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| 1. **JOB IDENTIFICATION** | |
| **Job Title:** | Planning Manager – West of Scotland Major Trauma Service and South Sector |
| **Department:** | Surgery, South Sector, NHS GGC |
| **Job Reference Number** |  |
| 1. **JOB PURPOSE** | |
| The West of Scotland Major Trauma Centre (MTC) is based at the Queen Elizabeth University Hospital (QEUH) in NHS Greater Glasgow and Clyde (GGC). The MTC service receives patients from both adult and paediatric cohorts from GGC, NHS Lanarkshire, NHS Ayrshire and Arran, NHS Forth Valley and the Argyll and Bute HSCP area of NHS Highland.  The Planning Manager will act as the senior managerial support to the General Manager for Surgery and the South Sector Senior Management Team as well as to the West of Scotland Trauma Network in their coordination of the service across the Region.  The Planning Manager will provide a comprehensive Programme Management and Business Change Coordination role managing the proposals generated within the programme work streams through the agreed governance process whilst coordinating projects and workstreams – including training and development as required - across areas of the Region to deliver the service redesign.  The Planning Network Manager will implement robust programme management methodology to ensure auditable accountability and support clear decision making by the General Manager and Director and support the timely delivery of a number of projects approved by the Programme Board in and across work streams and to advise the Directors for South Sector and the Director for Women and Children’s Services of interdependency issues which affect planned delivery and benefits realisation.  This post will also contribute to the development of future service plans both South Sector and West of Scotland Trauma Service , including monitoring processes to ensure projects deliver in terms of meeting key objectives, relevant timeframes and budgets. The post holder will be required to develop systems to gather, collate, analyse and report timely performance management information.  High visibility among key stakeholders in carrying out this role will be essential. | |

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| 1. **ORGANISATIONAL POSITION** |
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| 1. **SCOPE AND RANGE** |
| The West of Scotland Region is a strategic collaboration between Boards covering circa 50% of the Scottish population. It is made up primarily of 6 Health Boards:   * Ayrshire & Arran * Dumfries & Galloway * Forth Valley * Greater Glasgow & Clyde * Lanarkshire * Golden Jubilee National Hospital   It also covers 16 Local Authorities and 15 Integration Joint Boards. There are an estimated 2.7 million people resident in the region. This post is based within the South Sector of the Acute Division of NHS Greater Glasgow and Clyde (GGC) |

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| 1. **MAIN DUTIES AND RESPONSIBILITIES** |
| The WoS network is composed of local networks across six health board areas and is part of the Scottish Trauma Network (STN). Whilst each service, unit or local network has responsibility for their clinical governance, members of the network work together to develop and deliver quality improvement programmes across the WoS. The post holder will contribute to the scoping and delivery across the WoS which will support the delivery of the wider national trauma system and ensure the public across WoS receive equitable provision of high quality clinically effective services.  To provide management and development support to the WoS Trauma Network, the WoS Network Clinical Lead, other workstream leads and the Director and General Manager in South Sector on key projects.  To ensure the Network/south sector contributes to the development and delivery of the Regional and the National Trauma Plan and NHSGGC Delivery Plan.  Undertake planning and performance responsibilities within the region/south sector, to contribute to an overarching view of service planning and delivery issues facing the West of Scotland NHS boards and South Sector.  Reporting progress of the programmes at regular intervals to the relevant governance boards  **Management and coordination of the Portfolio of Projects**   * Oversee and control assigned portfolio of projects across each work stream to ensure the overall Programme Plan is achieved * Engaging local/regional sponsors in order to ensure that all such projects are delivered on time, to budget and to specification. In particular: * Maintaining the Programme and Work Stream Plans and monitoring overall progress, resolving issues and initiating corrective action as appropriate. * Ensuring the development of new proposals are aligned to WoS/NHSGGC Design principles and objectives and that the relevant documentation is in place * Advising the General Manager for Surgery and South Sector Director on the management of both the dependencies and the interfaces between projects. Proposing actions to address issues wherever gaps in the programmes are identified. * Identification, tracking and management of risks to the programmes’ successful outcome * Quality assurance and overall integrity of the programmes – focusing inwardly on the internal consistency of the programme; and outwardly on its coherence with other   programmes and governance structures Strategic Planning  * Support the strategic planning process across the region by contributing to the development and delivery of region wide work plans and priorities for major trauma. * Support the General Manager for Surgery and South Sector Director to develop and maintain an overview of all delivery plans ensuring these link with the local/regional priorities, identifying risks and potential conflicts between the different planning streams. Influence, re-negotiation and adjustment of plans will be a key feature in ensuring that multiple, and at times complex plans and strategies align. * Gain agreement to local/strategic planning processes, interpreting and using research and local and national data sets to inform service planning, translating strategy into service delivery and implementation monitoring.    Benefits Realisation  * Direct the tracking of the attainment of key benefits projected from approved change proposals * Ensure the programme management team are resourced with appropriate suitable qualified and experienced personnel to help ensure effective project delivery, supervising staff as required in relation to designated work programmes. * Initiate, justify and submit expenditure proposals in support of Programme aims to theGeneral Manager for Surgery and South Sector Director and relevant governance boards to ensure maximum benefits from resources invested, and ensure effective implementation and operation thereafter.  |  | | --- | | * Develop and maintain close and effective working relationships with clinical and managerial teams throughout the south sector/region to support the programme aims and delivery of the programme plans. * Manage the delivery of training and development that may be required to support programme aims and delivery of the programme plan. |   **Interface with other Programmes**   * Ensure the programme develops in tandem with other initiatives (such as capital and financial planning). * Ensure appropriate use of best practice to maximise benefit to the south sector/regional Boards, encouraging links across Health Board areas and national programmes. Responsibility for providing general and specialist direction and advice and support to the South Sector Director, General Manager for Surgery, West of Scotland Clinical Lead and work stream clinicians and managers.   **Stakeholder Management**   * Ensure the West of Scotland Trauma Network develops and maintains strong strategic links with the West of Scotland Boards, ensuring a whole system planning approach is taken when reviewing clinical service provision across the region. * Be able to communicate wide-ranging and complicated ideas and proposals to large, mixed audiences. |
| 1. **SYSTEMS AND EQUIPMENT** |
| The post holder should have an understanding of information systems in general, particularly the storage and retrieval of electronic reports and spreadsheets. They should be able to collate information and produce reports.  On a regular basis post holder is required to use general information technology systems/packages including Intranet and Internet, Microsoft Word, Microsoft Access, Microsoft Outlook (email system), Power Point and Microsoft Excel, Microsoft Project.  Post holder responsible for professional obligations in terms of the Data Protection and Freedom of Information Acts.  Agile Working - This post regularly utilises general office equipment such as PC, Laptop, Blackberry and telephone  The post holder should have knowledge of research methodology and the various resources which are available to facilitate service review. |
| 1. **ASSIGNMENT AND REVIEW OF WORK** |
| The Planning Manager will work as part of the wider South Sector Team.  The post holder operates with a high level of professional autonomy as follows:   * Most of the Planning Manager’s activity will be proactive, self initiated and in anticipation of the assigned Programme requirements or in response to changes or proposals developed within the various work streams. * The work will be mainly self directed toward achievement of agreed objectives as agreed in the Programme Plan or by direction of the General Manager for Surgery and South Sector Director * The post holder will be expected to identify and outline future risks to projects and identify the actions to mitigate the risks.   The Planning Manager is required to take decisions and give advice to others on a wide range of issues on a daily basis. The post holder is required to exercise judgement and is held accountable for recommendations given and decisions made.  The Planning Manager is responsible for the coordination of the delivery of a wide range of complex tasks and is expected to carry these out autonomously by setting own work agenda and targets (in line with overall targets) and for executing these based on independent judgement. Objectives are agreed and review of performance will be undertaken by the General Manager for Surgery through the framework of annual objectives. |
| 1. **DECISIONS & JUDGEMENTS** |
| Advise the General Manager for Surgery and South Sector Directoron local/strategic developments including, agreed priorities, financial impact, risk management and processes to ensure effective implementation and representation within the region.  Analysis of activity and performance data and comparison of targets with actual performance is a key element of this post and interpretation of the reasons for divergence will be required. In this respect, there may be differences in opinion among planning experts and comparison of a range of options when providing advice and recommendations.  The post holder is expected to operate independently within defined financial and policy frameworks to deliver agreed high level strategic goals, with access to support and guidance from the General Manager for Surgery and South Sector Directoras required.  Unpredictable and ad hoc are a feature of this work requiring judgement on prioritisation and escalation.  Intelligent interpretation and analysis of often conflicting information from a variety of management, clinical and operational sources. |
| 1. **COMMUNICATIONS & RELATIONSHIPS** |
| The post holder is the key focus for a number of high level functions at a local and regional level and therefore relates to a wide range of individuals. Key relationships will include:   * + South Sector Director   + General Manager for Surgery & Orthopaedics   + South Sector Senior Management Team   + Executive Lead for the WoS Trauma Programme   + WoS Trauma Network Clinical and sub-group leads   + Executive leads and Directors within the WoS Health Boards   + Clinical, Planning and Managerial leads within the WoS NHS Boards, the Major Trauma Centre, the Trauma Unit and Local Emergency Hospitals   + Colleagues across Scotland in similar roles (e.g. programme/ network managers)   + SAS and ScotSTAR management and clinical leads   + STAG management and clinical leads   + Scottish Government and the STN   + Health and social care partners   + Third sector   The post holder will be required to ensure clarity of dialogue across stakeholders to deliver the objectives of the post. This will involve communications that will be highly complex, often contentious and highly sensitive and confidential.  In many instances levels of resistance will be high and will come from a wide range of sources including senior clinicians across the professions, managers and groups of staff, Trade Unions, staff side representatives and the public. Consequently the post holder will require being expert in the use of tact, diplomacy and negotiation and will need to demonstrate empathy and understanding to achieve his/her objectives.  The post holder must be a self-starter, who is able to motivate both him/her and others, to deliver the agenda in an environment of conflicting demands. Personal resilience and the ability to manage and deliver in a complex and often very diverse environment will be key to success.  Communication ranges from high-level strategic meetings to individual 1:1 sessions, along with facilitating group activities and making presentations to large groups. Written communication is also essential to the role, and will involve the collection, collation of data, analysis, interpretation and reporting of information.  The credibility and visibility of local and regional working is key and the post holder will require to develop and maintain this through expert communication, presentation, facilitation, consultation, improvement and project management skills. |

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| 1. **PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB** |
| Physical Effort –Utilising Advanced keyboard skills that are required to enable the post-holder to manipulate an array of data from a range of sources and format reports that are used to communicate information to a range of audiences.  The post holder will be expected to travel to attend meetings across the Regional area and at national level. Some work out of formal office hours Emotional Effort - A central part this post involves liaising with a wide variety of people - dealing with people with different agendas in politically charged situations can be very stressful. The post holder will be required to maintain a consistently professional approach when handling these emotive situations.There are some elements of the job that are emotionally demanding. The job requires a high level of negotiation and influencing in order to drive forward on long term plans and policies. Mental Effort - Frequent requirement for concentration, interpretation of policy and research papers reading/writing documents and reports. Preparing plans and performance reports. Working under pressure to meet deadlines. Interruptions will often require an immediate response.  Working with other partner organisations in a sensitive political climate and financial constraints. Retention and communication of specialist knowledge and information. Requires to develop effective communication to operate across a range of groups and individuals  Environment - the post holder needs to work flexibly across a range of internal external environments. The post holder will have to deal with frequent interruptions that will require responding to requests for specific information and focusing on a different task or activity. |
| 1. **THE MOST CHALLENGING PARTS OF THE JOB** |
| Delivering agreement to the programme across a wide range of interests and positions with a variety of external organisation stakeholders including, user and carer groups and partners.  Ensuring programmes of work are aligned to local/regional design objectives and principles and are coordinated to deliver the One Scotland Vision across South Sector and the region.  Developing and establishing effective and robust performance management and reporting processes that support organisational accountability and service improvement; ensuring the General Manager for Surgery and South Sector Director are advised of all issues with deliverables and their impact on progress  To engage and enthuse all stakeholders (clinical and non-clinical) in the change process. Establishing credibility and productive working relationships with a wide range of local players including senior clinicians and managers, independent sector providers and user and carer representatives  To liaise with work stream short life working group leads for prioritisation and coordination of resource to support the project teams where outwith direct reporting lines  The ability to find ways of solving issues within or affecting the programme delivery.  To undertake significant qualitative judgements. Managing conflicting demands that are often wide ranging and complex in nature. |
| 1. **KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB**   **Essential**  Educated to Masters degree level or equivalent in a related discipline (management/healthcare/finance)  Have at least 5 years in the NHS or another public sector organisation working at strategic level, with knowledge of interagency working.  Project management, staff/project training development experience.  Ability to manage a range of complex work streams concurrently  Sound analytical skills.  Ability to influence both individuals and teams to implement change to best effect both internally within the west region health boards and externally with other partners, using highly developed interpersonal skills.  Experience of managing conflicting interests.  Excellent communication skills both verbal and written.  IT literate.  **Desirable**  Completed or working towards management and/ or leadership qualification  Prince Project management Foundation/ Practitioner  MSP Programme Management Foundation/ Practitioner  Experience of statistical methods or mathematical modelling with a high level of skills in analysis, conceptual thinking, integration of ideas, abstract thinking and creativity |