#### JOB DESCRIPTION

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| JOB IDENTIFICATION |
|  Job Title: Senior Manager - Children’s Services  Responsible to: Head of Service – Primary and Preventative Care  Department: Children’s Services Directorate: Primary and Preventative Care Services Division: Health and Social Care Partnership No of Job Holders 1Last Update (insert date): October 2022 |

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| 2. JOB PURPOSE |
| Provide effective individual and systems leadership, senior management and strategic vision to children’s health services in Fife to ensure high standards of care and the efficient and effective delivery of services. Direct the strategic planning of children’s health services to ensure a coherent, joint approach to service developments and redesign to ensure that services meet the needs of children and families in Fife in line with statutory requirements, within financial and human resource limits, and to achieve national and local strategic objectives. Operational management responsibility for the children’s and young people health services that are operationally managed within the Health and Social Care Partnership including community based nursing and Allied Health Professional services for children and the child protection team. Provide leadership to foster strong clinical engagement and a positive and coherent approach across all of children’s health services to strengthen the involvement of service users, carers, local communities and key stakeholders. Role model adaptive leadership approaches to ensure a clear, inclusive and engaged approach across all of Children’s services to strengthen the involvement of service users, carers, local communities and key stakeholders. Enable and participate in locality based conversations to ensure planning to design and deliver services with and for children and families focused on outcomes and in pursuit of achieving the National Health and wellbeing Outcomes as indicators for Integration.Strengthen partnership working arrangements with multi-agency colleagues and provide collaborative leadership and direction to the development of integrated children’s services across organisational and partnership boundaries to facilitate the changes required in line with national strategies such as Getting it Right for Every Child, The Promise and the Children and Young People Act. Support the Head of Service in delivering the complex strategic and service development agenda. As a core member of the management team the post holder will share the corporate responsibility for rigorous clinical, financial, and staff governance standards and for achieving the operational objectives of Primary and Preventative Care Services. The postholder will deputise for the Head of Services for Primary and Preventative Care Services where appropriate and required.  |

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| **3. DIMENSIONS** |
| Lead and manage children’s services to deliver high quality health care for children, young people and families in Fife in line with national and regional strategic plans. This includes services directly line managed within the Primary and Preventative Care Service in the Health and Social Care Partnership and also those within other NHS Mainstream services. Key dimensions include:* **Operational Delivery:** Be responsible for the operational management of all of the NHS Fife children’s services that are managed within the Health and Social Care Partnership
* **Systems Leadership**: Ensure effective leadership as a visible and generative member of the HSCP extended leadership team (ELT) ensuring progression and encouraging collective ambition of the ELT to achieve the HSCP strategic vision in line with mission 25.
* **Collaborative leadership**: Seek opportunities for transformation and integration to influence and lead the development of children’s services ensuring ambition to evidence delivery against the national clinical and practice standards, National Health and Wellbeing Outcomes, Fife HSCP strategic plans, interagency strategic plans, NHS Fife Population Health and Wellbeing strategy and the NHS Fife clinical strategy. This leadership responsibility carries significant authority and autonomy to act on behalf of the Head of Service.
* **Integrated Working:** Work collaboratively with Acute Services, stakeholders and multi-agency colleagues with responsibility to support an integrated approach to the planning and delivery of children’s services in Fife and to contribute to local, regional and national planning.
* **Strategic Planning:** Represent the health and social care partnership on multi-agency strategic groups relating to children’s services e.g. service planning, child protection and health improvement.
* **Line Management**: Provide direct line management to leads and senior managers including nursing and allied health professional services within children’s services.
* **Corporate Management:** Support the Head of Service to deliver organisational objectives as a member of the management and leadership team within Primary and Preventative Care Services
* **Clinical Governance:** Be responsible for the delivery of robust clinical governance, health & safety and policies and procedures for children’s services.
* **Financial Governance:** With delegated budget responsibility for children services the post-holder will provide assurance regarding financial probity and best value.
* **Workforce Governance:** Ensure values based leadership to support the Head of Service in delivering person centred approaches for staff management ensuring alignment with NHS staff governance standards and HR policy and procedure. Holding responsibility for developing the services you manage and connecting with key stakeholders to co-produce and implement plans which support effective health and wellbeing of the workforce including evidence based practice in line with agreed national and local indicators
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| 4. ORGANISATIONAL POSITION  |
| Director Health and Social Care Partnership Head of Service P&PCHead of NursingClinical Director Senior Manager (This Post) Peers Within Child Health Management TeamsLead Paediatrician (child Protection) Business Support AHPs Service Managers Lead Nurses TeamsTeamsTeams |

