

NHS LANARKSHIRE

JOB DESCRIPTION

1. JOB DETAILS

Job Title:	Strategy & Performance Business Manager
Immediate Senior Officer:	Planning, Property & Performance
Directorate:	Planning, Property and Performance
Job Reference:	NHSL24/010

2. JOB PURPOSE

Design and delivery of corporate performance reports, leading across the full range of responsibilities that relate to Corporate Performance Management and reporting systems.

The provision of high quality business and service support to the organisation, contributing to the development of strategy and performance management processes, ensuring opportunities for continuous development and improvement of services are appropriately considered and pursued to facilitate the delivery of Board services.

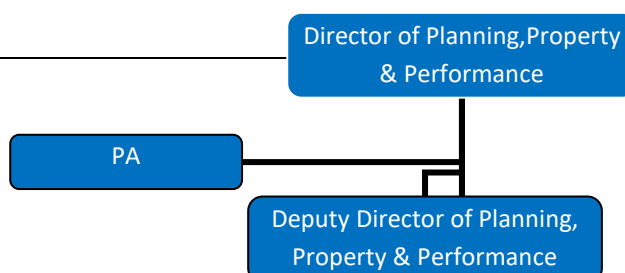
3. DIMENSIONS

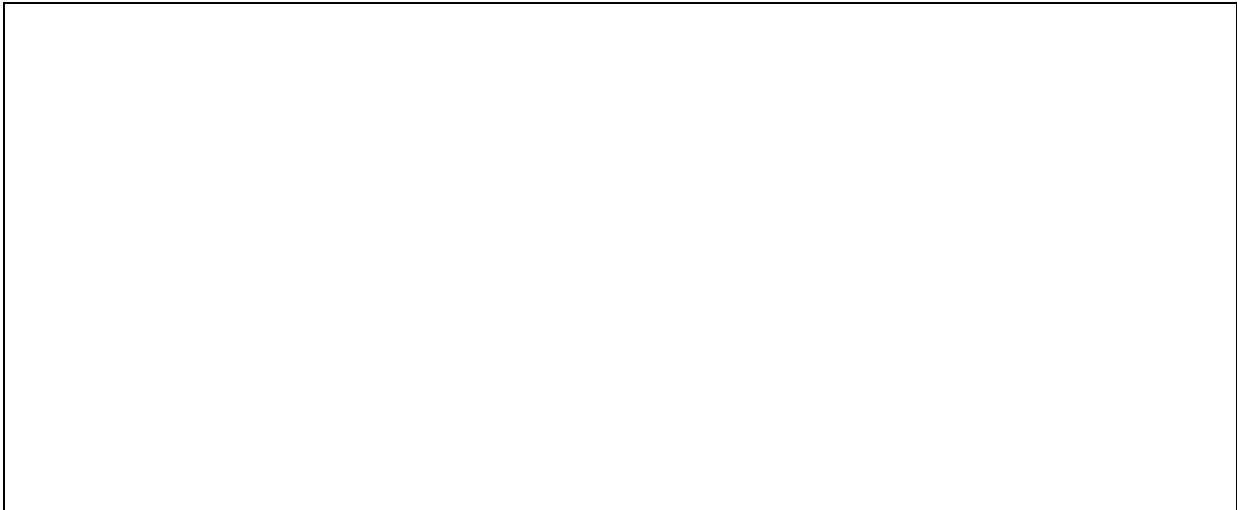
Working closely with a range of senior managers and clinicians across NHS Lanarkshire with responsibility for:

- Production of performance reports for the NHS Lanarkshire Board and its related committees
- Interface with Scottish Government Health Directorate in relation to the development and progress monitoring of the Delivery Plan and other related performance documentation
- Routinely operating across a range of agendas, with senior managers from within NHS Lanarkshire, partner agencies and voluntary organisations.

The post holder will require to develop a broad understanding of the Board’s Transformation and Reform agenda, establishing relationships with key leads working in a complex environment and engaging with a wide range of stakeholders.

4. ORGANISATION CHART





5. ROLE OF THE DEPARTMENT

The Strategy and Performance team lead and oversee key aspects of:

- Board strategy development, particularly as this relates to the Board's Healthcare Strategy
- Development of Strategic Objectives and delivery of the associated corporate reporting
- Corporate Performance Management and reporting systems
- Provision of high-quality business and service support to the organisation
- Management and oversight of Scottish Government National Performance and Planning Reporting

6. KEY RESULT AREAS

The post holder holds two portfolios, Strategic Planning and Performance Management. Deployment will vary according to annual work programme requirements and corporate priorities.

In discharging their duties, the post holder will establish and maintain effective relationships with a wide range of stakeholders from different professional disciplines, the Scottish Government Health Directorate (SGHD), statutory agencies and voluntary organisations.

