP has an explicit lead for performance management through reports to the NHS Lothian Board, Midlothian Integration Joint Board, Corporate Management Teams and other committees.

The agenda and function spans children through to older people, primary care to acute/tertiary services and there is a specific function in relation to health promotion and early intervention and prevention as well as disease management and treatment.

The post sits within the Midlothian H&SCP, based at Fairfield House in Dalkeith. The post will report into the Integration Manager but may well be directed by other service managers in assisting with programmes of transformational change.

## **6. KEY RESULT AREAS**

### **Project management**

1. Responsible for overall management of the project(s) from conception to conclusion, including development of business case and project initiation documentation through to development and agreement of a clear exit strategy to ensure that the benefits of the project continue to be realised and the project is mainstreamed as appropriate.
2. To develop and maintain a comprehensive project plan specifying the project goal structure, resource requirements and costs for delivery involving all key stakeholders to ensure delivery of projected efficiencies.
3. Responsible for management of risk including risk assessment of each phase of the project, escalation of risks to the line manager, Project Board / Steering Group and others as appropriate, providing an impact assessment and options required to address issues.
4. Review on an ongoing basis progress of the project, identifying where there is risk that project objectives or timescales will be not be met, taking remedial action to bring the project back on track as required and ensuring that all aspects of the project's delivery achieve the desired levels of quality and that benefits are realised.
5. Lead the development and implementation of all policy relating to the project ensuring engagement of key stakeholders across project service areas.
6. Responsible for supporting or leading service development, where appropriate, within area(s) impacted on by the project.
7. Responsible for the development and implementation of information and data collection systems to ensure appropriate collection, storage and evaluation of project data.
8. Responsible for undertaking all audits and surveys relating to the project and research as necessary.

### **Financial management**

1. Responsible for the project budget, including cost control, tracking and reporting as appropriate to local and national Project Boards of all local Project Costs. Participate in the development and maintenance of the overarching business and cost models.

### **People management**

1. Manage responsibility for the Project Team including recruitment / secondment of resource into the Project Team, workforce planning, absence management, coaching / mentoring, identification of development needs, managing disciplinary and grievance procedures etc.
2. Mentor and supervise Project Team members ensuring that they develop an understanding of the project and methodologies and its contribution to NHS Lothian's wider strategic priorities and activities.

3. Initiate, plan, implement and evaluate training programmes and practice development initiatives on a multi-professional basis, to ensure understanding and embedding of the project.

### **Communications**

1. As a key member of the project board / steering group responsible for provision of regular progress reports, briefings and papers on the progress of the project, identifying areas of risk which may impact on achievement of project objectives and overall performance.
2. Responsible for the development of a communications strategy ensuring there is a high level of awareness and ownership of the project, that vital information is shared and that key learning points and good practice are disseminated effectively.
3. Lead awareness raising and publicity and networking activities locally and nationally to share learning of the project activities and progress including provision of input to briefings, presentations, reports, publications, newsletters and articles as appropriate.
4. To support NHS Lothian's values of quality, teamwork, care and compassion, dignity and respect, and openness, honesty and responsibility through the application of appropriate behaviours and attitudes.

### **7a. EQUIPMENT AND MACHINERY**

The following are examples of equipment which will be used when undertaking the role:

- Personal Computer – for audio/visual presentations during meetings
- Laptop and projector– for audio/visual presentations during meetings
- Telephone

**Note:** New equipment may be introduced as the organisation and technology develops, however training will be provided.

### **7b. SYSTEMS**

The following are examples of systems which will be used when undertaking the role:

- Regular use of the Internet, Intranet, Outlook email system and Microsoft Office software – Word, Excel, Access, Publisher, Powerpoint – to support programme management/development work and project monitoring / reporting
- Project and Performance Management systems to support planning
- Established database systems, e.g. contact/ mailing database, etc
- Intranet/Internet – for accessing information sources to support project implementation

**Note:** New systems may be introduced as the organisation and technology develops, however training will be provided.

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

The post holder is accountable to the work stream operational lead, Project Board / Steering Group with whom objectives will be agreed and performance reviewed.

Overall direction will be provided through the Project Board / Steering group however the post holder will be expected to work autonomously, be self directed, with freedom to make judgments within the parameters of their role.

Work is reviewed annually through the Personal Development Planning & Review system.

## **9. DECISIONS AND JUDGEMENTS**

The postholder will be expected to develop the project plan setting achievable and sustainable objectives over a determined time frame that will allow the delivery of the project to the expected standard. The postholder will be expected to make informed, autonomous decisions in relation to the project recognising any issues that may have the potential to have an adverse impact on the timeline of the project and devise and implement steps to eliminate these.