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| 5. ROLE OF DEPARTMENT |
|  Children’s Services work in a multi-agency environment necessitating a joint working approach to delivery of care, working across partnership agencies in line with the clinical strategy, Children and Young People’s Wellbeing Strategy and a range of strategic objectives. Fife Children’s health services consist of a wide range of services some of which are managed within the Health and Social Care Partnership and some which are managed within Acute services. This includes maternity services, medical services, allied health professionals (Occupational Therapy, Physiotherapy, Speech and Language Therapy, Dietetics, Psychology), Nursing Services (Paediatric, Child and Adolescent Mental Health Services, Learning Disability, Health Visiting and School Nursing); paediatrics, Health Improvement; Health Promotion. There are circa 82,000 children and young people 19 and under in Fife - 7% of Scottish children and young people.There is also a requirement to support regional planning and approaches and joint working with NHS Tayside and NHS Lothian including Managed Clinical Networks to support an integrated approach to care delivery.  |

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| 6. KEY RESULT AREAS |
| **OPERATIONAL SERVICE DELIVERY*** Be responsible for the operational management for the Fife children’s health services that are managed within the Health and Social Care Partnership (HSCP)
* Provide direct line management to leaders and heads of services for nursing and allied health professional services within children’s services to ensure that staff are enabled, supported and directed to develop and fulfil their roles with the freedom to deliver accessible and responsive services.
* Ensure that appropriate systems, procedures and processes are established, implemented and embedded throughout the service to meet operational and governance requirements and to ensure performance and improvement can be demonstrated through monitoring, performance management and evaluation.
* Manage and deliver child protection services ensuring that policy and procedure is robust and that services are delivered in an integrated way working in partnership with colleagues in social work, education and Police and supporting processes for the health contribution in IRD’s, MARAC, Significant Case Reviews and Internal Case reviews.
* Manage health visiting and school nursing services to support delivery against Cel 13, named person role and national health visiting and school nursing pathways.
* Manage specialist paediatric nursing and AHP services including the needs of children who may have complex needs.
* Senior operational Management of the Family Nurse Partnership
* Support a strong interface with Child and Adolescent Mental Health and Learning Disability services to support clear pathways of care.
* Provide leadership to the health improvement and health promotion agenda target areas of greatest need to support a reduction in health inequalities for children and young people.
* Provide leadership to development of services for looked after children.
* Ensure that clinical and general policies and procedures are implemented within area of responsibility including attendance management; personal development planning; capability and conduct hearings as a dismissing officer; performance reviews; recruitment and selection processes.
* Be accountable for the delivery of all HEAT and other performance targets for Childrens services including any major strategic work streams and child health surveillance programme.
* Ensure effective business continuity planning working in partnership with other service leads across the partnership and manage business continuity to ensure that service delivery is safely sustained.

