

**AGENDA FOR CHANGE  
NHS JOB EVALUATION SCHEME  
JOB DESCRIPTION**

**1. JOB IDENTIFICATION**

**Job Title:** Head of Corporate Governance

**Reports to:** Director of People and Culture

**Department, Ward or Section:** Corporate Governance

**Operational Unit/Corporate Department:** People and Culture Directorate

**Job Reference:** CSNHSHCORPMGMT01

**No of Job Holders:** 1

**Date:** November 2024

**2. JOB PURPOSE**

This is a pivotal role with accountability and responsibility for the management and co-ordination of multiple aspects of organisation business and corporate governance performance. The post holder is a key member of the Corporate Senior Leadership Team working closely with the Chief Executive (CE), supporting them in fulfilling their role as Accountable Officer and CE. The post holder leads for their area of accountability and contributes to the formulation of strategy, policy and delivery of statutory governance and corporate responsibilities as appropriate.

The role also delivers support to the Chair of the Board, providing advice and guidance in leading the NHS Board and Board members, balancing support to senior management and the requirements of the organisation itself in order to deliver good governance, transformational change and effective service delivery.

The key purpose is to:

1. Lead and be accountable for the strategic development, implementation and monitoring of the organisation's system of corporate governance in line with the Blueprint for Good Governance. This includes working with integration authority partners to ensure alignment of governance systems.
2. Overall accountability for the strategic management of the organisation's key corporate services functions, including the Chair and CE Offices; the Board Secretariat and committee administration and legal claims
3. Provide senior leadership and be responsible for a range of business-critical corporate activities including:

- a. Enterprise risk management (excludes clinical risk management)
  - b. Oversight of freedom of information requests
  - c. Management of parliamentary correspondence not associated with individual constituents such as parliamentary questions, inquiries from MSP/MPs on broader organizational strategy or issues
  - d. Management of Scottish Government executive and board level correspondence
  - e. Liaison with external bodies including managing consultation responses, interactions with regulatory bodies and external reviews
  - f. Corporate governance including secretariat management and support
  - g. Corporate records management
  - h. Whistleblowing and concerns management including confidential contacts service
4. Ensure the NHS Board acts within its legal authority and statutory powers and that its members and officers comply with the applicable Standards of Conduct in Public Life.
  5. Manage the CE's and Chair's communications on numerous levels and create and supervise appropriate processes for this, including elected member correspondence and briefings; be a sounding board for discussions around problems, opportunities and potential decisions; and 'horizon scan' in relation to communications and correspondence received by the CE and Chair's offices.
  6. Operate with the highest level of integrity, trust and judgement, enabling the CE to focus on key determinants of success for NHS Highland.

### 3. DIMENSIONS

#### Organisational Dimensions

The postholder has a strategic role in planning, leading and developing key corporate services functions and corporate governance for the organization. This involves operating at an organizational level and having an impact on the wider organization described below through working with integration authorities in relation to corporate governance and the provision of corporate service functions within the postholder's remit.

The Board's catchment area comprises the largest and most sparsely populated part of Scotland. NHS Highland covers over 12,000 square miles, which represents over 40% of the land mass of Scotland. This largely remote and rural environment, with its limited internal transport and communications infrastructure, provides significant challenges in providing health and social care services. NHS Highland serves a population of over 320,000 and has a large additional visitor population in summer and winter.

The Board area includes two Local Authority areas, Highland and Argyll and Bute. Operationally, activities are managed by the Highland Health and Social Care Partnership (coterminous with The Highland Council area) and Argyll and Bute Integrated Joint Board (coterminous with Argyll and Bute Council area).

