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| **1. JOB IDENTIFICATION** |
| **Job Title:** | Corporate Planning Manager |
| **Department:** | NHSGG&C Corporate Planning Team   |
| **Job Reference Number** |  |
| **2. JOB PURPOSE** |
| The post will contribute to the strategic direction of NHSGGC by providing a lead role in corporate planning and strategy delivery and providing support to the Director and Depute Director of Planning and Senior and Executive TeamTo support and manage the ongoing development and delivery of the Board Strategies and associated work programmes.To develop planning frameworks ensuring principles of good governance are embedded. Provide specialist expertise and leadership in continuously developing, implementing, andreviewing effective corporate planning across the Board.The role will provide lead planning support to :  * The development and production of the Annual Delivery Plan for the Board
* An element of the Urgent Care transformation plan to further support the Transforming Together programme.
* The Winter Operational Planning Process & Production of the Winter Plan and Action Tracker
* Pan GGC projects including bed modelling and Demand and Capacity Modelling for services,

In addition the post holder will lead specific pan GGC & Whole system projects as directed by Director and Depute Director of Planning Responsible for leading and developing the Planning Officer team and planning oversight and support to the Realistic Medicine Project Manager |
| **3. ORGANISATIONAL POSITION** |

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| **4. SCOPE AND RANGE****NHS Greater Glasgow and Clyde (NHSGGC):**Total population: 1.3 million Total budget: £4.6 billion  Total staff: 42,000   The Board is organised into 6 Health and Social Care Partnerships and a single Acute Division. A number of Directors will carry responsibilities to work as part of the Acute Division as well as leading Board wide functions and activities.   NHS Greater Glasgow & Clyde Acute Services Division is the largest of its kind in NHS Scotland.  The role of the Acute Sector is to provide specialist and general acute care provision on a local, regional and in some cases national basis.   The Acute Division is managed in 3 Geographical Sectors and 3 Specialist Cross GGC Directorates.  The three geographical Sectors cover North Glasgow, South Glasgow and Clyde. The Cross GGC Directorates include Regional Services, Women’s and Children’s Services and Diagnostics.   The Corporate Planning Manager will support the Corporate Planning function to contribute to Board / area wide responsibilities and the GGC Transforming Together programme, with a key portfolio of broader corporate planning and pan GGC work.  |
| **5. MAIN DUTIES/RESOPNSIBILITIES****Corporate*** Support the development, agreement and implementation of key workstreams within corporate planning and associated delivery plans ensuring that programme resources are assigned to maximise effectiveness
* Assist the Depute Director of Planning to lead, support and maintain strategic plans including the Annual Delivery Plan, NHGGC Winter Planning Process, Pan GGC bed modelling and ensure collaborative working and delivery of projects in line with project plans and national timescales.
* Deputise for the Depute Director of Planning
* Advise and where appropriate, lead in the delivery of best practice in corporate planning
* Develop and maintain key strategic relationships with external senior operational lead
* Develop and maintain robust and highly effective relationships with Directors and other Senior Managers that result in connected and coherent planning processes and outputs
* Provide highly specialist advice to Senior and Executive Managers in the production of strategic plans and progress monitoring.
* Inform the planning of service change/reconfiguration by sourcing, analysing and interpreting relevant highly complex data (e.g. peer performance, best practice analysis, workforce data etc), using established planning groups/processes e.g. specialty specific planning groups, utilising negotiating and influencing skills when required
* Participate in the systematic application of service reviews based on a standardised and robust methodology to provide assurance and direction to Senior and Executive colleagues on the need for service change, development and resource allocation.
* Support the creation of business plans and cases ensuring that service developments are consistent with the strategic direction and have a realistic assessment of risks and costs
* Establish and maintain effective working relationships with senior operational, clinical and support functions and other agencies whose input to the planning process is required to ensure delivery of improved services
* Provide specialist advice and services on planning across the Board to achieve operational effectiveness and strategic ambitions
* Promote the embedding of best practice planning principles within the Organisation
* Participate in or lead, as appropriate overseeing Business Case development as directed by the Board, seeking out relevant information on current and proposed services to assess options and affordability of project. Determine relevance of information provided, ability to challenge, analyse and identify data trends, and probe relevant personnel on the accuracy of data provided. Research and use benchmarking data where appropriate.

**Performance, Research and Data Analysis*** Undertake audit and internet research as required. Develop corporate level strategic plans and ensure collaborative working and delivery of projects in line with project plans.
* Regularly undertakes complex surveys and audits relating to planning objectives e.g. analysis of current service delivery / provision and lead the development and monitoring of subsequent action plans.
* Carry out relevant assessments as part of strategic planning developments e.g. Equality Impact Assessment, Quality Assessment and Data Privacy Impact Assessments.

**Team Leadership*** Responsible for the development and co-ordination the work plan for a small team of planning officers (Team of 4 wte) and the Realistic Medicine Project Manager (0.4wte)
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| **6. 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, Sharepoint, MS Teams, Microsoft Word, Microsoft Access, Microsoft Outlook (email system), Power Point and Microsoft Excel, Microsoft Project.Post holder is 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~~,~~ Laptop, MS Teams and telephoneThe post holder should have knowledge of research methodology and the various resources which are available to facilitate service review. Use of specialist databases and other software to deliver the planning function. |
| 7. ASSIGNMENT AND REVIEW OF WORKReview of performance will be undertaken by the Depute Director of Planning.    The post holder will work with a high level of autonomy and be expected to use their knowledge in planning and change management to lead projects or pieces of work and will decide how best to achieve results.  The post holder will be expected to identify and outline future risks to projects and identify the actions to mitigate the risks.  |
| 8.DECISIONS AND JUDGEMENTS* + Work with the Director and Depute Director of Planning on the leadership of strategic developments including, agreed priorities, financial impact, risk management and processes to ensure effective implementation of strategic developments.
	+ 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 Depute Director of Planning as required
	+ Interpret health policy and strategy from the Scottish Government and other public agencies in order to shape, develop and deliver NHSGGC goals, objectives and standards for the Executive Team, SMT and Board approval. Specific requirements will also be generated through the planning processes as directed by the NHSGGC Board and committees, the Chief Executive and relevant Scottish Government Directorates
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* + Develops strategic plans linked to Corporate Planning which are multi-stranded and will impact across all Divisions, Sectors and Directorates.
	+ Makes decisions and recommendations within the framework of corporate policies and is expected to fulfil this role autonomously within the parameters of established local and national priorities, general policies and procedures set in conjunction with the Depute Director of Planning and/or Senior Management Team. The post holder operates autonomously within this framework and will make decisions and exercise judgement that can have a significant organisational impact.
	+ Develops and/or proposes changes to proposals, policies and strategic documentation.
	+ Plans in conjunction with the members of the executive team workshops/forums for developing strategy.

# 9. COMMUNICATIONS AND RELATIONSHIPS

* + The post holder will develop highly effective working relationships and communicate regularly with a wide range of individuals, clinical and non-clinical, internal and external to NHSGGC.
	+ Provide information to and negotiate with senior and executive officers within and outside the Health Board. Information communicated is often of a highly complex or sensitive nature
	+ Deliver briefings and reports which contain complex and often sensitive information relating to strategic objectives in an appropriate and understandable manner for the particular audience group. The post holder will require highly developed influencing and negotiating skills in order to shape strategy and planning processes across NHSGGC. These approaches may be strongly challenged and or opposed by senior staff and/or clinicians and where there may be significant barriers to be overcome.
	+ Required to use highly developed negotiation, communication and change management skills to meet the critical needs of a project or strategic document under development, ensuring that critical timescales are not compromised by competing priorities.

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| * Required to make presentations to groups of staff, lead workshops and chair meetings with senior and executive officers
* Take account of the role, skills and competence of staff when seeking information and inclusion into project delivery
* Demonstrate the ability to function competently both as a leader and member of the multi- disciplinary team and understand and acknowledge the role and function of other members of the team.
* Communication with patients as part of public involvement/engagement requirements for business case / planning work.
* The post involves multi-disciplined co-ordinating and prioritising of work undertaken by various functional groups. Complex challenges may arise and solutions will require creativity within the conflicting parameters of the project specification, budget and schedule.
* Excellent communication skills and interpersonal skills when dealing with highly complex and sensitive information to a wide range of stakeholders across organisational boundaries.
* Ensure that partnership working principles and behaviours are followed.
* Key relationships include:

**Internal** Director of Planning  Depute Director of Planning Deputy Medical Directors Head of Planning Directors of Directorates and the Chief Officers, Acute and HSCPs Corporate Planning Team and Programme Management Team General Managers and clinical teams– for discussing improvement opportunities Service Managers – for implementing and analysing improvement Directorate Performance Support Staff – for sharing information Information Services – for sharing information Business Intelligence – for sharing information **External** HSCP s Senior Staff in neighbouring Health Boards SGHDVoluntary Organisations  |
| **10. 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. 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 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. |
| **11. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB*** Developing strategic plans that reflect operational issues and challenges and contribute to effective delivery agreed service change, Maintain highly effective working relationships across NHS Boards and Partner organisations within a constantly changing political environment and continually evolving health and care policies.
* Ensuring approach to strategic planning is intelligent to achieve NHSGGC priorities and enables effective collaboration with other key partners
* Demonstrate clear understanding of organisational goals and alignment to national policy relating to performance targets and objectives.
* Developing and maintain a high level knowledge of effective planning models in the delivery of modern health care and persuading others of the benefits of changing existing clinical practice
* Demonstrate clear understanding of organisational goals and actively contribute to them
* Maintain the mental flexibility and concentration to deliver timely and accurate judgement and solutions whilst working concurrently on multiple issues and plans despite constant interruption and conflicting prioritisations.
* Demonstrate a systematic, flexible and innovative approach to problem solving and implement decisions.
* Is required to develop and deliver successful and measurable outcomes
* Manage of a range of conflicting priorities. Complex challenges may arise and solutions will require creativity within the conflicting parameters of the planning programme.
* Dealing with sensitive HR and partnership issues related to the programme
* Occasional exposure to emotional or distressing circumstances, imparting unwelcome news with regards to planning proposals.
* Excellent negotiation skills to persuade others for whom you have no direct responsibility to either participate in activities, for example audit, or complete work which is a priority for the strategy i.e. as a result of chairing forums or leading on organisational developments
* Chairing complex high-level groups and committees with a multi-disciplinary range of members with conflicting priorities.
* Planning and implementing services and developments (both local and national) against a background of limited resources and within challenging time constraints and conveying this to others.
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| **12. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB****Education*** + Educated to masters level or equivalent
	+ Post graduate Management or Project Management qualification.

**Experience, Skills and Knowledge*** Significant experience within the NHS or another complex public sector organisation and with a high level of interpersonal, strategic and technical skills.
* Strategic or operational planning management within a large complex organisation preferably within the NHS or public sector.
* Strong leadership and team working skills
* Decision making abilities
* Sound and creative problem solving ability
* Highly developed influencing, communication and presentation skills.
* Experienced negotiator/facilitator with the ability to influence others.
* Must be able to demonstrate experience of leading complex change.
* Credibility and integrity at the most senior levels.
* Political awareness and understanding of national and regional healthcare planning policy
* High intellectual capacity
* Highly motivated, assertive and confident, with drive and enthusiasm
* Flexible and adaptable to change.
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| **Corporate Planning Manager – Person Specification** |
| **Qualifications/ Training** | **ESSENTIAL** | **DESIRABLE** |
| Masters level qualification in a relevant field and/or equivalent experience  | **X** |  |
| PRINCE2 Practitioner or APM qualified  |  | **X** |
| Evidence of continuing professional development  | **X** |  |
| **Experience** |  |  |
| Strategic or operational planning experience within the NHS or another complex public sector organisation and with a high level of interpersonal, strategic and technical skills | **X**  |  |
| Experience of managing and motivating a team  | **X** |  |
| Experience of working within a large complex organisation preferably within the NHS or public sector. | **X**  |  |
| Experience of leading or managing change projects or processes within a large/complex organisation | **X** |  |
| In depth knowledge of NHS operating environment including administration, financial management and risk management | **X** |  |
| Experience of developing robust business cases | **X** |  |
| Experience of the development of project planning across multiple complex projects/programmes | **X** |  |
| **Skills & Knowledge** | **ESSENTIAL** | **DESIRABLE** |
| Strategic and operational planning competencies, including well developed planning and organisational skills, the ability to work under pressure and meet deadlines.  | **X** |  |
| Highly developed interpersonal skills; able to establish collaborative working relationships with Executives, clinicians and other senior managers and teams at all levels of hierarchy, with the ability to maintain effective and credible relationships  | **X** |  |
| Excellent verbal and written communication skills including report writing and, presentations | **X** |  |
| Ability to identify risks, anticipate issues and create solutions to resolve a range of problems | **X** |  |
| Ability to understand and interpret a range of complex information quickly and develop solutions/make decisions | **X** |  |
| Evidence of ability to plan effectively and deliver projects/service change on time | **X** |  |
| Excellent prioritisation skills to balance key priorities  | **X** |  |
| **Personal Attributes** | **ESSENTIAL** | **DESIRABLE** |
| Flexible and highly motivated | **X** |  |
| Acts with integrity and embodies NHSGGC values. Demonstrate a commitment and recognition to the core values and beliefs of an employee of the NHS  | **X** |  |
| Committed to continuous professional development and personal growth  | **X** |  |