Strategic Planning

- Responsible for the development of strategic plans, providing business management support to strategy groups, sourcing and co-ordinating content development and ensuring adequate stakeholder engagement and involvement in the process
- Responsible for the development and management of corporate reporting frameworks, delivering an adequate level of reporting to the Board, relevant committees or governance groups
- Responsible for the preparation of supporting materials, briefings, and guidance for use by strategy development groups
- Oversee and monitor project spend, ensuring that funded projects are managed within NHS Lanarkshire's Standing Financial Procedures, and are on target in terms of activity and spend

Performance Management

- Produce, the monthly Integrated Performance & Quality Report (IPQR), detailing performance against local and national targets such as patient activity, revenue budgets, waiting times and workforce use, identifying trends and remedial actions for reporting to Board, Planning Performance Resources Committee and associated committees
- Formulate, manage and provide business support to internal performance processes, including the development cycle of corporate reports (e.g. Corporate Objectives) to timescale and standard, and in line with national and local requirements
- Responsible for data collection, analysis, assessment and reporting across a range of performance and transformational change priorities
- Co-ordinate the annual Delivery Plan process for submission to Scottish Government, including the production and preparation of progress reports throughout the reporting period
- Collate information, materials and briefings, providing business support and guidance in relation to the Board's Annual Review with the Cabinet Secretary
- Contribute to the preparation of the annual report and annual accounts submission, providing relevant performance information, analysis and narrative

Business Management

- Responsible for the development and delivery of effective business management processes to support the Planning, Property & Performance division in the delivery of their key objectives
- Source, interpret and present information, performance metrics and transformation updates in appropriate media including reports, graphics and presentations to meet the internal and external reporting requirements of the Executive Team.
- Develop a network of contacts across the Board's Transformation and Reform Groups establishing relationships with key leads to ensure strategic oversight and alignment of developing plans, flagging any areas of concern or duplication.
- Deliver a co-ordinated approach to engagement across a range of internal and external stakeholders including members of the public, to collect, manage and interpret complex information for onward reporting and presentation to the Senior Management Team.

7. ASSIGNMENT AND REVIEW OF WORK / DECISION AND JUDGEMENTS

The work of the post holder is generated from a broad framework determined by senior managers in the Directorate and the Corporate Management Team, and in response to external demands. The post holder manages two distinct portfolios, Strategic Planning and Performance Management, and to successfully deliver on these remits:

- works autonomously and has authority to prioritise own workload, anticipate problems, judge and manage risks, initiate actions, determine methods and approaches thereby ensuring that corporate reports are completed and submitted to the required timescale and standard;
- assesses and interprets information to make complex and creative judgements
- manages and prioritises a broad range of complex activities often to tight timescales and across two distinct and often competing portfolios;

- will contribute and advise on strategic planning, involving colleagues at a senior level from local and national agencies and voluntary sector organisations as required;
- is the lead on specific projects and has responsibility to promote the creation of ideas and initiatives designed to develop robust projects;
- the work of the post holder is self-directed and managed through the development of personal work plans. The post holder reviews own work to ensure satisfactory standards are achieved and takes a proactive approach in the formulation of a personal development plan and has regular review meetings in-year to agree overarching objectives.

8. COMMUNICATIONS AND WORKING RELATIONSHIPS

Communications

The post holder is expected to provide and receive complex information. This involves the post holder analysing and interpreting situations and requires consultation and communication with a range of stakeholders.

It is essential to the success of the post that the post holder has the ability to communicate complex and sensitive information confidentially and effectively. Tact and political astuteness are also required of the post holder who is expected to influence change through other people and to negotiate on complex issues. This is undertaken both verbally at small group meetings and larger multi-disciplinary/multi agency groups, and via email, letters and in written reports.

The post holder requires highly developed inter-personal skills to successfully navigate and negotiate at the most senior levels both in NHS Lanarkshire and within the Scottish Government Health Directorate.

The post holder is required to make use of leadership and negotiating/persuasion skills with individuals or groups to agree on a course of action to ensure that the desired outcome for NHS Lanarkshire is achieved.

Key Relationships

A key function of the role is to establish close communication and effective working relationships with senior personnel from diverse groups across the statutory and voluntary sector. This requires an ability to understand different situations and points of view while remaining focussed on the overarching objectives of NHS Lanarkshire. These key relationships include:

- within NHS Lanarkshire, the Chair, Chief Executive, Corporate Management Team, senior clinical staff, senior managers and colleagues within other corporate functions. For example, agreeing sections of the Delivery Plan with specific Directors; writing and presenting a paper to the CMT in relation to the future strategic direction of specific projects;
- out with NHS Lanarkshire, local authority partners, voluntary sector organisations and service providers. In addition, professional relationships must also be developed and maintained with NHS staff from other NHS Boards and personnel from the Scottish Government Health Directorate.

