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| JOB IDENTIFICATION-  |
|  **Job Title:** Business Manager **Reports to:** Head of Community Health and Care **Department, Ward or Section:** Community Health & Care Adult Services**Operational Unit/Corporate Department:** Clackmannanshire Health & Care Partnership**Job Reference Code** BN-CSHSCP-BM-0125**No of Job Holders:** TBC**Date:**  |

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| 2. JOB PURPOSE |
| This post sits within the Clackmannanshire and Stirling HSCP Community Health and Care portfolio.. The role is primarily focussed on facilitating the successful and smooth delivery of all Business Management functions within the portfolio. This post has a defined role within the Partnership focusing on the efficient and professional business management of one or more of the Partnership’s priority cross cutting schemes. The postholder will be involved in every stage of the development of strategic work from the initial scoping exercise to agreeing the Partnership’s resources to be deployed, including their roles and responsibilities.. While responsibility for the identification and overall delivery of work sits with the requisite Partnership Director/Head of Service, then Business Manager has a clear role to facilitate the delivery of the Partnership’s objectives in a professional and well-structured way ensuring that they fully comply with all areas of the Partnership’s Governance/reporting arrangements.The postholder will bring significant expertise and discipline relating to how objectivesshould be structured and delivered to ensure a successful outcome, ensuring that the identified and agreed milestones are delivered or flagged to the Head of Service and Director where there is likely to be significant deviation. The Business Manager, while not owning the individual projects, will facilitate their successful delivery. |
| **3. DIMENSIONS** |
| This post will provide expert business and programme management skills to support delivery of one or more of the Partnership’s objectives. These objectoves will by their nature be complex and have a number of components with a significant return on investment. It is essential that they are professionally managed to timetable. The postholder will be responsible for ensuring that all aspects of their workload professionally managed and that improvements tey are comprehensively captured on the Partnership systems. The postholder will also ensure that there is clear definition of the roles and responsibilities of all parties involved in any improvement work and that any issues are flagged and resolved quickly and efficiently.  Additionally the postholder will be expected to generate improvement opportunities, write articulate planning documents, use their previous experience to influence teams to work in new ways and be able to effectively communicate with staff at all levels in the organisation. The postholder will demonstrate a methodical and structured approach along with extensive buisness management skills..Finally they will support the Head of Service (HoS) in the overall management and development of the services within an operational portfolio of the Health and Social Care Partnership as well as some Partnership-wide corporate duties. . |

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| 4. ORGANISATIONAL POSITION |
| Chief OfficerHead of Strategic Planning and Health ImprovementChief Finance OfficerHead of Community Health and Care Business Manager(This post)Business Support Officers/PAsAdministrators |

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| 5. ROLE OF DEPARTMENT OR SECTION |
| The Clackmannanshire and Stirling HSCP has responsibility for the strategic planning and commissioning of a range of community health and social care services for adults. The Partnership is between Clackmannanshire Council, NHS Forth Valley and Stirling Council and has a budget in excess of £180m. Services operate across all three planning localities. |

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| 6. MAIN TASKS, DUTIES AND RESPONSIBILITIES |
| The business manager takes day to day responsibility for supporting the delivery at each stage of transformation work from pre to post evaluation. The prime responsibility is to ensure that the work delivers the required outcomes to the required quality within the constraints of time and cost.**Leadership:*** Provide clear support to assigned projects, be a positive role model and actively promote the Health Board’s vision, strategic aims and values.
* Develop close working relationships with project leads and teams, clinical teams and corporate departments to determine the resources required to develop and ensure successful delivery.
* Effective liaison with and management of external consultants/advisers required to support the delivery of any projects. Actively manage consultant/adviser performance and compliance with the terms of appointment, project objectives and responsibilities. Take action as appropriate including rapid escalation to the Head of Service.
* To support the drive towards a culture of continuous improvement across the Partnership

**BusinessManagement:*** To work with the HoS to ensure that all transformation work is properly scoped and quantified before being shared.
* Ensure that no project is initiated without appropriate agreements and sign off
* To facilitate the smooth running and delivery of the project.
* Provide relevant data analysis and benchmarking to assist with setting appropriate targets and KPIs etc.
* To provide constructive challenge to the project owner and team through effective performance management using KPIs, Project milestones and performance data.
* Lead regular timetabled meetings for project leads focusing particularly on those not meeting agreed milestones.
* Assist project leads in writing project plans where absolutely necessary work directly with the lead to co-author a project plan.
* Responsible for the provision of all project management documentation including; regular reports, presentations and minutes as appropriate, Project Plan/ Programmes and Risk Registers.
* Responsible for supporting the Head of Service in planning and organising complex improvement programmes. Develop and support implementation of a broad range of cost improvement programmes. The postholder will ensure required levels of performance are delivered within defined processes and manage performance of the delivery team and individuals. Able to make informed decisions and judgements involving a range of facts or situations requiring analysis or comparison of a range of options.

**Risk Management:*** Ensure there is comprehensive preparation and management of the project plan for all elements of transformation work, clearly identifying the critical path and signed off by the project owner.
* Ensure there is comprehensive preparation and management of a stakeholder engagement plan designed to facilitate the smooth and timely delivery of the project and that this is signed off by the project owner.
* Monitor the performance of a portfolio of projects against agreed objectives and project milestones, prompt appropriate corrective action to ensure that the timeline is maintained and where appropriate flag any significant project risks to the HoS on a routine and timely basis
* Ensure that all risks associated with project(s) are clearly identified, logged and managed to ensure successful delivery of the Programme.

**Financial Management:*** Report against the financial plan for improvement work and ensure that appropriate mitigating action is taken.
* To work alongside the relevant Finance manager(s) to quantify project financial benefits potential and monitor and report on delivery against the signed off PID.
* Propose, agree and monitor project specific KPIs that will be closely monitored to ensure that delivery of the scheme is on track.

**Human Resource Management:*** Ensure that any workforce implications are identified and managed during the life of the project(s).
* Co-ordinate work of assigned team members and undertake a mentor role to junior members of the individual project team members
* As above ensure that all leads are competent at writing comprehensive project plans and ensure support and training is provided, where required, in support of this objective.
* Take responsibility for your own continuous professional development, fully participate in appropriate training activities and encourage and support the development and training of team members.
* Ensure the project owner completes an evaluation of the postholder on completion of each individual project.

**Innovation and Quality:*** Investigate and use best practice from within the NHS to inform assigned projects.

Communication and Stakeholder Management* To develop a communications strategy for assigned projects and ensure there is clear project communications over the life of the project(s), both internally and externally.
* To liaise with managers at all levels including Executive Directors particularly where there is a requirement for escalation to maintain project momentum.
* Fully engage with all stakeholders ensuring clear acceptance of individual participant responsibilities and buy-in and sign off at each stage.
* Develop good relationships with all stakeholders, external advisors and contractors. Working with key members of the wider individual teams to ensure details and outcomes are fully communicated internally and externally.

Physical, Mental and Emotional Demands of the Post* To travel regularly between sites to ensure effective management of the Programme.
* To ensure that confidentiality is maintained at all times
* To work flexibly as appropriate in order to meet critical short term and long term deadlines.
* To act sensitively at all times in ensuring that the concerns of staff are dealt with sympathetically.
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| 7. EQUIPMENT AND MACHINERY USED |
| * There will be a requirement to use a personal computer or laptop equipment on a regular basis, including the management of own electronic diary, emails and the production of papers and reports.
* The postholder is required to be computer literate, with advanced keyboard skills, with the inputting of accurate data being essential. The individual will be able to collate and present information to inform management decision making via the regular development of reports and spreadsheets. They will possess strong IT literacy and numeracy skills and be advanced users of MS Word, Excel and PowerPoint, and email.
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| **8. SYSTEMS** |
| The postholder must be advanced users of MS Outlook, Word, Excel and PowerPoint. |

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| 9. ASSIGNMENT AND REVIEW OF WORK |
| * Work is assigned by by senior managers with approval from the Head of Service or Director
* The postholder works autonomously and prioritises their work load in accordance with the prescribed timescales and competing pressures of resource.
* Work is regularly reviewed by the Head of Service to ensure it is of a high standard that will deliver the required change outcomes.
* Objectives will be set by the Head of Service that will be focused upon delivering change in accordance with the requirements of the cost improvement programme.
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| **10. DECISIONS AND JUDGEMENTS** |
| The postholder will be expected to provide regular complex analyses and make judgements on complex facts; understand and interpret national and best practice guidance; identify key milestones and risks, and provide resolution to problems and failures from a range of options to support the delivery to the required standards. They will be expected to analyse complex data, reports and interpret statistical (including financial) data and draw conclusions. The individual will be highly skilled in formulating solutions to problems and managing those solutions through to completion.The postholder must be able to demonstrate the following requirements to make decisions and judgements:* Able to think strategically and to analyse complex issues.
* Able to prioritise and manage own workload with minimal supervision.
* Demonstrate initiative to deal with challenges.
* Decision-making skills, including the ability to delegate and make recommendations based on an analysis of options.
* Resilience to deliver on objectoves when faced with opposing views.
* Able to work flexibly and adapt to suit the changing requirements of the project
* Able to analyse complex data, reports and interpret statistical (including financial) data and draw conclusions.
* Highly skilled in formulating solutions to problems and managing those solutions through to completion.
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| **11. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB** |
| Operating within a financial challenging environment, with increased service demand, complexity of need and service user expectations. The planning and implementation of projects will at times call for determination in the face of criticism from what may be senior staff members - the postholder will be required to cope with this pressure (provided it remains within the boundaries of the NHS Forth Valleys HR policies) and still deliver results.The individual must be able to understand linkages, patterns and messages in complex and discrete sets of information. Further they must demonstrate the following:* Able to handle competing demands, clear thinking.
* Able to work under pressure; to and meet tight deadlines and use initiative.
* Resilience to deliver the project when faced with opposing views.
* Ability to cope under pressure and meet challenging deadlines.
* Ability to work autonomously and be self-motivating.
* Able to work collaboratively as a member of a team.
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| **12. COMMUNICATIONS AND RELATIONSHIPS** |
| The postholder will maintain effective communications systems and processes within the Partnership and with stakeholders. There will be a requirement to provide and receive highly complex and sensitive information. There will be a need to persuade and motivate staff to develop and adopt new working practices, which will require excellent negotiation and influencing skills. At times this may prove to be highly contentious, requiring sensitive handing. There will be a requirement to lead the facilitation and presentation of complex, sensitive or contentious information to both small and large groups in relation to complex processes; including leading multidisciplinary workshops, and making formal presentations to the Health Board, Falkirk and Stirling /Clacks IJB, and their sub committees/management teams. The Health Board is committed to involve staff at all levels in the development of the organisation. Managers should ensure that staff are encouraged and involved in organisational and service developments including business planning and they are able to influence discussions which affect them and their working conditions. They should develop and implement communication systems that ensure staff are well informed and have an opportunity to feedback their views.All managers should engender a culture of openness and inclusion so that their staff feel free to contribute and voice concerns. |

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| **13. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB** |
| **Physical Skills****Keyboard skills.****Physical Effort**The postholder will normally use a lap-top or tablet in their day to day work. It is recognised that in terms or ergonomics that using a lap top is more inconvenient than a desk top as it does not lend itself to long periods of work due to required seating position, smaller screen size, keyboard etc.**Mental Effort**Frequent requirement for long and intense periods of concentration for analysing data and problems and for report writing. Interruptions will be regular due to the nature of the role and the number of stakeholders involved. The postholder will have to work out how best to prioritise the varying demands of stakeholders to ensure the progress of the programme as a whole.**Emotional Effort**The role is high pressured, responding to tight deadlines and conflicting demands across a number of organisations. The postholder will be required to develop coping strategies and support networks to avoid professional isolation. The postholder may be required to discuss project delays or potential delays with key stakeholders.**Working Conditions**This role will be both physically and emotionally demanding in order to bring about significant, and at times radical, change. The postholder will have to work with communities and clinicians, challenging established models of care and addressing any concerns about safety. |

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| 14. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB |
| **Qualifications*** Educated to Masters degree level, or able to demonstrate an equivalent level of knowledge gained through relevant education, training and experience.
* Project Management Qualifications or equivalent or other relevant experience

**Knowledge and Skills*** Business Management competencies, including well developed planning and organisational skills and the ability to work under pressure and meet deadlines.
* Understand what comprises a robust plan, be able to critically assess a plan and communicate constructive feedback.
* To be able to critically assess the quality of complex plans.
* Ability to develop strong relationships with Executives, clinicians, council staff and other senior management.
* Excellent communication skills, both written and oral.
* To have strong leadership qualities, be firm-minded in approach and capable of leading by example, inspiring others around him/her.
* To have demonstrably strong influencing, negotiating and communications skills and the ability to listen and respond to the needs of a wide range of stakeholders.
* Excellent interpersonal, persuasion and influencing skills.
* Able to establish collaborative working relationships with a wide range of internal and external stakeholders.
* Able to think strategically and to analyse complex issues.
* Able to prioritise and manage own workload with minimal supervision.
* Demonstrate initiative to deal with challenges.
* Decision-making skills, including the ability to delegate and make recommendations based on an analysis of options.
* Highly developed communications and presentation skills. Able to present ideas and proposals effectively, including the ability to communicate effectively in writing, and verbally, with individuals on a one-to-one basis and with groups.
* Results orientated.
* Resilience to deliver the objectives when faced with opposing views.
* Able to work flexibly and adapt to suit the changing requirements of the work.
* Able to analyse complex data, reports and interpret statistical (including financial) data and draw conclusions.
* Highly skilled in formulating solutions to problems and managing those solutions through to completion.

**Experience*** Experience of leading change projects in large/complex organisations.
* Any relevant private sector experience that can be applied in the NHS.
* Experience of leading the development and/or implementation of quality and cost improvement plans.
* Experience of developing and producing project plans and strategies.
* Experience of managing and motivating a team of three or more people.

This role is pivotal in facilitating the delivery of the Parternship’s financial recovery plan and will require the postholder to:* Have a sound understanding of the general context and the critical importance of successful delivery of the Partnership objectoves.
* Take an active role in developing new projects to improve efficiencies.
* Be exceptionally well disciplined, ensuring the business management approach is comprehensively, and uniquely deployed.
* Bring first class management skills to support the above.
* Be adept at sourcing reliable data and presenting/sharing evidence designed to facilitate ideas generation and supporting constructive and beneficial change.
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| **15. 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: |