**LEADERSHIP:** * Provide strategic and visionary leadership as a key member of the HSCPs extended leadership team, working collaboratively to influence and promote values based leadership to achieve the strategic vision and enable Mission 25.
* Demonstrate an adaptive leadership approach that recognises the different challenges services face and the different responses they require
* Ensure a visible systems leadership approach to meet the principles of integration in line with local and national strategic ambition and prescribed outcomes
* Provide clear dynamic leadership to support the strategic direction and vision to agree and delivery against priorities for children and young people services in the community
* Lead the development of strategic frameworks within children’s services to deliver against the national clinical and practice standards, interagency strategic plans, HSCP strategic plan and the NHS Fife clinical strategy whilst maximising the capacity for delivery within managed services.
* Continually review services in relation to meeting child, young person and family needs
* Provide leadership for developing e-health strategies within Children’s services
* Promote a culture and practice within the service that supports the personal and professional development of all staff in order to enhance performance, maximise skill utilisation and encourage flexibility, and with the aims of improving service quality enabling effective service change and encouraging staff recruitment, retention and attendance.
* Ensure that mechanisms for clinical/professional and managerial supervision are embedded.
* Support the Head of Service to ensure appropriate governance arrangements directly within Children’s Services which link wider with HSCP partnership arrangements to ensure effective reporting, assurance and reassurance
* Lead your services to seek opportunities for transformation, applying effective change management approaches and project planning to encourage service improvement, driving innovative approaches to seek service excellence and achieve the ambition of the HSCP in line with the Prescribed health and wellbeing outcomes for integration.

**COLLABORATIVE WORKING:** * Work collaboratively with Acute Services, Education and Social Work colleagues across Health and Social Care, third and independent sector and partners in care delivery with responsibility to embed and promote an integrated approach to the planning and delivery of children’s services in Fife and to contribute to local, regional and national planning focused on the child and family at the centre of any planning.
* Chair strategic and senior operational meetings such as the Child Health Management Team and Child Protection Health Steering Group to lead developments across all of health services.
* Support the ongoing development of community engagement mechanisms in line with the health and social care partnership participation and engagement strategic agenda to compliment the community planning and locality / cluster structures and engagement with General Practice.
* Promote and enable the meaningful involvement of service users, their carers and their representatives in order to shape the development and direction of services and to identify areas for improvement that maintain a strong patient focus ensuring a locality based approach.
* Work closely with service managers within police, social work and education to enable an integrated approach to service delivery.

**STRATEGIC PLANNING:** * Provide strategic direction through participation within partnership groups to support the development of strategic and capital plans.
* Represent health and social care partnership on multi-agency strategic groups relating to children’s services e.g. service planning, child protection and health promotion/improvement.
* Ensure strategic plans within the Children’s Services are aligned to the national integration outcomes.
* Develop service and strategic frameworks for children’s services supporting the integration of service provision within the health and social care partnership
* Maximise opportunity for service development, through projects and redesign initiatives that demonstrate best value.
* On behalf of NHS Fife and in collaboration with Heads of Service, Clinical Director and Associate Director of Nursing provide leadership for the implementation of Getting it Right for Every Child; The Promise; The Children’s and Young People Act; Embedding Children’s rights into the core of service provision; Cel 13 for health visiting and school nursing; Cel 16 Looked after children and support delivery of the Early Years Collaborative and the national standards for Children’s services.

**GOVERNANCE:** * Ensure that the key clinical governance areas of health and safety, risk management, clinical effectiveness, e-health, policies and procedures are managed in a way that supports safe, effective and person centred practice to support service improvement and delivery of high quality services.
* In line with the risk management strategy, establish, implement and maintain robust risk management procedures and processes to ensure a pro-active and co-ordinated approach to both clinical and non-clinical risks identified in the service.
* Develop and maintain structures and services for the management of health and safety throughout the service to ensure that all statutory requirements are met and the service is able to respond effectively and ensure effective mechanisms for escalation, reporting to provide assurance and reassurance
* Design and ensure frameworks are in place to fully embed an improvement approach to Quality and Performance. Collaboratively agreeingindicators within the service and provide outcome focused indicators in line with best practice and local and national standards.
* Establish clear and consistent performance management arrangements and ensure that these are maintained, evaluated and reflective of governance arrangements and the health and social care partnership strategic plan.
* Ensure services are managed within policy and performance frameworks in line with the integrated children services plan and the clinical and care governance strategy
* Use data to inform service gaps need and evidence service improvement.
* Ensure that accountability for clinical, corporate and staff governance is promoted and visible throughout the service to ensure that standards are met.

**FINANCIAL & RESOURCE MANAGEMENT:** * With delegated budget responsibility for children services the post-holder will provide assurance regarding financial probity and best value.
* Responsibility to seek opportunities for innovation and change to drive service improvement balanced with need for efficient and effective resource management
* Ensure that Financial, Human and material resources are allocated appropriately in order to best meet the strategic and operational objectives of the services in line with Standing Orders and Financial Regulations.
* Critically examine the use of resources to identify opportunity for economy, efficiency or resource realignment to meet service need.
* Plan and manage resources within areas of responsibility to meet identified need ensuring effective financial governance are established to provide effective reporting and assurance to the HSCP
* Identify gaps in service delivery and resolve service delivery issues within resource and be proactive in accessing funds as they become available.

**CORPORATE SUPPORT:** * Support the Head of Service to deliver organisational and strategic objectives as a member of the core management team within Primary and Preventative Care Services
* Lead on significant pieces of work which span across service, organisational and system boundaries engaging with relevant senior managers, officers and directors to support the recovery and redesign agenda.
* Work closely with the Head of Nursing, Clinical Director, Heads of AHPs Services and Child Commissioner to ensure delivery against professional requirements within the service.
* Work flexibly according to changing needs and demands of the Health and Social Care Partnership as it continued to recover from the pandemic and transform
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| 7a. EQUIPMENT AND MACHINERY |
| * Frequent use of computers
* Regular travel across Fife
* Office equipment is regularly used such as photocopiers and paper shredders
* Equipment is used for presentations (projector)
* Internet / email
* Datix
* Business Objects
* Microsoft Office
* Microsoft Teams
* Job train
* Related business systems e.g. PECOS, EEss, SSTS
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| 8. ASSIGNMENT AND REVIEW OF WORK |
| * Reporting to the Head of Service for Primary and Preventative Care Services, there is a high degree of autonomy to deliver the agreed service plan recognising the need to work across the partnership and organisation to ensure a strategic systems approach to planning, service redesign and performance.
* Review of performance is through the agreement of performance objectives and individual appraisal/personal development planning by the Head of Service. Formal review is annual using the TURAS system but regular supervision will take place.
* A significant amount of work will be self-generated and the post holder will be required to exercise a high degree of initiative in order to respond to changes in service need and meet national objectives
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| **9. DECISIONS AND JUDGEMENTS** |
| * The post holder will make decisions autonomously according to resource and other restrictions in accordance with the priorities agreed with the Head of Service however will recognise when to escalate, assure or reassure to ensure effective corporate governance arrangements and safe and effective service delivery.
* The post holder will have authority to decide on priorities, solve problems, delegate tasks and monitor performance within area of responsibility
* Represent the service, P&PCs services portfolio and partnership on regional and national groups
* Translate the current policy directives into a meaningful framework of service delivery.
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| 10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB |
| * Working in a political environment and in direct contact with strongly expressed staff, public views and expectations. Supporting and influencing the development of children’s services in a way that makes a positive and effective local and national impact.
* Balancing the competing demands of a large and complex workload.
* Working with people who may have disparate agendas and priorities to support effective partnerships to improve health and reduce inequalities and social exclusion for children and young people.
* Influencing decision making which takes into account the views of children, young people and families.
* Ability to address responsibilities corporately to respond to national and local clinical strategies.
* Children’s services includes a diverse range of clinical services and professionals
* Ensuring that services remain safe and fit for purpose against a backdrop of rising public expectation, a requirement for increased quality of services and clinical standards with competing priorities for service change and development and the need to modernise services in support of children’s rights.
* Developing services within the context of financial challenge
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| **11. COMMUNICATIONS AND RELATIONSHIPS** |
| * Within the P&PCS portfolio, partnership, NHS, local authority participate on systems wide planning, engagement and health improvement partnerships and strategic groups on behalf of the health and social care partnership.
* Within the portfolio there will be a significant interface with the Head of Service , other service managers, and staff groupings.
* Partnership colleagues within Education, Social Work, police and 3rd Sector agencies.
* Associate Director or Nursing and Clinical Director regarding professional matters
* There will be engagement with elected members, Board members and Executive Directors.
* Participation in national groups representing children’s services in Fife.
* Member of locality planning groups and GP clusters
* Will regularly be required to produce and present detailed yet concise structured reports on any aspect of service delivery with the ability to make clear recommendation for information, support or decision
* Child Commissioner and Public Health Department
* Maternity, Women’s and Children Services within Acute Services
* Heads of Service
* General Practice
* Management Accountants
* Digital Colleagues
* Staff Side Colleagues
* Human Resource Officers
* Health Department officials
* Mental Welfare Commission
* Health Improvement Scotland
* Care Commission
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| **12. PHYSICAL, MENTAL, EMOTIONAL DEMANDS OF THE JOB** |
| **PHYSICAL** * Sitting at a computer and workstation regularly

**MENTAL** * Frequently dealing with stressful situations relating to senior staff support needs, patients and relatives
* Staff Performance and disciplinary issues
* Frequently competing demands, priorities and timescales
* Constant requirement to consider the organisational development and change management agenda to support service change and redesign
* Managing all the different facets of this job
* Act and take decisions quickly
* Motivate, enthuse and persuade staff to contribute to the aims and policies of the division and partnership

**EMOTIONAL** * Child and Adult Protection
* Handling of confidential information
* Accommodating and responding to personal dynamics and the politics of working within a partnership environment
* Managing conflict
* Dealing with complaints
* Implementing difficult decisions
* Working within the context of different styles and cultures of other organisations

**WORKING CONDITIONS** * Requirement to use VDU for long periods of time which analysing data or writing papers/reports
* Requirement to move and work across different sites.
* Work effectively leading, charing and participating in meetings virtually via Microsoft Teams
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| 13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB |
| **TRAINING & QUALIFICATIONS*** Educated to degree level or equivalent with an ability to demonstrate a proven track record of achievement in a high level management role within a large complex organisation, preferably the NHS
* A relevant clinical /professional qualification
* Evidence on ongoing post graduate professional development

**EXPERIENCE*** Experience in a leadership role with a responsibility for policy, planning and service delivery is required with particular emphasis at a senior level for a minimum of 5 years
* Substantial knowledge and experience of children health services
* Proven track record and experience or working in partnership to successfully effect change
* Ability to solve complex problems and initiate new ideas sensitively to introduce new ways of working by taking a flexible approach to work planning, open discussion, innovation and by role modelling a positive attitude.

**KNOWLEDGE** * Robust knowledge of national agenda and priorities for children’s services
* Knowledge of policy and legislation in relation to Child and Adult Protection,
* Highly developed effective leadership and management skills enabling the successful delivery of redesign and transformational change programmes to improve services, improve health and tackle inequalities
* Ability to provide strategic analysis or a range of information, including needs, legislative and policy frameworks.
* Knowledge and understanding of clinical and care governance and proven track record in supporting the safe, effective and person centred service delivery
* Demonstrate a high level of expertise and knowledge of current service challenges and strategic direction for the health and social care agenda
* Demonstrate clear understanding of the need for effective locality based planning in alignment with strategic planning, policy and legislation
* Knowledge and understanding of NHS staff governance standards and the requirement to ensure effective staff governance arrangements
* Ability to understand the issues and consequences of managing risk, budgets, staff and resources to achieve Best Value during significant change

**SKILLS*** Experienced and highly skilled facilitator and negotiator with the ability to evidence a high level of tact, diplomacy and political awareness.
* Excellent communication skills in a multidisciplinary and multiagency environment.
* Ability to understand culture and support effective working at a team and service level across organisational boundaries
* Strong report writing and presentation skills with the ability to express views convincingly and coherently verbally and in writing.
* A proven track record in developing innovative solutions in meeting organisational requirements and motivating staff to affect change through others is essential.
* Proven analytical and interpretation skills.
* Open, supportive and visible management style with a commitment to support strong staff governance
* Project management skills
* Ability to use own initiative and work well under pressure when faced with competing demands.
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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: |