Public Health Scotland

**JOB DESCRIPTION**

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| **1. JOB DETAILS** |  |
| Job Title: | Head of Service (In DDI and P&W)  |
| Immediate Senior Officer/Line Manager: | Director |
| Department(s): | Public Health Scotland  |
| Organisation: | Public Health Scotland |

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| **2. JOB PURPOSE** |
| Public Health Scotland (PHS) has been established to provide the national level professional leadership to deliver a world-class public health system for Scotland. As a senior leader in the organisation, you will play a key role in developing and leading teams to implement the strategic direction and policy of Public Health Scotland that will deliver that world-class public health system. The delivery of a world class public health system will require the postholder to have effective working relationships with stakeholders such as Local Government, NHS Scotland, Scottish Government and other national, regional and local partner organisations. The postholder will provide professional and strategic leadership and direction across the organisation’s strategic goals as part of the wider senior leadership cohort managing change and embedding a One PHS organisation, with a clear culture of excellence, collaboration, innovation, respect and integrity. The postholder will lead the delivery of the strategic objectives for their service area, delivering excellence in line with PHS and NHS priorities.The postholder will direct and control the resources in their service area to develop and deliver high quality and innovative services. The postholder is responsible for establishing and developing an appropriately skilled and motivated workforce. The postholder will be responsible for leading, managing, coaching and developing their team, in line with business priorities.The postholder will provide expert professional advice to stakeholders, customers and staff in a way that creates change and optimises best value in the delivery of PHS services.The postholder will plan, monitor and report on impact from their programmes of work. |

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| **3. DIMENSIONS** |  |
| The post holder will leadone of PHS’s major service areas, typically split over a number of multidisciplinary teams. The post holder will be expected to lead staff both directly and indirectly, collaborating with colleagues to plan and deliver a range of cross-organisational projects, complex change initiatives and programmes. The post holder will have prime responsibility for a departmental budget (capital and revenue) of up to £7.0m, covering staff, capital projects, contracts, equipment, supplies and expenses. Stakeholders will include organisations such as: Scottish Government (SG), other NHS Organisations, Local Authorities; professional bodies such as Royal Colleges, the Scottish Parliament, third sector organisations, other partner organisations, the media, the public, commercial organisations and research bodies.PHS is an innovative and flexible organisation in a complex and fast moving environment and so a level of workforce flexibility will be required and it is expected that all staff in PHS will work jointly in short life and virtual teams, as necessary. The post-holder must manage the conflicting demands that this entails, negotiating and influencing customers in terms of timescales and deadlines. |

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| **4. Organisational Chart** |
| **Note: Each Service Area is staffed according to the requirements of each individual Service and the staffing levels and reporting lines in the teams managed by the Heads of Service may vary between Service Areas. The key responsibilities of the Heads of Service are, however, consistent across each of the Service Areas.** |

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| **5. ROLE OF THE ORGANISATION** |
| Public Health Scotland is responsible for leading and enabling the drive to improve health and wellbeing and reduce health inequalities across Scotland.It will deliver:* strong public health leadership across the whole public health system in Scotland;
* high quality, effective and supportive health improvement, health protection and healthcare public health functions.

It will:* be intelligence, data and evidence led;
* have a key role in enabling and supporting delivery at local level.

It will deliver new leadership roles in relation to:* public health research;
* innovation to improve population health and wellbeing;
* supporting the broad public health workforce across Scotland.

Public Health Scotland will make important contributions to the development, implementation and evaluation of health in all national and local policies. The organisation will work across a wide range of topics and settings with many partners and customers, including the Scottish Government, Local Government, other NHS Boards, academia, the commercial sector and the voluntary sector. At the same time, the organisation will focus leadership and expertise on those aspects of health and health inequalities where there is the greatest potential for improvement and where the organisation’s skills and resources can give the most added value.PHS is a values driven organisation and we expect all our staff to role model our values in everything they do. Diagram  Description automatically generated |

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| **6. KEY RESULT AREAS** |
| 1. Direct and lead one of PHS’s Service Areas, including the leadership of a number of multidisciplinary teams (staff and budget). The post holder is responsible for the development and delivery of high quality services to support the strategic aims of PHS and its partners and will ensure that policies, procedures and standards are developed and implemented, covering all aspects of financial, information and staff governance, and professional standards.
2. Take the lead for key aspects of organisational, national and local strategy and policy developments that will transform public health in Scotland by building and maintaining deep partnerships with teams across PHS as well as customers and stakeholders such as the Scottish Government, NHS Scotland and partner organisations.
3. Champion change, innovation and ongoing service improvement in the organisation and the sector, against a background where expert/ stakeholder opinion may differ. This includes using performance feedback, collaborative working, management of transition and continual critical evaluation of what works best and what is most effective in delivering the organisation’s strategic outcomes.
4. Develop and drive innovative solutions to meet evolving stakeholder requirements and make best use of current technology to deliver outcomes, maximise impact and deliver value for money.
5. Lead and direct major projects/ programmes of work and initiatives in PHS and across the sector, ensuring effective engagement and collaboration from the outset with stakeholders from a wide range of agencies in the public, third and private sectors
6. Recruit, lead, manage, motivate and develop high quality staff to ensure they are able to meet new challenges and are adaptable to the significant continuing technological and cultural changes taking place within NHS Scotland and its partners, and have the required skills, knowledge and behaviours to respond to this. Act as a role model for respect and integrity as a senior leader in PHS, visible to the team and staff across the organisation. Responsible for developing yourself and your staff to have a strong understanding of the operating context of your stakeholders.
7. As a member of the wider PHS leadership cohort, contribute to the development and agreement of the organisation’s long term strategic plan (typically 5 years) and key priorities that will deliver impact across the public health system in Scotland. Ensure robust stakeholder engagement in the development of the strategy so that the organisation continues to be aligned with, and relevant to, stakeholder needs, even while challenging and working to increase the impact of stakeholders in their delivery of public health outcomes.
8. Develop robust financial, workforce and annual operational business plans to ensure agreed service and performance levels are met. Utilise best practice in corporate and operational planning, governance and risk management, and business performance reporting. Responsible for the delivery of relevant Directorate and Service Delivery Plan objectives.
9. Control and manage the physical and financial resources and budgets of the service to ensure that there is capacity to deliver business objectives in a way that achieves best value and ensures effective identification and management of risk. Prepare, negotiate and obtain budgetary agreement from internal and external sponsors, ensuring that active controls are set to monitor ongoing expenditure, and taking corrective action to ensure that spend remains within agreed levels.
10. Identify and drive forward initiatives for modernisation and quality improvement along with productivity gain within the directorate and, as part of the wider PHS senior leadership cohort, across the organisation. Ensure PHS demonstrates value for money and achieves cash releasing efficiency savings whilst maintaining and improving service levels and customer satisfaction.
11. Represent PHS as a service expert, participating, presenting and actively contributing specialist knowledge and expertise at national policy forums to ensure that relevant information is made available for the development, modernising, policy making and planning of NHS Scotland and partner organisations.
12. Proactively promote PHS’s services, products and reputation – both internally and externally - including through discussions with the Scottish Government, NHS Scotland and partner organisations in line with their priorities. Where appropriate, this will include negotiating and securing adequate funding.
13. Provide national leadership for the ongoing development, modernisation and integration of key services provided by PHS working with a wide range of clinical and senior stakeholders, thus ensuring that PHS’s products and services develop to meet the changing needs of NHS Scotland, the Scottish Government and partner organisations.
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| **7. ASSIGNMENT AND REVIEW OF WORK and DECISIONS AND JUDGEMENTS** |
| The post holder is responsible for providing high level strategic and operational leadership for one of PHS’s major Service Areas. The post holder is fully accountable for the delivery of business objectives, management of performance, and quality of deliverables in their area. The post holder has autonomy to determine strategy, allocate resources and methods for achieving business objectives. Strategic objectives, policy planning and specific projects can be set over varying time frames from annual business planning to 5 year strategic planning. The post holder ensures appropriate governance is in place for aspects of their business plans, including stakeholder engagement, performance and quality management, and management of risk.The post holder will participate in the PHS formal performance appraisal scheme with annual objective setting, taking a proactive approach in the formulation of a personal development plan which supports the maintenance of the deep multidisciplinary knowledge required. The Director will undertake evaluation of results and objectives.**Typical Decisions and Judgements*** Responsible for delivery of systems, processes and strategies that are highly complex and significantly impact on the organisation’s capacity and ability to perform:
* Provide highly specialist advice to senior managers/directors/CEO, Board, Scottish Government and Ministers and to other bodies outwith Scotland over a wide range of highly specialist, highly complex and potentially politically sensitive matters;
* Decisions relating to the significant budgets allocated to service area in order to ensure that corporate and financial objectives of the organisation are met and that governance arrangements and financial processes have been complied with;
* Decisions that impact on the requirement for action or joint working from staff across the organisation in order to meet corporate objectives;
* Resolving highly complex external partnership relationship issues that may be at risk;
* Provide highly specialist advice to the Director on area of expertise;
* Budget holder for department including responsibility for reallocation of resources across work programmes within the team;
* Negotiation and execution of a major/national? projects/programmes of work in active partnership with internal and external stakeholders;
* Collaborate with national and international agencies on behalf of PHS to negotiate and agree areas of partnership working that have corporate impact on resource use and reputation;
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| **8. COMMUNICATIONS AND RELATIONSHIPS** |
| Internal* Leaders and managers across the business on an informal basis to gain business intelligence, influence support for innovative solutions, to share vision, approach, objectives, progress, funding / budgets, staffing resource requirements and matters relative to the various projects. On a more formal basis attend regular strategic and priority setting meetings.
* Regular meetings with staff in own service area via one to one, team and project meetings and informal discussions to discuss priorities and monitor progress and performance towards business plan objectives.
* The post holder is required to have effective working relationships with PHS Executive Directors to ensure that existing cross divisional programmes of work are effectively planned and managed, that opportunities for collaboration are fully explored and that resources required from other areas of PHS can be utilised to maximise effectiveness and value for money.

External* The post holder is required to build effective working relationships with a wide range of external stakeholders such as Scottish Government directors, divisional heads and senior policy leads, NHS Board directors, Local Authority Directors, senior clinicians and heads of other partner organisations such as Audit Scotland or third sector organisations. These relationships are essential to ensure that existing products and services are meeting stakeholder requirements, are fully funded and that proposals for new work are fully discussed, resources negotiated and future strategies developed.
* Provides highly specialist advice to senior managers, directors, chief executives, ministers, and, if appropriate, the Scottish Parliament and its committees on a range of highly complex issues relating to area of expertise.
* In addition, a key role of the post holder is to establish effective partnership working with representatives from a range of trade unions and professional organisations.
* Participate fully with senior colleagues across NHS Scotland to co-ordinate and develop national initiatives and support within the remit of Public Health Scotland in a manner that leads to the development of each organisation.
* The post-holder is required to chair / attend national groups relative to specific projects that further the strategy, mission and profile of Public Health Scotland.

Excellent written and oral communication skills are required since the post holder will be required to present proposals, persuade stakeholders to invest and fund projects and explain highly complex technical topics in a way that can be understood by non technical or lay audience. Key elements include attending and presenting at workshops, conferences and meetings; representing PHS on national strategy groups and debating policy and strategy relating to statistical developments; newsletters and a website that presents interpretation of national data, archived newsletters and meeting reports. This will include responding to media enquiries and dealing with representatives from political parties.  |

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| **9. MOST CHALLENGING PARTS OF THE JOB** |
| Within a developing organisation operating in a complex environment, build a One PHS culture of excellence, innovation and collaborative working that ensures PHS products and services are not just fit for purpose but demonstrate value for money and develop in line with the demands of stakeholders, changes in models of service delivery, exploit technological advances and anticipate future needs, within the constraints of time, resources and workforce skills.PHS has been set up to deliver systemtic change in ways of working across Scotland in the field of public health. Post holders will therefore need to maximise the impact of PHS by delivering necessary but sometimes unwelcome change which may affect ways of working in stakeholder organisations and PHS. This will involve influencing and reaching agreement where there may be strong differences of opinion across stakeholder groups about the development of specific products and services. |

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| **10. SYSTEMS**  |
| Accountable for the operation, development and quality assurance of information systems that fall under the remit of own service area, delegating authority to direct reports as required.Initiate, lead and manage the design and development of new systems, information and ways of working that champion the use of latest technology and methodologies, often in uncharted territory.Promote the integration of cross-organisational systems, ways of working and approaches that will support the transformation of the public health system in Scotland and lead to the delivery of better public health outcomes. Ensure staff work, store and transmit data in accordance with data protection, freedom of information and confidentiality principles.* Computer software packages:

MS Word – documents, reports etcMS Excel – statistics and spreadsheetsMS Powerpoint – presentationsMS Access – databasesMS Office 365Service Now Standard keyboard skills * Web-based search engines – information search
* Internal administrative systems e.g. timesheets, travel requests, training requests for self and line manager role
* Internal HR systems – SSTS, eESS, Turas e.g. annual leave, personal development plans, line management and personal development
* Internal business planning tool - programme planning, performance management and reporting
* Finance systems – budget management
* Risk management systems - risk recording
* Data reporting and visualisation systems – as a user of PHS developed reporting systems
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| **11. PHYSICAL, MENTAL, EMOTIONAL EFFORT** |
| **Physical Effort:** Frequent requirement on a daily basis for sitting at a key board e.g.- 2-3 hours at a time with (appropriate breaks) in order to respond to e-mails, write reports, prepare presentations and analyse data. Requirement to carry equipment to internal and external meetings (e.g. laptop and/or projector). Frequent travel required which may include driving between 2 and 3 hours; also travel by train and by air.**Mental Effort**:Strong element of unpredictability in working day. The ability to make sound judgements, deal with unpredictable interruptions and meet deadlines, using own initiative. Requirement for post-holder to change from one task to another, prioritising effectively and adjusting plans Substantial mental effort required in terms of problem solving, juggling demands, and negotiating and influencing senior, Executive level customers in respect of competing priorities Sustained concentration, 2-3 hours at a time required to create and review complex analyses and reports.Frequently required to work to tight deadlines.Ability to sustain mental effort and attention required to chair strategic working groups and other meetings with external organisations, contractors and partners, ensuring discussions remain focussed and balance of views extracted. Meetings frequently include complex information and ideas and may last for a whole or half day.Regular requirement to develop, deliver and debate presentations to senior management and professionals.Ability to quickly assess customer requirements and mentally associate these with current or emerging statistical/information methodologies.**Emotional effort:**Frequent exposure to strongly held, conflicting stakeholder views and resistance to change amongst different agencies, groups and policy makers within a climate of limited resource, conflicting priority and political challenge. Required to deal with these with skill and diplomacy to build rapport and gain co-operation and compliance.Required to handle and resolve conflict and challenging behaviour during meetings or discussions, especially where these are related to service development or strategic matters. Occasional exposure to distressing or emotional circumstances when line managing staff in relation to, for example, staff conduct and grievance matters. |

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| **12. ENVIRONMENTAL/WORKING CONDITIONS & MACHINERY AND EQUIPMENT** |
| Standard office conditions and equipment. Some elements of working at home is expected and will form part of the PHS remobilisation plan. Standard keyboard skills. |

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| **13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB** |
| **Qualifications**Educated to degree level with an appropriate postgraduate qualification in a health, information management, public health or relevant management discipline, or equivalent experience. **Experience**Significant demonstrable experience in a number of key areas including:* Senior, strategic management experience across a range of highly specialist areas that give the post holder the knowledge and credibility to advise and lead change in the delivery of PHS’s business, as required covering all aspects of financial, performance and risk management.
* The required breadth of experience of the post is likely to have been obtained as experience of leading and effecting strategic change within a large and complex organisation, particularly a public sector organisation and an organisation that is very dependent on effective partnership working to achieve its objectives.
* Management of major projects and initiatives that require a deep knowledge of the breadth of service issues within health and health care or related sector. Proven experience of project management and of leading project teams in a matrix management environment.
* Engaging, influencing and collaborating with senior decision makers in highly complex areas where insight into political sensitivity and a deep understanding of policy and legislative drivers is essential.
* Outstanding leadership skills in setting vision and delivering through effective engagement with a very wide range of people and agencies across political structures, the NHS, local authorities, regulatory bodies and voluntary and community organisations.
* Experience of negotiating and influencing change and practice beyond directly managed staff and staff in the organisation, requiring outstanding interpersonal, influencing and written communication skills.

**Knowledge and Skills*** Proven skills in leading, managing and motivating specialist, multi-disciplinary, high calibre staff/teams. Post-holders are expected to keep abreast of, and contribute to changes to, relevant policies and guidelines which impact on their staff (e.g. PIN guidelines, HR policies) or the way their business is delivered (e.g. Freedom of Information Act).
* Wide ranging knowledge of the strategic direction and priorities for NHS Scotland and have the necessary vision, experience and influencing skills to drive strategic information development. This may require comprehensive knowledge of, and experience in dealing with, information sources for health and social care and modern technology to deliver solutions.
* Excellent communication skills, including the ability to analyse, simplify and present complexity into a way that can be understood across a wide range of settings and audiences, and the maturity to operate at all levels within the NHS, and other care service providers, including voluntary groups.
* The post holder should have vision and imagination and should be change, action and results oriented.
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| **14. JOB DESCRIPTION AGREEMENT** |  |
| Job Holder’s Signature: | Date: |
| Head of Department Signature: | Date: |
| HR Representative’s Signature: | Date: |