**NHS GREATER GLASGOW & CLYDE**

**Job Identification**

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| **Job Title:** | **Head of Performance** |
| **Responsible to:**  | **Assistant Director of Finance- Financial Planning & Performance** |
| **Department:** | **Finance** |
| **Directorate:** | **Corporate Finance** |
| **Location:** | **J B Russell House, Gartnavel Royal Hospital** |

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| **JOB PURPOSE*** The Head of Performance (HoP) is responsible for leading NHSGGC’s overall performance management framework and reporting. In this role, the HoP leads the implementation, maintenance and ongoing development of NHSGGC’s performance management and reporting arrangements alongside ensuring the Board’s Assurance Information Framework remains relevant and fit for purpose.

The post holder will:* Ensure that the Board has an effective performance management system in place to provide assurance to the Board, relevant Committees, Corporate Management Team and the Chief Executive with regard to our responsibility for high level, aggregate scrutiny with continued statutory employer and other responsibilities.
* Furnish the Board, relevant Committees and the Corporate Management Team with comprehensive and coherent performance reports, aligned to national and local priorities to enable Executive, Non-Executives and Directors to make informed strategic decisions and help drive improvement.
* Effectively lead in the provision of robust and effective performance reporting through the production of timely, clear and easily understood performance reports (often on highly complex, sensitive and sometimes contentious issues) aligned to national and local strategic plans and the Board’s Corporate Objectives.
* Leads in the implementation, maintenance and ongoing development of the Board’s Assurance Information Framework to support the delivery of NHS Greater Glasgow and Clyde’s Corporate Objectives, local and national strategic plans, priorities and key performance measures.
* Support the Assistant Director of Finance - Financial Planning and Performance and the Chief Executive in identifying key areas of performance which are at risk.
* Support NHSGGC on performance related issues including the Annual and Mid-Year Reviews and Annual Accounts.
* Ensure audits are carried out of the performance function provided to the Board confirming it is efficient and effective to meet the needs of the stakeholders and that where weaknesses are identified to ensure that corrective improvement are made.
* Ensure the Performance Team responds appropriately to the outputs of audit reviews and plans are developed to meet the recommendations.
* To lead a programme of work to create a single electronic space where all performance and intelligence about the organisation is held, in a format that is accessible and functional for a wide range of users.
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| **ROLE OF DEPARTMENT** Responsible operationally to the Assistant Director of Finance – Financial Planning and Performance. * Lead the development of an appropriate performance management framework to enable the Board to demonstrate delivery on local and national priorities and performance indicators.
* Ensuring that consistent reporting is delivered across the content of the performance management framework.
* Oversee the key indicators emerging from planning and policy processes and advise on whether these are comprehensive in terms of national and local requirements.
* Manage the timescales associated with the key indicators, ensuring effective reporting within appropriate timescales.
* Deliver comprehensive reports for performance management routines including NHS Board, Committees, Corporate Management Teams, national reporting and the annual and mid-year review with the Scottish Government.
* Ensure that the exception reporting is robust to highlight to the Board’s Chief Executive on significant variances.
* Ensure Executive Directors are kept up to date with relevant national and local performance information.
* Creating Streamline and consistent access to functional data.
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| **ORGANISATIONAL POSITION**  |

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| **SCOPE AND RANGE**The Finance Directorate provides a range of services including a performance management and reporting function, in the context of the Board’s Assurance Information Framework, to provide NHSGG&C with assurance against key national and local Strategic plans, priorities and key national and local performance measures.The Performance function also includes responsibility for the management of one full time Performance Support Officer.The overall aim of the Performance Function is to deliver and maintain a comprehensive performance management framework in order to ensure that the right information is provided in the right place at the right time, to support strategic decisions that will help drive continuous improvement in the delivery of key national and local performance indicators.  |

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| **MAIN DUTIES/RESPONSIBILITIES*** Responsible for the implementation, maintenance, management, updating and review of the performance management framework and reporting arrangements across NHSGGC, ensuring compliance with reporting deadlines.
* Ensure consistent reporting is delivered across the content of that performance management framework.
* Lead the ongoing development and implementation of the Boards Assurance Information Framework in line with NHSGGC’s Corporate Objectives, key local and national strategies to ensure the delivery of the key national and local performance measures and targets.
* Ensure performance management information, as outlined in the Board’s Assurance Information Framework, is aligned with NHSGGC’s Corporate Objectives, key planning documents, Annual Delivery Plan priorities and the Board’s overall strategic direction.
* Take full responsibility for all performance management, reporting and controls to enable achievement of performance targets / standards, including utilising as appropriate benchmarking and best practice initiatives.
* Oversee the key indicators emerging from planning and policy processes and advise on whether these are comprehensive in terms of national and local requirements.
* Manage the timescales associated with the key indicators, ensuring effective reporting within appropriate timescales.
* Provide our performance management routines including NHS Board, Committees Corporate Management Team, Chief Executive and Executive Directors, national reporting and annual and mid-year reporting with the Scottish Government with timely and accurate performance reports.
* Ensure that the exception reporting is robust to highlight to the Board Chief Executive and Executive Directors on significant variances.
* Create, streamline and consistent access to functional data.
* Provide specialist advice to the Assistant Director of Finance – Financial Planning and Performance, who as part of their roles will rely on the specialist knowledge of the HoP to directly support the core delivery and achievement of the Board’s local, regional and national planning priorities.
* Develop and lead the implementation of a staff development programme (including providing support and direction to PDPs through the Board’s policies under eKSF) to ensure the highest quality operational performance standards and operating performance targets for performance staff.
* Responsible for full line management and functional responsibility of Performance Support Officer. This includes setting operational priorities, managing workload, managing performance, undertaking / monitoring appraisals, managing sickness absence, disciplinary and any grievance matters, managing recruitment and selection and personal development advice.

 * Represent/ deputise for the Assistant Director of Finance – Financial Planning and Performance on the Whole System Planning Groups in all delegated planning and performance matters.
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| **SYSTEMS AND EQUIPMENT**Responsible for overseeing the design and continued development of reporting processes within Performance Management to ensure efficient and effective Directorate reporting.Utilise a range of reporting software products to ensure the timely and accurate provision of complex performance information e.g.* Interrogation and reporting facilities within the Sharepoint and Microstrategy systems
* MS Office packages (Word, Excel, PowerPoint, Access and Outlook)
* Supplementary systems such as Discovery (the national benchmarking system)

Use of a computer for analysis, interrogation, preparation of performance reports and controls and communication/emails. Laptop and mobile phone. |

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| **DECISIONS AND JUDGEMENTS**The post-holder is expected to demonstrate the highest level of professional integrity and will specifically:* work autonomously, using a high degree of initiative and is required to interpret overall Health Service policies and strategies to ensure that all performance implications are taken into account within the strategic planning of the Directorate.
* provide critical input to the performance management processes in the Board which will require the establishment of strong communication links and utilisation of influencing skills and negotiation skills with Teams across the Board. This will include providing advice, support and guidance on all performance related matters in line with the Boards performance management frameworks and governance arrangements.
* provide critical advice, support and guidance on all performance related issues and play a key role in overall strategic planning in line with the Boards performance management framework and governance arrangements including the setting, monitoring and reporting of performance against targets.
* fully utilise analytical and judgemental skills to deal with highly complex facts or situations, which require the analysis, interpretation and comparison of a range of options. Examples include:
* The need to present complex information where there is no precedent and where leading opinions may conflict.
* The setting and monitoring of multiple targets and objectives.

plan activities and prioritise workload of self and supporting resource to ensure that weekly, monthly, quarterly and annual performance deadlines are met. The post holder will be required to operate flexibly and be reactive to constant change. |

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| **COMMUNICATIONS AND RELATIONSHIPS**Clear and persuasive communication will be required within a range of settings from contentious information communicated on a one to one basis to presentations of highly complex information to large groups (internal and external). This will be through a range of different media, including verbal, written reports, presentations (using PowerPoint and other tools as appropriate).The post requires excellent relationship skills to enable highly complex information to be shared and courses of action to be agreed with group members/senior managers.Review of performance is undertaken through annual agreement of performance objectives and individual performance appraisal both informally and formally by the Assistance Director of Finance – Financial Planning and Performance.INTERNAL * Senior Executive, Clinical and non-Clinical Staff
* NHS Board Members
* HSCPs Partners and staff in Information, Public Health, Finance, Clinical Governance, HR, etc.

EXTERNAL* Scottish Government
* Other Health Board’s HoPs
* External Auditors
* Other Bodies as required e.g. Discovery Team.
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| **PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE** **JOB****Physical** * Advanced keyboard skills are required for manipulation of complex performance data, the creation of reports and data analysis.
* Computer skills required for using standard MS Office software including email, etc.

**Mental** * Frequent requirement for multi-tasking as part of this role and ability to work flexibly with the assistance of mobile technology.
* In addition to strict deadlines, the work is often unpredictable with numerous interruptions and including requirements for concentration to deal with matters such as complex/urgent issues arising simultaneously alongside regular tasks.
* There is an occasional requirement for prolonged concentration when, for example, analysing complex data, statistics and during the preparation of reports.

**Emotional** * High degree of personal resilience, especially in relation to the interpretation and application of complex policies and decisions, often at times of significant organisational change and in a turbulent and politically driven environment.

**Environmental** * Compliance with health & safety/risk management policies both within normal office environment and when travelling to and attending meetings. There is a small requirement to travel between sites to attend meetings/meet with individual managers.
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| **MOST CHALLENGING/DIFFICULT PARTS OF THE JOB**Developing performance management and corporate reporting routines which are effective and not bureaucratic and cumbersome.Ensuring performance management is not seen as hierarchical or controlling.Positively influencing and motivating operational managers and staff in a climate of year on year challenges to drive efficient and effective performance management through very demanding times.Developing and implementing joint performance targets across the HSCPs / NHS Board to provide the foundation for performance management and reporting. Seeking new and innovative ways to support NHSGGC achieve required performance targets.Provision of complex, accurate and timely performance information to a diverse range of stakeholders, who have varying degrees of performance expertise and understanding.Managing ad hoc requests for complex, strategic and sensitive performance information / advice in an extremely challenging environment against a background of multiple competing priorities. Anticipating future Acute services, HSCPs, Health Board and National performance requirements to ensure the Directorate is well positioned to contribute and respond in a positive manner.Ensuring the performance function is continually focussed on preparing the most efficient and effective performance reports to focus effort on the areas most in need of improvement to help facilitate the ongoing achievement of performance targets. |

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| **KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB*** Educated to degree level or a minimum of 5 years senior management experience and a demonstrable track record of success within NHS or other public sector organisation.
* Relevant post qualification experience with an understanding of the relevance local and national strategic plans, policies and priorities in the content of performance management.
* Able to demonstrate knowledge gained through practical experience required providing leadership in the implementation of performance management and reporting arrangements across an organisation.
* A high level of experience in dealing with a variety of senior people and the ability to negotiate and influence in a complex, time pressurised and politically sensitive environment.
* A proven track record on reaching targets and achieving results with competence in performance management, reporting, data analysis, governance arrangements and the provision of performance related advisory services to multi-disciplinary operational services.
* An expertise in the role of performance management in driving improvement and an ability to create a clear set of performance management arrangements.
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**PERSON SPECIFICATION FORM**

**Job Title: - HEAD OF PERFORMANCE BAND 8b**

**Department: - FINANCE**

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| **Qualifications and Experience** | **Essential (√)** | **Desirable (√)** |
| Educated to degree level or equivalent with 5 years senior management experience and a demonstrable track record of success within an NHS or another public sector organisation.  | √ |  |
| Significant experience in managing and reporting performance of a large complex organisation. | √ |  |
| Specialist knowledge of national and local NHS performance management frameworks to ensure NHSGGC is delivering services and targets to the required standards and with the appropriate governance. |  | √ |
| Able to effectively plan, prioritise and manage own workload and supervise a team to ensure key deliverables. | √ |  |
| Develop innovative approaches to improve systems, processes and management information reports to meet the changing and increasing demands of strategic and operational issues within the Board. | √ |  |
| Maintain strong performance management, underpinned by effective performance controls, ensuring effective stewardship of resources in accordance with statutory and regulatory requirements. | √ |  |
| Excellent IT skills with a good working knowledge of Microsoft Office. | √ |  |

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| **Behavioural Competencies** | **Essential (√)** | **Desirable (√)** |
| Lead, manage and motivate staff within the team to achieve individual objectives, within agreed timeframe, and to ensure they have the necessary skills to achieve these objectives. | √ |  |
| Capable of dealing diplomatically and successfully engaging with a variety of staff at all levels, both within and outside the NHS. | √ |  |
| Ability to work on own initiative. | √ |  |
| A high level of interpersonal skills. | √ |  |

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| **Other** | **Essential (√)** | **Desirable (√)** |
| Effective written and oral communication skills and good presentation skills. | √ |  |
| Problem solving and change management skills. | √ |  |