Annual NHS Highland Revenue Budget  
NHS Highland Capital Budget

c £1 Billion  
c £50 million

**Department.**

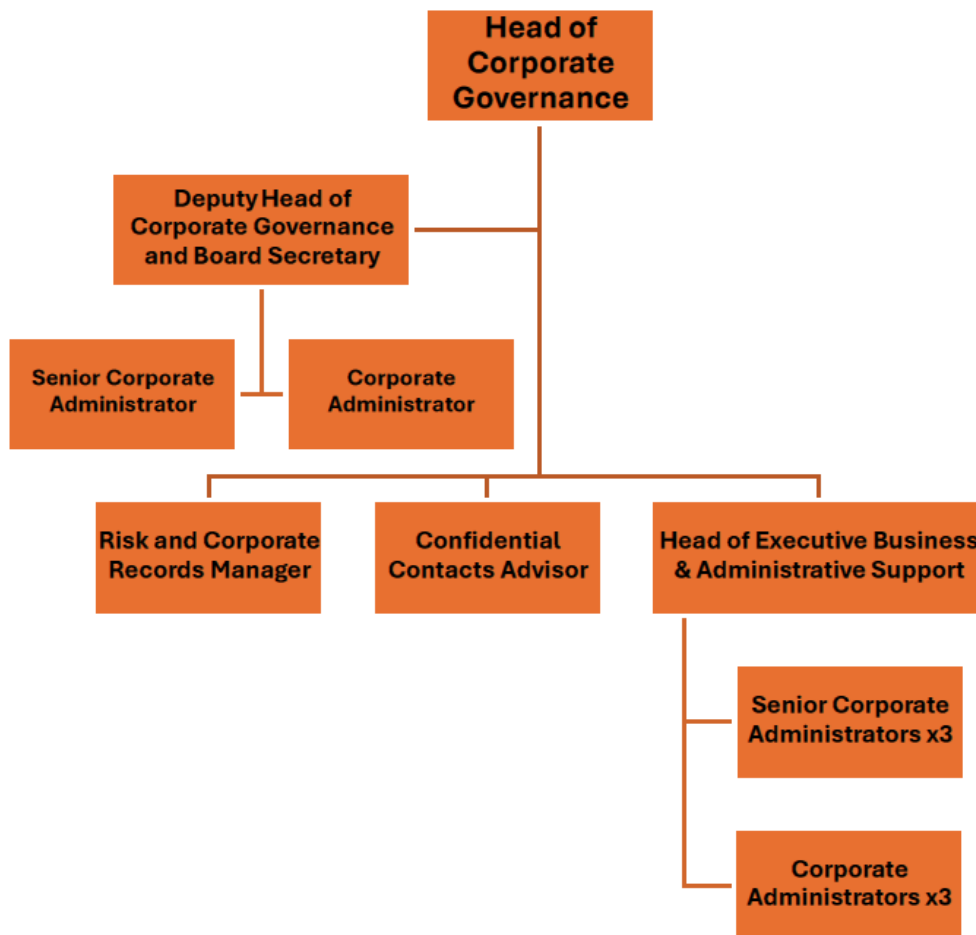
The postholder is directly responsible for an annual budget of £620,000 and 14 wte staff ensuring delivery of high quality corporate services functions as outlined in role of department and ensuring robust systems of governance across the organisation.

**Chair and Chief Executive’s Office**

The post holder will have responsibility for the CE budget e.g. authorising expenditure and be accountable for such expenditure within the CE’s allocated budget. They will act in line with the Board’s Standing Financial Instructions including requisitions, timesheets, travel expense claims and invoices including:

1. Responsibility for maintaining procurement of physical assets for the CE Office.
2. Act as signatory for the CE on departmental accounts with the ability to procure any required items (valued around £5000 per year).

**4. ORGANISATIONAL POSITION**



## 5. ROLE OF DEPARTMENT

The corporate governance department is responsible for business management support of the immediate offices of the Chair, Chief Executive, other Executive and Non-Executive Directors; supporting them in all aspects of their work; and managing and providing a comprehensive corporate governance service to the Board and Executive Team.

The functions included in the department:

1. Enterprise risk management (excludes clinical risk management).
2. Oversight of freedom of information requests.
3. Management of parliamentary correspondence not associated with individual constituents such as parliamentary questions, inquiries from MSP/MPs on broader organisational strategy or issues.
4. Management of Scottish Government executive and board level correspondence.
5. Liaison with external bodies including managing consultation responses, interactions with regulatory bodies and external reviews.
6. Corporate governance including secretariat management and support.
7. Corporate records management.
8. Whistleblowing and concerns management including confidential contacts service.
9. Business management of executive and where appropriate senior management level support for business and governance meetings.
10. Project and programme support where appropriate to executive level priorities (excluding designated strategic planning and performance functions provided elsewhere).

The following sets out in more detail the Corporate Support Team's responsibilities:

1. To lead, develop and operate an effective framework for corporate governance that will allow the Board to discharge its responsibilities effectively and thus support scrutiny and assurance processes.
2. To provide high quality professional advice and support to the Board Chair, Chief Executive, other Board Members, senior management and officers throughout the organisation on all matters pertinent to good corporate governance and internal control.
3. To lead on our organisational response to strategic and enterprise risk management, including work with the Chair, Executive team and Non-Executives to develop, monitor and update Board risk appetites, risk registers and action plans in line with corporate governance reporting cycles (excluding responsibility for clinical and risk care management).
4. To provide competent and efficient administrative and secretariat support to the NHS Highland Board, governance and professional advisory committees and other groups. This includes ensuring that the business of the Board and its various committees is progressed in between meetings and that all meetings are planned and managed to a common high standard.
5. To provide direct support to the Board Chair and Non-Executive Board members in managing the NHS Board and their requirements.

6. To support the Chair, Chief Executive, Head of Corporate Governance and Board Secretary in ensuring NHS Highland adopts best practice in relation to corporate governance and is compliant with all aspects of the NHS Scotland Blueprint for Good Governance.

## **6. MAIN TASKS, DUTIES AND RESPONSIBILITIES**

The postholder is responsible for formulating long term strategic plans that have an impact on the whole organisation and are subject to uncertainty and variation due to changes across the wider political, financial and health and social care context. This includes:

### **Strategic Leadership of Corporate Governance**

1. Accountability for development, operation and continuous improvement of an effective Board Assurance Framework for corporate governance that allows the organisation to effectively discharge its accountabilities and responsibilities. This includes delivering on the functions, enablers and supports of the NHS Scotland Blueprint for Good Governance and reviewing performance of those systems and processes to ensure they remain efficient and effective and comply with any Scottish Government legislation, policy or Scottish Statutory Instrument issued
2. Liaising with key stakeholders in partner organisations including Highland and Argyll and Bute's councils and the associated members of the integration authorities to align and develop assurance and governance systems across the integration arrangements
3. The postholder is accountable for the strategic development of the annual programme for the Board and all Board Standing committees to demonstrate robust evidence of active governance throughout the organisation and will work with the Board Secretary to have awareness of the agendas for all Board and committee meetings in line with the Board's approved work programme.
4. The postholder will be responsible for leading planning and delivery of the board's annual review and corporate governance aspects of the annual report and accounts.
5. The postholder will regularly scrutinise Board reports and advise colleagues at the highest level, taking into account the sensitivity, complexity and legal and statutory issues, on the content of information presented to the Board and Board sub-committees, and will be actively involved in advising authors in drafting/re-drafting of papers and minutes as required.
6. The postholder will ensure effective follow-up by the Executive Leadership Team on the progress of any actions arising from Board and Standing committee meetings to ensure that those actions are undertaken and that the outcomes from those actions are fed back to the Board.
7. The postholder is responsible for ensuring that the board receives assurance in relation to the organisation's long term strategic business plans. This will include working with the executive team to provide regular reporting on the board's Annual Delivery Plan, performance and measurement of deliverables and any and adjustment of strategic plans to provide assurance on compliance with internal and external requirements and to ensure high quality assurance reporting to the Board. Typically plans will be long-term over a number of years and the subject matter unpredictable and liable to change and the postholder will have to forward plan assurance processes taking this into account.

### **Corporate Leadership and Executive Team Support**

1. The post holder is responsible for leadership and direction across a wide range of corporate issues impacting across the organization and on behalf of the Board and Corporate Team, is responsible for working directly with the stakeholders and legal and other professional external advisers on responses including:
  - a. Public Inquiries
  - b. Scottish Government performance escalation

- c. Parliamentary correspondence including parliamentary questions and inquiries from MSP/MPs on broader organisational strategy or issues
  - d. Scottish Government Circulars/letters and other relevant correspondence
2. Oversee and manage the executive sign off of Freedom of Information Requests providing critical analysis, including trend analysis of requests to identify patterns and potential uses of the data provided as well as the potential implications for the organization of the release of the data
  3. In the context of legal claims where performance needs to be improved, the postholder is responsible for ensuring that lessons learned and elements of good practice are effectively communicated and acted upon throughout the organisation, working with Clinical Governance to improve the performance of the organisation to provide high quality healthcare services.
  4. The postholder leads the preparation of the organisation's response to any relevant formal consultations (e.g. draft legislation, draft Bills, draft guidance, draft plans or strategies of SGHD or other bodies), so that the organisation provides an informed, debated and high quality response to all such requests.
  5. As a member of the corporate senior leadership team the post holder will be responsible for reviewing, revising and implementing systems and processes to develop the internal corporate governance model of the Executive Leadership Team.
  6. The postholder will be responsible for leadership and management of the corporate support team ensuring a business plan is developed and delivered annually covering the priorities for the executive team to ensure:
    - a. Governance and operational groups led by the executive team have clear workplans in place, meetings are scheduled and run smoothly, accurate record keeping is in place and actions are tracked and actively managed
    - b. Events and projects led by executives are supported and managed by the corporate support team
    - c. Executive team is supported with time management including horizon scanning and longer term planning of schedules as well as day to day diary management
    - d. Executive team are supported with correspondence management and action tracking

### **Chief Executive and Chairs Office**

1. The post holder will oversee diary management, without reference to CE or Chair, ensuring effective accessibility to direct reports and other key portfolio leads, balancing with contemporary knowledge of areas of developing risk and current priorities.
2. On behalf of the Chief Executive, the post holder will have delegated responsibility for significant management/leadership of the CE's direct reports e.g. first point of contact for HR issues including managing leave requests, authorising timesheets, authorising SSTS, absence management, managing change, managing projects and contributing to developments within identified timescales.
3. The postholder will be responsible for short, medium and longer term planning of the CE and Chair's schedules, diaries and workload including action tracking and management.
4. The post holder will be responsible and accountable for specific projects/pieces of work across the range of the CE's Accountable Officer role e.g. scope, plan and execute multiple, often quick turnaround, projects on issues which are frequently contentious or high risk to the organisation and ultimately to the CE, managing risk on behalf of the CE for the situations the projects deal with and communicating effectively and authoritatively with key stakeholders, including government and local

authorities.

5. The post holder will present ideas for projects that might advance the CE and leadership team objectives.
6. The postholder will be responsible and accountable for specific projects/pieces of work for the chair as required.
7. The post holder is responsible for planning and managing the agenda for the Executive Leadership Team meetings, ensuring robust governance processes are followed for decisions and matters that require follow-up action.
8. The postholder will have direct contact with patients/visitors when appropriate to deputise for the CE. This contact at times will involve direct discussion and interaction with patients and patients' relatives which can involve discussion of complex and or sensitive clinical/ personal information.

### **Enterprise Risk Management**

The postholder will be responsible for the design, development and delivery of the organisation's enterprise risk management policy, systems and processes. This will require strategic leadership with significant impact across the organisation including:

1. Ensuring enterprise risk management is integral to the board's assurance framework and all aspects of corporate governance with robust and reliable mechanisms in place for reviewing, updating and managing risks at different levels within the organisation.
2. Leading enterprise risk management activities for the board and its committees including:
  - a. Horizon scanning to review and refresh our board and committee strategic risk registers
  - b. Reviewing and refreshing risk appetite and ensuring this is linked to assurance and decision making.
  - c. Risk assessment, scoring and mitigation/action planning to ensure active governance of our risk environment.
3. Working with senior leadership teams to develop their knowledge, understanding and adoption of risk management within their operational and strategic systems of management and governance.

### **Corporate Records Management**

The postholder will be responsible for the organisation's non-clinical corporate records management strategy including:

1. Leadership and corporate responsibility for development of a strategic approach to non-clinical records management and ensuring the requirements of the Public Records (Scotland) Act 2011 are met.
2. Leading development of information and records management systems that will support the efficient conduct of all the Board Administration & Corporate Governance activities and facilitate working practices with the rest of the organisation.

### **Whistleblowing and confidential contacts**

The postholder will be responsible for all aspects of the processes associated with the national whistleblowing standards. This will require a high level of tact, diplomacy and communication skills working autonomously to critically analyse a range of information to understand the nature of the concerns and provide advice to complainants and senior members of the board on recommended courses of action. This

will include:

1. Providing direct support to Executive leads and investigating managers to respond to Whistleblowing concerns and investigations, including meeting with complainants to discuss concerns and mutually agree the best approach to the concerns taking account of the desired outcomes for the complainant and other relevant available information.
2. Conducting initial investigations and completing reports at stage 1 where appropriate.
3. Commissioning stage 2 investigations including appointing investigating managers and supporting them to develop heads of concerns and terms of reference.
4. Managing stage 2 investigations and liaising with all parties involved and supporting and/or undertaking report writing.
5. Developing and maintaining reporting processes for concerns including production of annual and quarterly whistleblowing reports.
6. Managing our internal action plan to review outcomes from investigations and liaising with relevant responsible officers to ensure recommendations have been implemented through appropriate management and governance processes.
7. Liaising with the Independent National Whistleblowing Officer in relation to reviews ensuring all recommended actions from INWO are completed within timescales.

The postholder will be responsible for leadership and management of our confidential contacts service ensuring:

1. Staff are able to raise concerns and are supported through the service to resolve their concerns in a confidential manner
2. The service standards are managed and maintained to provide a high quality, reliable service for staff across the organisation.