9. MOST CHALLENGING PART OF THE JOB

The most challenging/difficult aspects of the post include:

- working with different high-profile portfolios requires a significant breadth and depth of knowledge/experience and well-developed self-management skills;
- managing and resolving conflicting priorities to produce the desired results timeously;

- the highly politicised/sensitive nature of the Annual Review preparation in terms of accuracy, presentation, handling and timeframes to ensure the reputation of the NHS Board is maintained throughout the process;
- establishing and maintaining productive working relationships with senior staff from different statutory and non-statutory organisations, who often have different priorities;
- assessing and interpreting information to make judgements within challenging timeframes in situations
- working to very tight timescales to consistently meet NHS Lanarkshire and Scottish Government Health Directorate requirements;
- facilitation and negotiation of a range of meetings/groups with a variety of internal and external stakeholders.

10. SYSTEMS

An extensive range of systems will be used by the post holder. These include:

- MS office Word for the presentation of information and the generation of complex reports;
- MS office Excel to analyse data (activity and expenditure) and calculate statistics through the creation and manipulation of spreadsheet data;
- MS PowerPoint and other relevant presentation software to produce high quality performance/strategic planning presentations
- MS Teams to manage the production of the monthly Integrated Corporate Performance Report (IPQR)
- internet for access to national policies, information sources;
- e-mail for internal and external communication;
- intranet for access to local policies strategies;
- electronic and manual filing systems for the storage and retrieval of key information;
- National Scottish Government Information Systems, e.g., Discovery.

11. PHYSICAL, MENTAL, EMOTIONAL EFFORT

The post holder is expected to work in a challenging, dynamic and complex environment which presents significant demands. These demands include:

Physical Effort

- accurate advanced keyboard skills as the computer will be used for extended periods of time to analyse and evaluate data, as well as to deliver reports within tight timescales;
- a frequent requirement for the post holder to be sitting in a restricted position for substantial periods of time, e.g., desk based or while attending meetings;

Mental Effort

- concentration and mental attention is frequently required to deal with the complexities of the post, which will include working under pressure and balancing multiple demands in a complex/changing environment;
- an ability to manage and resolve conflicting priorities by rapidly switching between agendas to deal with urgent/unexpected eventualities in other subject areas (e.g. from strategic planning to performance management);

Emotional Effort

- a requirement to communicate issues, concerns, results of analysis and performance outcomes that may not be well received and which could be challenged;

- the use of facilitation and motivational skills between parties to ensure that the corporate view of NHS Lanarkshire is heard and understood, even if not welcomed, by all stakeholders.

12. ENVIRONMENTAL / WORKING CONDITIONS & MACHINERY AND EQUIPMENT

The post holder will use the following equipment and machinery:

- personal computer – including MS office suite, MS Teams and other specialist systems as required;
- internet;
- intranet;
- telephone.

13. QUALIFICATIONS AND/OR EXPERIENCE SPECIFIED FOR THE POST

The post holder requires highly developed specialist knowledge which is acquired through a combination of in-depth formal education and experience.

Qualifications and /or other experience

- Educated to degree level in a relevant subject or have equivalent experience/qualifications;
- Extensive experience in the NHS, or another complex organisation at a higher level, with demonstrable experience of partnership working;
- have a sound understanding of local and national policy agendas and of the interface with the SGHD;
- have experience of interaction with a diverse range of stakeholders;
- have experience of understanding key drivers of performance and of complex analysis, negotiation and engagement;
- it would be desirable for the post holder to have an appropriate management qualification.

Knowledge

In terms of knowledge the post holder is required to have:

- a detailed understanding of the health policy agenda and systems in Scotland to effectively discharge responsibilities in relation to policy and strategic planning;
- experience in a relevant discipline acquired over a significant time period; understanding of management tools and techniques;
- highly developed critical appraisal and data analysis skills;
- excellent presentation, communication (oral and written) and interpersonal skills using a variety of approaches in order to convey key messages and influence decision making;
- excellent organisational skills and the ability to make the best use of available time and resources to meet the demands of the Service;
- shows initiative and be able to demonstrate leadership skills and the ability to gain the trust, commitment and co-operation of others to facilitate the management of diverse partnership groups/individuals;
- analytical and decision making abilities in order to set priorities and deal with problems in a flexible and creative way;
- numerical ability and the capacity to analyse highly complex issues, absorb information, understand data and identify underlying trends;
- an ability to understand, communicate and influence policy initiatives and implementation across a broad spectrum;
- excellent IT skills, with in-depth knowledge of various MS software packages.

Key Attributes

In relation to attributes the post holder must have:

- an ability to horizon scan for organisational implications of policies and events;
- an ability to analyse complex problems, prioritise actions and provide novel solutions to these problems;
- a record of working successfully across professional boundaries;
- facilitation and leadership skills;
- sensitivity, tact and political astuteness;
- an ability to work on own initiative and be a team player when required;
- a well organised approach to work and be able to function under pressure while delivering high quality work within constrained timescales;
- an ability to deal with conflict;

It would be desirable for the post holder to enjoy new challenges.

Training

Evidence of continuous professional development.

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: