



Surrey Heartlands
Clinical Commissioning Group



Director of People Strategy and Planning

Surrey Heartlands Integrated Care System

CANDIDATE PACK | 06 AUGUST 2021

PREPARED IN CONFIDENCE



HSJ PARTNERSHIP
AWARDS 2020

Recruitment Services Provider of the Year

Job Description and Person Specification

JOB TITLE: Director of People Strategy and Planning
REMUNERATION: Band 9
TENURE: Permanent
REPORTS TO: Director of People & Digital
RESPONSIBLE FOR: ICS people strategy, ICS and ICP development, Workforce Planning, ICS Bank



JOB SUMMARY

As the Surrey Heartlands Integrated Care System develops, we are creating a single team across the CCG and ICS, incorporating ICS Leadership arrangements and CCG statutory portfolios.

As the ICS matures, we see a role for it as a local leader in defining our people strategies; gaining a full understanding of workforce demand, and identifying credible supply solutions that support the continuous improvement of the services and care we provide – making a positive impact on local communities. The Director of People Strategy & Planning will work with stakeholders and system partners to define and deliver these strategies, as part of a co-ordinated programme of workforce and culture development.

The postholder will take a lead role in our 'one workforce' strategy in line with the NHS People Plan.

The role will require working across organisational boundaries to form positive working relationships with system partners across health and social care and local authorities.

SYSTEM LEADERSHIP

All senior managers are required to participate in complex transformation and improvement working in partnership. They are also required to practice and develop a culture of authentic trust,

relationships and engagement across peers, all staff, community players and the public to develop solutions, challenge the status quo, deliver breakthroughs and make practical change happen.

Senior managers are required to demonstrate emotional intelligence, recognise their own strengths and those of others, with a mind-set, political judgement and determination to deliver a vision together. Senior managers should be able to lead and be part of teams, with a genuine commitment to relationships, willing to listen, reflect, learn and adapt. They should be self-motivated and resilient, and continue to foster a positive culture whilst tackling complex 'wicked' issues – be they legal, technical, political, professional, financial, social etc.

Post holders must possess business acumen, a problem-solving mind-set and experience of developing new ideas and solutions to improve health and well-being. Individuals should also demonstrate a high level of strategic thinking to plan and act cognisant of the long term view, with the intellectual and analytical ability interpret varied and complex situations and be able to work with others to develop plans for the short, medium and long term.

KEY WORKING RELATIONSHIPS

Key relationships include but are not limited to:

- Executives, peers and colleagues across Surrey Heartlands partnership
- Governing Bodies, Council of Members, clinical and managerial leads within the CCG & ICS
- Provider Boards, clinical and managerial leads from across all sectors (*including third and private sectors*)
- Other providers key to enabling efficient service provision for the CCG and Surrey Heartlands
- The Local Authority, including Public Health, Adult & Children's Social Care
- Universities, schools and colleges
- External professional advisors
- Public, patients and carers – particularly groups established for engagement
- Regulators, HEE and NHSEI
- Professional networks across neighbouring health and care systems, as well as regional and national system architecture

KEY DUTIES & RESPONSIBILITIES

ICS people strategy & NHS People Plan

- Lead ICS people strategy and planning processes, such as strategy development and operating plans
- Identify priority people strategy & planning needs with partners and from ICS strategic programmes (TOP, DFPC etc)
- Lead the co-ordination of the People Board and associated work programme
- Work with Director of Healthy Careers to commission & design Surrey Heartlands employer proposition
- Confirm/reaffirm priorities for joint working to achieve the proposition (i.e. attraction/recruitment, career paths, competency frameworks, reward alignment, inclusive policy & practices)
- Work collaboratively with colleagues across the directorate, including OD, data and analytics – to ensure people strategies are well-rounded and deliverable

ICS development & operating model

- Programme leadership within the ICS operating model development & associated change management
- Lead the development of the workforce function operating model across the ICS
- Work with Chief Digital Officer and CIO on digital enablement & transformation
- Lead ICS developments in workforce efficiency & digital systems
- Use data to learn and assure as a system
- Lead in ensuring effective workforce governance
- Participate in ICS programme commissioning frameworks for workforce developments

ICP people leadership & support

- Support the establishment of ICP workforce teams, bringing together people from across organisational boundaries to form effective place-based teams
- Support ICP senior leaders in developing programmes for ICP workforce maturity and further development

Workforce Planning

- Identify priority workforce planning need with partners from ICS strategic programmes (TOP, DFPC etc..)
- Establish workforce planning architecture, methodology, tools & capability
- Agree necessary ICS workforce data architecture and sharing arrangements
- Ensure that ICS workforce planning programmes appropriate consider, and reflect the following:
 - New models of care
 - Future teams, roles, and development
 - Digital transformation, with a digitally ready workforce
 - Productivity and efficiency
 - Long term supply, and growing the workforce
 - Education commissioning
 - Building leadership, talent and capacity to deliver

ICS / ICP Bank development

- Establish a shared bank, to support the needs for temporary workforce supply across the ICS system and a place-level