Responsible for all operational decisions relating to the management of the project, including staff and financial resources and skills required, implementation of project controls, making recommendations on changes to the specifications, budgets and schedules to stakeholders and the Project Board / Steering Group. This will include informing 'go or no-go' decisions regarding the readiness of the project to be implemented.

The post involves co-ordinating and prioritising the work of multidisciplinary groups, working at different organisational levels and within different operating contexts. Complex challenges will arise and solutions will require creativity within the conflicting parameters of different stakeholders' interests, priorities, project specifications, and budgetary contributions.

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

Communicating complex technical information, models of service redesign and influencing and facilitating significant cultural and organisational change within key stakeholders without having direct management responsibility for service delivery.

Constant requirement for assessment and re-assessment of priorities while managing a wide-ranging and challenging portfolio.

Complex budget management requirements associated with funding contributions and reporting requirements of a range of strategic partners.

Managing the expectations and requirements of the different stakeholders, individuals, communities, organisations and partners to ensure that the project goals are met and that the scope and responsibility boundaries of each are appropriate and well understood.

## 11. COMMUNICATIONS AND RELATIONSHIPS

The postholder will be expected to communicate with a wide range of stakeholders to the project, including the most senior personnel, both internally and externally. The post holder must have excellent presentation skills with the ability to express coherent and convincing views, verbally and in writing.

To undertake the role will require developed communication skills to enable key messages of the project to be cascaded effectively to stakeholders. Skills of persuasion, negotiation, tact and diplomacy will be required when communicating on behalf of the team.

The post-holder will be expected to demonstrate sensitivity and awareness of “politically” sensitive issues and the need to adjust styles and behaviours to accommodate different situations and cultures. There will be a regular requirement for advanced communication and negotiations skills in challenging situations internally and externally, overcoming adverse reactions and political pressures.

### **Internal:**

- Heads of Services, Senior Management Team, Extended Management Team and Partnership Forums through briefings/presentations to secure commitment to support efficiency and productivity objectives.
- Project Board and service area working groups to discuss and agree appropriate action in progressing workstreams within projects.
- Participation in a range of meetings within the HSCP including communication with Heads of Service, Service Managers and representatives from Employee Relations, Finance, Clinical Staff and other support services, including health and council. These can be on a 1:1 basis or where appropriate attendance at service/departmental meetings.
- Communications teams to promote project activities and disseminate information to staff using appropriate avenues/vehicles.
- Staff-side and union representatives ensuring that all plans and activities are jointly endorsed and progressed on a partnership basis.
- Project Teams to ensure that team members are able to undertake expected duties.

### **External:**

- Externally, there is contact with senior staff in partner organisations, such as Scottish Government and other Health Boards. These contacts are concerned with progressing projects, giving advice and networking to share learning and experience to avoid duplication in effort and maximise effectiveness of work plans.
- Collaboration with other Health Boards and Councils and public service areas in order to maximise any potential shared benefits.
- Attendance at client/public involvement forums to provide further information on service changes.

Post holder may be required to communicate / present through formal presentation to the wider public and patients.

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

### **Physical:**

Standard keyboard skills for producing reports and project plans.

Requirement to travel between sites to attend project meetings.

Transferring equipment required for presentations/training sessions across sites.

### **Mental:**

Frequent requirement for long periods of concentration, decision making and report writing is required during which interruptions are frequent due to the nature of the role and organisation.

Requirement for extended periods of concentration required when analysing data, preparing findings and presenting in report format.

Workload may be unpredictable due to changing priorities of the project.

### **Emotional:**

Communicating sensitive issues or unwelcome information to stakeholders of the project.

Liaising between groups of colleagues in different organisations who may have conflicting agendas, and ways of working.

### **Environmental:**

Regular VDU use.

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

### **Training / Education:**

Degree in a business related subject.

Postgraduate diploma / qualification in project management e.g. PRINCE 2 accreditation or equivalent experience.

### **Skills and Experience:**

Experience of working within the NHS or similar large and complex organisation.

Excellent verbal and written communication skills with an ability to communicate well with staff at all levels.

Ability to use high level analytical, influencing, negotiation and diplomacy skills across all levels.

Strong leadership and team working skills, with good team management and motivational skills.

Advanced level use of MS Word, Excel and PowerPoint.

A good grounding in data presentation.

Budget / financial management experience.

Experience of working in an environment with competing and conflicting priorities, deadlines and work loads.

**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:

Date:

Head of Department Signature:

Date: