

Herts and West Essex Sustainability and Transformation Job Description

Job title	Interim Programme Director- Sustainability and Transformation Programme (STP)
Location	The Colonnades, Beaconsfield Rd, Hatfield, AL10 8YE
STP Scope	
Accountable To	Herts and West Essex STP Executive Board
Reporting To	Chair of Herts and West Essex STP Executive Board
Duration	



1. Background

The Herts and West Essex health and care commissioners and providers submitted a system wide Sustainability and Transformation Plan (STP) to NHS England in October 2016. The plan details how the organisations across the system will work together from 2016/17 through to 2020/21 in order to ensure the clinical and financial sustainability of health and care services. The plan is the output from a shared vision for:

- Closing the health and wellbeing gap
- Closing the care and quality gap
- Closing the finance and efficiency gap

Developing and implementing the STP has involved extensive partnership and stakeholder engagement within the context of in a complex environment and emergent policy.

The H&WE has identified a number of priority areas:

New Models of Care
Prevention, Good Health in Communities
Acute Services Reform
Mental Health Reform
H&WE STP System Enablers
H&WE System – wide Digital Roadmap & ICT
H&WE One Public Estates
H&WE Provider & Commissioner Back Office Reconfiguration
H&WE STP Workforce Strategy

The post holder will play a key role in the successful leadership to implement the STP. This will involve building a consensus around required solutions and creating the conditions locally in order to ensure their successful and sustainable implementation.

2. Job Summary

This role is central to implementing the STP for Herts and West Essex. Through delivery of the programme, the role is also key to ensuring the future viability of the health and care system.

The key responsibilities of the role are:



- Manage the detailed planning and implementation of the H&WE STP, ensuring that key milestones are achieved and that the required outcomes are met.
- Maintain effective relationships with key partners and ensure key sensitivities are appropriately managed.
- Manage risks relating to the STP, ensuring that appropriate mitigations are in place and that risks are escalated as appropriate.
- Ensure effective engagement and communication relating to the STP, including media communications.
- Have oversight of all work streams and projects associated with the STP and to work with key stakeholders to overcome challenges to delivery within projects.
- Lead, on behalf of the stakeholder organisations, activities such as any pre-consultation and consultation activities as appropriate, including any pre-consultation engagement development of options, options appraisal and business cases, planning and management of formal consultation and post-consultation decision making.
- Ensure alignment of the work streams to each other, to other local plans ongoing within the STP footprint that are outside the scope of the STP, and to other programmes that may fall outside of the STP footprint boundaries, with input from colleagues at NHS England and other partners.
- Lead the STP programme team, including managing staff and contractors within the team and the allocated budget.

3. Key Working Relationships

The post holder will report to Tom Cahill, CEO in his capacity as the H&WE STP nominated lead.

The post holder will be required to maintain constructive relationships with a wide range of senior internal and external stakeholders including:

- H&WE CCGs, including CCG Chairs and Chief Officers
- H&WE local authorities, particularly the Director of Adult Social Services and Directors of Public Health at the County Council
- NHS Foundation Trusts, NHS Trusts and other providers providing healthcare in H&WE (acute, mental health and community services), specifically their Chief Executives, Strategy leads and Medical Directors
- NHS England (Midlands and East) representatives
- NHS Improvement representatives
- Patient and community representatives
- The independent and voluntary sector

The post holder will be required to work with those leading work streams and associated programmes to ensure alignment of work and to manage to delivery of activities essential to the success of the programme.



4. Functional Responsibilities

4.1 Operational

- Support to the nominated lead of H&WE as appropriate and hold all work stream and project leads to account for delivery;
- Support the work stream leads in running their respective work streams;
- Manage programme risks, including reporting on risks to the H&WE;
- Act as a central point of contact on all significant matters relating to the programme;
- Act as a spokesperson for the programme and ensure that all work stream leads and other key individuals within the programme are effectively briefed and also able to act as spokespeople;
- Oversee the development and implementation of the programme communications and engagement strategy and action plan;
- Maintain clear and effective lines of communication at all levels with all key members of the programme;
- Ensure that key messages are cascaded effectively through the programme, and to partners and stakeholders;
- Lead the programme office in developing and delivering the programme;
- Keep up to date with relevant policy, legislation, guidance and professional developments on a national and local level and contribute to the effective application of new policy initiatives.

4.2 Financial and Physical Resources

- Hold the programme budget and ensure that the programme is delivered within budget;
- Work with the finance lead to develop proposals for the programme budget on an annual basis to reflect the different phases of development and delivery;
- Oversee the commissioning and procurement of services, products, equipment, systems and facilities, as required for the delivery of the programme;
- Act in a way that is compliant with relevant Standing Order and Standing Financial Instructions in the discharge of this responsibility;
- Ensure value for money and efficient in the use of these budgets;

4.3 Staff Management

- Manage the staff in the programme team.



4.4 Information Management

- Handle information sensitively and confidentially as required.
- Ensure that the programme has a structured approach to record keeping, with version controlled documents and a clear audit trail for decisions

4.5 Research and Development

- Manage relevant audits and analysis of the programme or elements of the programme.
- Plan, develop and evaluate methods and processes for gathering, analysing, interpreting and presenting data and information.
- Deliver the programme in line with key performance indicators as established by the Transformation Board.

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5. Person Specification - Programme Director

Factor	Description	Essential/ Desirable
Qualifications	Degree level or equivalent professional qualification or equivalent level of experience.	E
	Evidence of Continuing Professional Development.	E
	Advanced Programme & Project Management with proven experience of using in a complex change environment.	E
Senior level management experience	Experience of working in a collective decision making group such as a board or committee.	E
	Experience of board level working.	E
	Experience of very senior level decision making	E
	Evidence of the successful management of a complex programme of work and development of strategic plans within a complex organisation or group of organisations.	E
Leadership and motivating others	Able to demonstrate effective leadership qualities and collaborate with colleagues across the stakeholders in pursuit of common goals.	E
	Able to contribute to the strategy and aspirations of the H&WE STP and act in a manner consistent with its values.	E
	Successful record of managing change in a complex organisation	E
	Able to work within political environments and understand sensitivities around collaboration and co-operation	E
Strategic thinking	Able to create a compelling vision for the future and communicate this within and across the organisations. Experience of setting strategic business goals (outcomes, growth areas, challenges etc).	E
	Able to think conceptually in order to plan flexibly for the longer term and continually alert to finding ways to improve.	E
Communicating and influencing	Able to demonstrate considerable communication, negotiation and relationship building skills. Able to influence and persuade others, articulating a balanced, not personal, view, and to engage in	E



	constructive debate without being adversarial or losing respect and goodwill.	
	Able to take an objective view, seeing issues from all perspectives, especially external and user perspectives. Able to recognise key influencers and the skills in engaging and involving them.	E

Factor	Description	Essential/ Desirable
Communicating and influencing	Able to communicate effectively, listening to other and actively sharing information. Confidence to question information and explanations supplied by others, who may be experts in their field.	E
	Able to demonstrate a working understanding of integrated governance and assurance.	D
Knowledge and understanding	General understanding of good governance and of the difference between governance and management	E
	Able to understand and analyse complex issues, drawing on the breadth of data that needs to inform decision making, and the wisdom to ensure that it is used appropriately to balance competing priorities and make difficult decisions.	E
	Understanding of principles of commissioning. Understanding of the requirements of effective performance frameworks and management	D
	Sound understanding of the NHS principles and values as set out in the NHS Constitution, and an ability to reflect them in his/her leadership role.	D
	Sound understanding of local government structures and processes. In depth understanding of health and care, and an appreciation of the broad social, political and economic trends influencing this context.	D
	Basic understanding of current legal requirements and good practice in employment practices, equality and discrimination.	E