MANAGEMENT RESPONSIBILITIES – ALL SENIOR MANAGERS

People Management

- Share best practice from Surrey Heartlands with other systems and learn from others where appropriate
- Recruit and develop directorate staff, including undertaking appraisal and personal development and, where appropriate, progressing any disciplinary or capability issues
- Motivate, inspire and lead by example through innovation and determination to successfully deliver with the resources available
- Ensure high quality, robust management and mentoring systems are in place to support strong and vibrant multi-professional leadership
- Manage talent effectively within the organisation and contribute to plans and strategies to successively plan and develop talent

- Develop and present reports summarising status on issues, appraising outcomes, and providing progress reports
- Contribute to individual and organisational development of new models of care and provider alliances incorporating the principles within defined national strategies and initiatives

Policy and Service Development

- Development of policy and service, preventing where necessary, failure and an inability of continuity
- Ensure that all staff within the Directorate are working within the scope of relevant policies and procedures
- Contribute to the development of policies that enable effective corporate governance
- Ensure that the CCG and ICS values diversity and promotes equality and inclusivity in all aspects of its business
- To support the development and implementation of governance structures to support the delivery of sound business within the CCG and for Surrey Heartlands

Governance & Corporate Leadership

- Identify and manage organisational risks
- Actively take part in advising on key business decisions
- Engage clinicians and the public in decisions relating to the delivery and the design of health services
- Ensure a focus on sustainable workforce development
- Design and facilitate changes to ensure value for money
- Contribute and support continuous improvement and learning approaches
- Ensure a focus on innovation and digital transformation
- Progress professional development and maintain a good knowledge of emerging government policy, and regional and local health economy drivers
- Participate in the on-call rota where required
- Chair and attend meetings and events as necessary

PERSON SPECIFICATION

Attribute	Criteria (Application, Interview)
<p>Knowledge, Training and Experience</p>	<p>Educated to Masters level in relevant subject or equivalent level of experience of working at a similar level in a specialist area.</p> <p>Fellow/Member of Chartered Institute of Personnel & Development (CIPD) or equivalent.</p> <p>Proven experience of working at senior level in complex organisations.</p> <p>Experience of designing and delivering people strategies, across complex systems with multiple stakeholders</p> <p>Adept in workforce planning and the associated architecture</p> <p>Meaningful evidence of continued professional development.</p> <p>Demonstrable wealth of knowledge and expertise relevant to a Health and Social care environment.</p> <p>Highly skilled in change leadership (inclusive vision development, relationship management, change methodologies, programme infrastructure etc)</p> <p>Evidence of understanding and applying proven implementation programme management/development methodologies.</p> <p>Exceptionally high level and understanding of the Health Economy and future plans.</p> <p>Commercial intelligence of relevant public and private sector business management best practice.</p> <p>Experience of successfully operating in and delivering priorities in a partnership environment.</p> <p>Understanding of the background to and aims of current health/social care policy, particularly around the Five Year Forward View (5YFV) and Long Term Plan (LTP) and appreciate the implications of this on system wide working and engagement.</p>
<p>Equality, Diversity & Inclusion</p>	<p>Expertise and experience in EDI, including how to effect widescale change through others</p> <p>Demonstrates valuing diversity and difference, with the ability to operate with integrity and openness.</p> <p>Strong self-awareness of emotional intelligence, biasness and personal triggers with cultural sensitivity and awareness.</p> <p>Knows how to draw on the strengths of diversity.</p>
<p>Communication</p>	<p>Ability to build trusted stakeholder relationships and wide support networks.</p> <p>Can convey key messages clearly and concisely and able to adapt communication style effectively and with agility.</p> <p>Ability to prepare and produce concise yet insightful communications for dissemination to senior stakeholders and a broad range of stakeholders as required.</p>

	<p>Reacts positively in opposition and conflict, taking the opportunity to persuade others of own point of view and defends own position with logical and unemotional arguments.</p>
Analytical	<p>Outstandingly high ability to analyse highly complex issues where material is conflicting and drawn from multiple sources; and demonstrate, through the use of information and data how improvement can be achieved.</p> <p>Demonstrated capability to act upon incomplete information, or where the way forward is not known, using experience to make inferences and decision making.</p> <p>Highly developed analytical skills to analyse numerical and written data, assess options and draw up recommendations or plans.</p> <p>Proven experience of successfully managing and delivering complex, high value programmes using a structured programme management process and programme management methods, principles, techniques and tools.</p>
Planning Skills	<p>Can lead the way in developing plans that clearly exhibit what needs to be done, by when and how.</p> <p>Validate how local plans connect to the vision, strategic thinking and planning.</p> <p>Demonstrated capability to plan over short, medium and long-term timeframes and adjust plans and resource requirements accordingly.</p> <p>Good grasp of organisational development at micro and macro levels.</p>
Commercially Astute	<p>Demonstrate an understanding of the healthcare system in order to know what the 'right' business decisions are that need to be made in order to achieve future transformation.</p> <p>Good understanding of funding avenues and business case development.</p>
Autonomy	<p>Capable to manage own workload and make informed decisions, even when navigating ambiguity and uncertainty.</p> <p>Ability to act without delay, make decisions autonomously, when required, on difficult issues.</p>

SAFER RECRUITMENT

Equality & Diversity

The organisation is committed to achieving equality of opportunity for all staff and for those who access services. You must work in accordance with equal opportunity policies/procedures and promote the equality and diversity agenda of the organisation.

Health & Safety

The organisation recognises its duties under the Health and Safety at Work Act 1974 to ensure, as far as it is reasonably practical, the Health, Safety and Welfare at Work of all its employees and, in addition, the business of the organisation shall be conducted so as to ensure that all individuals having access to organisational premises and facilities are not exposed to risk to their health and safety. All staff under contract will be expected to comply with all appropriate Health and Safety policies and ensure all statutory and mandatory training is up to date.

Risk Management

All staff will follow risk management policies and procedures at all times. All staff are personally responsible for risk management issues in respect of yourself and colleagues. If you identify a potential hazard, you should report it to your manager/supervisor at once using the organisational incident reporting process. If in doubt, you should speak to your manager for guidance.

All staff have a responsibility to report all clinical and non-clinical accidents or incidents promptly and when requested, to co-operate with any investigation undertaken. All staff must use the safety equipment provided and report any defects to their manager. You must attend risk management training as directed by your manager.

If you are a manager or have line management responsibilities for staff, a department or area of work, you are responsible for the risk management issues in that area. In conjunction with risk management you will ensure that there is an annual risk management audit in your area, risks are identified on the local risk register and that where necessary, an action plan eradicating risks is drawn up and implemented.

Protection of Children and Vulnerable Adults

All employees have a duty for safeguarding and promoting the welfare of children and vulnerable adults. Staff must be aware of the organisational procedure for raising concerns about the welfare of anyone with whom they have contact. The organisation believes that it is always unacceptable for a child, young person or vulnerable adult to experience abuse of any kind and recognises its responsibility to safeguard the welfare of all, by a commitment to practice which protects them.

Clinical Governance

The CCG promotes an open, learning culture ensuring appropriate governance systems and processes are in place to support and develop this culture. The post holder is responsible for ensuring that they are aware and compliant with the CCG's policies and procedures that govern their work; and if something goes wrong, they have an obligation to report it so lessons can be learned from mistakes, incidents and complaints.

If any member of staff has concerns on any clinical governance matters, they should raise them with their line manager, professional adviser, or a senior member of management.

Infection Prevention and Control

The organisation is committed to reducing Healthcare Associated Infection. All employees are expected to comply with Infection Prevention and Control Strategies. All organisation staff are responsible for protecting themselves and others against infection risks and ensuring a clean safe environment is maintained. All staff regardless of whether clinical or not are expected to comply with current infection control policies and procedures and to report any problems with regard to this to their managers. All staff undertaking patient care activities must attend infection control training and updates as required by the organisation.

Policies and Procedures

Employees are expected to follow organisational policies, procedures and guidance as well as professional standards and guidelines. Copies of policies can be accessed via the staff intranet or external website or via your manager. The organisation operates a policy which promotes a smoke free environment.

Appraisal and Personal Development

The organisation is committed to lifelong learning for all staff and has put in place an appraisal and development infrastructure.

All employees have a responsibility to participate in an annual appraisal with their line manager and to identify performance standards for the post. As part of the appraisal process, employees have a joint responsibility with their line manager to identify any learning development needs in order to meet the agreed performance standards.

Information Governance

It is a contractual requirement for the post holder to ensure that as a minimum they acquire the necessary skills to implement good practice in all matters relating to information governance and in particular data which can be attributed to an individual.

The post holder must adhere to information governance policies and procedures including the Data Protection Act, Caldicott principles, NHS Code of Confidentiality, Records Management, NHS Code of Practice Parts 1 and 2.

Managers have a responsibility to ensure that their staff are equipped with the necessary tools to use in the implementation of information governance.

Records Management

The post holder has a responsibility to adhere to the standards defined within policies in the creation, use, closure, retention, and disposal of records. The types of record held may consist of patient or staff records, administrative records, photographs, microfiche, audio and tapes, e-mails, electronic and scanned records and text messages.

Data Quality

The organisation is committed to producing relevant and reliable data and information to support decision making, manage performance and provide evidence to demonstrate compliance with CQC standards. The post holder is responsible for ensuring any data and information recorded by the individual complies with the Data Quality Policy.

Partnership Working

The organisation is committed to partnership working and staff involvement, underpinned by the values of openness, trust, staff involvement, development, diversity at work, commitment to modernisation and delivering the highest standards of performance.

Equal Opportunities

The organisation is committed to respect for others (staff and patients), equality of opportunity and diversity in the workplace. All managers and staff must know what is expected of them and are responsible for ensuring that this is delivered in practice in their day to day working lives. The organisation will not tolerate any forms of bullying or harassment in the workplace.

Financial Instructions

Budget management and control is an element of each member of staff's job description where they are designated as being budget holders. The post holder must comply with the Financial Standing Orders, Standing Financial Instructions and Scheme of Delegation as appropriate to this role.

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