### **Policy and Service Development**

The postholder will lead on development of policies and procedures at an organisational level with a major responsibility for corporate governance across the organisation. They will:

1. Lead appropriate engagement and dialogue with the CE and other members of the Executive Leadership Team on changes required to policies to implement statutory changes which have cross-service/whole system implications.
2. Lead the development of the corporate policy framework that demonstrates legal and regulatory compliance and facilitates collaboration and whole system working across the organisation and with partners, ensuring that there are systems in place for the design, management and update of all corporate policies, including the archive, communication and validation of Board policies
3. Advise the Chair, Chief Executive and Chief Executive Team on evolving governance advice, including developments in collaborative governance across partner organisations, and provide guidance to ensure that the interests and objectives of NHS Highland and health and care systems in Highland and the North of Scotland are achieved.
4. The post holder will play an active part in the continuous improvement of practices/procedures within the Executive Leadership Team. They will engage and support colleagues/managers, demonstrating knowledge and adherence to policies/guidelines and act as an information resource whilst implementing any changes to their own working practices.
5. The post holder is expected to comply with all relevant NHS policies, procedures and guidelines, including those relating to Equal Opportunities, Health and Safety and Confidentiality of Information.
6. The post holder is required to interpret complex national/Highland policy and processes from across the whole domain of the organisation's operations
7. The post holder is responsible for ensuring policies are implemented consistently across all

programmes within their area of responsibility across the organisation.

### **Information Resources**

The postholder will be responsible for managing and maintaining a significant range of information and production of reports using critical analysis skills to provide information and intelligence to many stakeholders including board members, the chair, chief executive and executive and senior leadership teams. They will:

1. Be responsible for management of multiple processes and management information systems that are used in the day to day operations of the service, ensuring their efficient utilisation for the effective monitoring of corporate governance across the organisation
2. Be responsible for creating, implementing and maintaining effective processes to retrieve information to respond to statutory inquiries, including the UK and Scottish Covid Inquiries, over a sustained and lengthy period of time, and ensuring that the organisation's obligations to keep relevant information are satisfied.
3. Provide advice and guidance across multiple parts of the system to ensure accurate and timely responses to legal cases, statutory Inquiries/FAIs, regulatory and government inquiries and inquiries from elected members.
4. Use NHS systems to create and produce reports as and when required for the Executive Team and work with digital partner(s) to exploit emerging technologies to enhance services and the decision making process.
5. Be aware of the procedure for reporting accidents, hazards and incidents, taking appropriate action when necessary, ensuring a safe environment for colleagues. The post holder must report any accidents, hazards and incidents via Datix.

### **Corporate support team**

1. The postholder will manage the department and provide leadership to the corporate support team.
2. The post holder will develop a business plan for their own work area prioritising the workload according to the demands of the service.
3. Line manage the Deputy Head of Corporate Governance and Board Secretary, risk and corporate records manager and head of executive business and administrative support, ensuring staff have the necessary competence, skills, capability and the appropriate training necessary to enable them to carry out their duties.
4. The post holder will use facilitative and coaching methodologies to ensure the co-creation and development of supportive measures in an endeavour to achieve a healthy organisational culture.

### **Research and Development**

1. The post holder will horizon scan for and research changes and developments in governance, developing and evolving a clear picture of best practice, and in consultation with the CE use this to help the Board identify and address gaps in its assurance framework.
2. The post holder will be responsible for initiating regular development activities, the outputs of which will result in the formulation of potential service development plans and improvement strategies for the corporate governance function. These changes will be re-reviewed and monitored in a sustainable and consistent manner and acted upon or changed again if required e.g. write abstracts, funding bids and research/evaluation papers for publication, working with external organisations as required.

## 7. EQUIPMENT AND SYSTEMS

The postholder is required to use both manual and electronic systems to provide a range of management information which may include the use of complex databases. It is expected that the post holder will have advanced knowledge and practical experience of the following equipment which will be used on a frequent basis:

1. Laptop/Personal computer, laser printer, telephone, photocopier, scanner, shredder.
2. Use of shared drives for document storage and records management purposes.
3. Webcasting system, as appropriate
4. **Microsoft Office (Word, PowerPoint, Excel, Teams)**
5. With advanced level keyboard skills and proficiency in Microsoft Office and other software tools, the post holder will create and maintain key documents of both transient and lasting value.
6. **Adobe Acrobat / PDF Converter Professional** for converting Board / committee agendas / papers etc. prior to distribution and loading on NHS Highland website
7. Exploit a variety of software packages/applications to collect, analyse, manipulate, organise and present data, e.g. financial reporting systems such as **PECOS, SSTS, eExpenses, eESS**
8. **Outlook E-mail** – Sending, receiving and forwarding e-mail correspondence/ committee papers.
9. **Outlook Electronic Diary** – Maintaining diary system for work purposes (e.g. planning, scheduling and attending meetings, meeting deadlines).
10. **Internet / Intranet** – to source information, guidance and publications for Chair, Chief Executive, Executive and Non-Executive Directors
11. **TURAS** system for statutory and mandatory training and appraisal

## 8. ASSIGNMENT AND REVIEW OF WORK

1. The post holder's reports to the Director of People and Culture but will work directly with the Chief Executive and the Chair. They will work with a high level of autonomy to deliver corporate and personal objectives set annually by the Chief Executive and Director of People and Culture.
2. The postholder will also be assigned work to complete on behalf of the executive team through the Chief Executive and Director of People and Culture. This will involve working autonomously and directly with executives to provide updates on progress and ensure the work is actively managed and delivered. This will include acting on feedback received from the executive team.
3. They will be responsible for managing their own workloads and balancing competing priorities to deliver these objectives.
4. The postholder will be subject to annual appraisal in line with organisational policy which will be completed by the Director of People and Culture with input from the Chief Executive, Chair and executive team.

## 9. DECISIONS AND JUDGEMENTS

1. This role involves dealing with a range of highly complex facts or situations requiring analysis, interpretation, comparison of a range of options. The post holder will complete analyses of performance of across their areas of responsibility in relation to performance targets, strategic objectives to develop strategies, business plans and provide advice in areas where expert opinion differs.
2. The post works directly with the Chief Executive and is accountable to the Board Chair and Chief Executive for the various functions related to their individual offices and is responsible for providing leadership and co-ordination on all corporate governance matters at organisation level
3. The post holder has autonomy to determine how to deliver the Board governance strategy, allocate resources and methods for achieving business objectives and is expected to work with the absolute minimum of management, supervision and direction, exercising professional maturity

and substantial discretion and judgement in progressing the workload associated with the post.

4. The post holder ensures appropriate governance is in place for aspects of business plans, including stakeholder engagement, performance and management of risk to ensure that the Board meets its regulatory requirements and policy intention and at the same time aligns with and delivers service needs.
5. The post holder provides professional advice and direction to members of the Executive Leadership Team. They will be a trusted confidant and thought partner, acting as a sounding board for discussions around problems, opportunities and potential decisions; acting with the highest level of integrity, trust and judgement.
6. The post holder is considered to be the specialist in their area and as such has considerable freedom to design and propose approaches to the delivery of service needs detailed in this job description.
7. The post holder requires highly developed political awareness to understand both formal and informal power dynamics in NHS Highland and partner/stakeholder organisations e.g. allowing increased influence and effectiveness of organisational objectives.
8. The post holder is required to interpret and analyse highly complex information on all corporate governance issues and matters that require a strategic corporate perspective in order to identify issues that require action. This includes analysing, interpreting and resolving highly complex and/or controversial issues where there is, at times, no precedent and there may be conflicting views.
9. The postholder is the principal expert adviser to the Chair, CE, CE Team and the organisation on all aspects of corporate governance and other policy areas within their remit such as risk management, whistleblowing standards and corporate records management.
10. The post holder must be able to recognise and address matters which may present a risk, including reputational risk, to the organisation and will exercise judgement and initiative in determining where to refer for input and/or action from other members of the CE Team.
11. The post holder is expected to work without supervision and is required to instigate action on their own initiative, particularly in providing written or verbal advice and information, and exercise judgement and initiative when determining issues that require attention and referral to the CE and other members of the CE Team.
12. The post holder is responsible for overseeing CE's business rhythms and manages meeting agendas, request briefings from senior staff across the organisation, ensuring quality when received, provides facilitation, follow up on decisions and agreed meeting actions, monitoring progress and driving closure with CE direct reports and other senior staff across Highland, North of Scotland and beyond.

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

1. The most challenging parts of this leadership role are:
2. Working in a complex, fast moving environment and meeting the expectations of the chair, chief executive and executive team to provide expert advice in a timely manner where there will be a wide range of opinions to take into account
3. Balancing competing demands across the chair, chief executive and executive team to deliver a

comprehensive service across the range of functions provided and ensuring that high quality standards are maintained and effectively managed within set timescales.

4. Using a significant level of negotiation and influencing in order to achieve the implementation of short, medium and long term plans and policies, particularly where there are high barriers to understanding and /or acceptance e.g. policy changes, implementation of new systems of governance and assurance, agreement to a particular course of action to deal with a complex, sensitive and/or controversial matter.
5. The postholder must deal with frequent interruptions in meeting deadlines and adjust to different work practices across the executive team. There is a likelihood of conflicting demands on their time.
6. The postholder will need to assimilate and summarise complex, rapidly delivered information.

## **11. COMMUNICATIONS AND RELATIONSHIPS**

1. The postholder will provide and receive highly complex, sensitive or contentious information and have to deal with barriers to understanding and present to large groups, potentially communicating in difficult and highly emotional situations. They will communicate with internal staff and external agencies on a regular basis using tact and diplomacy as well as negotiation skills.
2. The post holder requires a range of highly developed communication skills, frequently involving persuasive, motivational, negotiating, empathetic and reassuring skills to communicate highly complex, sensitive and/or contentious information which can be challenging to both internal and external stakeholders. A critical element of this post is liaising with a wide variety of stakeholders, both internal and external, and dealing with people with different agendas, competing priorities and colliding perspectives to ensure understanding and acceptance.
3. The role demands a significant level of negotiation and influencing in order to achieve the implementation of short, medium and long term plans and policies, particularly where there are high barriers to understanding and /or acceptance e.g. policy changes, implementation of new systems of governance and assurance, agreement to a particular course of action to deal with a complex, sensitive and/or controversial matter.
4. The postholder must understand responses to change and have the ability to support those affected.
5. The postholder must utilise highly developed and experienced communication skills at all levels to build and maintain positive working relationships with both internal and external contacts, including staff, the public, contractors, public sector partners, Scottish Government representatives and other authorities.
6. The postholder must have a keen awareness of the culture and context of the organisation and a high degree of political awareness and must have the skills, knowledge and personal attributes required to command a high level of respect amongst colleagues as a trusted advisor who helps them deliver the organisation's objectives.
7. The postholder must develop strong and trusting working relationships with colleagues and have the confidence and influencing skills to ask powerful questions which will expand the thinking and perspective of others, questioning assumptions and/or challenging the status quo; encouraging the CE and their team to see things in a 'new light'.
8. The postholder must understand and manage the complexities of stakeholder relationships within the environment of delegated health and care provision through integration arrangements and for functions which are managed nationally and regionally, which necessitates effective working relationships with other NHS bodies. The post holder must use their communication skills to

involve, engage and consult with the relevant stakeholders to deliver sustainable solutions to whole system issues.

9. The postholder is a key contact for external stakeholders including MPs/MSPs and senior officials within the Scottish Government, ensuring effective relationships are created for supportive and constructive dialogue, and leads the liaison between the organisation and the Health & Social Care Partnerships in relation to the business conducted via the Integration authorities
10. The role demands exceptional written communication skills and the ability to adopt the “voice” of the CE in informal emails, formal letters, scripts for videos etc. through assimilation of complex, multi-stranded information and ensure the messages and themes to be delivered are done in a way that ensures they are appropriate for the variety of recipients / organisations impacted.
11. The postholder will have very high levels of judgement, awareness and confidence to screen all communications to the CE, including emails, and action appropriately, including briefing the CE on all matters not requiring their direct attention to ensure they are always up to date on organisational affairs with the appropriate amount of detail.
12. The postholder will use their highly developed and sensitive communications skills to deliver the intentions or direction of the CE to direct reports and wider stakeholders in a manner which ensures the CE's intentions are clearly understood.

Examples of the main contacts are:

**Internal**

<ul style="list-style-type: none"> <li>• All Chief Executive's Directorate Staff</li> <li>• All Executive Directors &amp; Non-Executive Board Directors</li> <li>• Board Secretary</li> <li>• Line Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Managers / Senior Officers</li> <li>• Communications Team</li> <li>• Administrative staff</li> <li>• All NHS Highland staff as and when required</li> </ul>
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**External**

<ul style="list-style-type: none"> <li>• Scottish Government</li> <li>• Scottish Parliament</li> <li>• MPs, MSPs, Elected members</li> <li>• Local Authorities</li> <li>• Standards Commission for Scotland</li> <li>• Independent National Whistleblowing Officer</li> <li>• Members of the public</li> </ul>	<ul style="list-style-type: none"> <li>• Statutory agencies and regulators of the Board's functions and services</li> <li>• Internal Audit, Audit Scotland/External Audit</li> <li>• NHS Education Scotland</li> <li>• Other NHS Boards and Special Boards</li> <li>• Partnership representatives</li> </ul>
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**12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB**

**Physical**

1. Standard office conditions with ongoing use of VDU.
2. Keyboard skills.
3. The postholder will be required to work, using a combination of sitting, standing and walking, with the role involving prolonged desk-based work
4. Setting up and dismantling equipment for presentations at committees, seminars and workshops.
5. Manual handling of materials such as files, delegate packs, publications, IT equipment and display equipment/materials

**Mental**

1. The post holder will have to spend several hours a day in front of a screen i.e communicating via

MSTeams/email/telephone, reviewing information and initiating intervention or corrective actions as necessary.

2. The post holder is frequently required to concentrate for prolonged periods and is required to remain focused and alert; ensuring accuracy of evidence which underpins legislation, bringing investigations, inspections, policies, procedures and standards to successful conclusion and preparing plans, presentations and reports.
3. The post holder is required to deal with frequent interruptions as a result of service needs; changing work priorities whilst managing a full workload with tight deadlines.

### **Emotional**

The postholder will be regularly involved in highly emotional situations and will:

1. Regularly have to manage and impart unwelcome information that could be distressing to individuals, groups and team members' which may affect the organisation as a whole e.g. financial issues or organisational changes. Some of these issues will be emotive particularly if they involve substantial change or address financial targets are not being met.
2. The post holder will be expected to participate in HR processes on a corporate level, some of which will be emotional and/or distressing e.g. disciplinary issues and outcomes, performance concerns.
3. Manage confidential concerns including whistleblowing concerns, dealing with complainants who may be extremely challenging and/or upset.

### **Environmental**

1. This is an office/home based role with scheduled or periodic visits to other office areas across the organisation.
2. The post will have exposure to long periods of VDU use.

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

### **Qualification and Training**

1. Degree in relevant subject
2. Education at Masters level or equivalent
3. Professional knowledge gained through a professional body in clinical and/or management fields, demonstrating extensive knowledge and expertise covering a range of subject areas. e.g. governance, legal affairs, financial management, information management, quality improvement; risk management, service redesign; change management; operational management, person centred cultures.
4. Record of continued professional development

### **Experience/Skills**

1. Demonstrable experience in providing professional advice to Board members and senior managers in a public sector organisation on matters of a highly sensitive/highly political nature.
2. Experience and ability to develop, implement and evaluate board policy and strategy.
3. Evidence of the application of expertise in good corporate governance, internal control and risk management, through initiating, leading, facilitating and evaluating the development of systems and practices in an organisation.
4. Evidence of team leadership and management skills with the ability to influence and negotiate with all levels of management and staff, external organisations, and other stakeholders.
5. Evidence of ability to critically evaluate processes and systems and proposing recommendations to achieve positive outcomes.
6. Experience and clearly demonstrated competency for the delegated management of others,

managing change, managing projects and contributing to developments within identified timescales.

7. Understanding and ability to operate skilfully within the political environment in which the Chief Executive and Chair operates.
8. Budget management experience.
9. Project and Programme Management.

### **Knowledge**

1. In-depth specialist knowledge over multiple aspects of Health Board business and its operating systems including strategic development, corporate governance, legal affairs, risk, performance management, financial management, people management. Knowledge will have been gained through a combination of training and extensive experience whilst operating at a senior level within a large complex organisation.
2. Extensive in-depth knowledge in legislation and guidance affecting the NHS across the full range of NHS functions, including Scottish Statutory Instruments and of legal processes including statutory inquiries, contractual, employment and medico-legal claims
3. Practical knowledge and understanding of the political context of NHS Scotland including when, how and with whom information can appropriately be shared, locally and nationally.
4. A highly developed specialist understanding of, and expertise in the principles in motivating people.

### **Attributes**

1. Highly developed analytical skills.
2. Ability to work on own initiative without supervision.
3. Proven ability as an effective communicator through a range of media, particularly written and verbal communications, achieving results by motivational, influencing and negotiation skills.
4. Excellent interpersonal skills including diplomacy and discretion using ability to develop and maintain effective, positive relationships.
5. Demonstrable leadership skills.
6. Record of continuing successful working across professional boundaries and across organisations eg local authorities, community planning partnerships, Integration Joint Boards and Scottish Government.
7. Well organised and able to work under pressure whilst delivering high quality in constrained timescales.

## **14. JOB DESCRIPTION AGREEMENT**

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

Job Holder's Signature:

Manager's Signature:

Date:

Date: