

Job Purpose/Summary

As the Senate Manager, the post holder will work as part of a dynamic clinical senate within the Senate Area. The Senate Manager will have day-to-day leadership and management responsibility for the development and delivery of an effective clinical senate in the defined geographical area. This will include ensuring effective expert clinical advice for commissioners that enables the achievement of outcome ambitions for patients, through safe, clinically effective, patient centred services.

The post holder will lead the provision of an efficient, effective, high quality, professional and well co-ordinated service capable of meeting all statutory, regulatory and NHS requirements and ensuring alignment with the activity of the NHS Commissioning Board and local system.

The post holder will be responsible for:

- Managing the senate's business function, including developing and managing the business plan, monitoring progress and reporting.
- Liaising with and influencing commissioners (such as CCGs, Health and Wellbeing Boards and the NHS Commissioning Board) within the senate area.
- Managing all corporate business returns, including planning and workforce returns.
- Developing and implementing a content management system to ensure information, including financial/economic information, is properly commissioned, managed and shared with the Chair and across the senate core team and wider forum as appropriate.
- Leading the coordination of training and development and recruitment activity for the senate.
- Oversight and management of all aspects of senate activity

Key Job Specific Responsibilities

Improving quality and outcomes

- To develop effective senate arrangements which are embedded in the NHS adding value to patients, professionals and constituent organisations
- To manage the planning, delivery and assurance of senate projects which support commissioners in achieving outcome ambitions for patients.
- To utilise specialist knowledge and experience related to commissioning and influencing change in order to ensure senate

advice results in step changes in quality across complex pathways and systems of care

- To lead, manage, and maintain credibility with all the key players within the senate community, fostering a culture of collaboration for the delivery of equitable, high quality care.
- To understand, communicate and advise on national policy through senate activities.
- To lead members of the core and wider senate teams in:
 - developing and maintaining expertise to deliver the senate function and activities, focusing on expert advice for commissioners; and
 - keeping abreast of national and international best practice, ensuring this from the basis of senate decision making and advice, and is ultimately shared and widespread adoption secured through advanced influencing skills.
- To foster and promote a culture of innovation, through working in collaboration with Academic Health Science Networks and other academic and education structures.
- To support the establishment and lead the maintenance of robust and systematic governance arrangements for senate activities.
- To establish and maintain highly effective communication routes in line with the needs of the diverse range of senate stakeholder interests.

Enabling clinical leadership

- To ensure that clinical leadership is central to the delivery of all senate activities.
- To work collaboratively across the NHS Commissioning Board matrix, particularly with the Operations and Medical Directorates and the NHS Improvement Body.
- To support the senate chair and clinical members in fostering and promoting a culture of clinical engagement and influence ensuring the senate is truly clinically led.
- To create and maintain a senate structure which supports widespread multidisciplinary involvement including doctors, nurses, allied health professionals and clinical scientists.

Enabling patient and public involvement

- To act as a champion for patients and their interests and involve the public and patients in the policy development and decision-making of the senate.
- To ensure all public and patient contact with the office is of the highest professional standard.
- To embed patient and public involvement within the senate and NHS Commissioning Board at all levels of decision making.
- To act as a champion for patients and their interests, ensuring the patients' voice is at the heart of senate activities.

Promoting equality and reducing inequalities

- To uphold organisational policies and principles on the promotion of equality
- To create an inclusive working environment where diversity is valued, everyone can contribute, and everyday action ensure we meet our duty to uphold and promote equality
- To ensure that senate activities support commissioners in achieving equitable, quality service provision for all patients. This will include a focus on unwarranted variation in care
- To promote equality and diversity and the reduction of inequalities in all the activities of the NHS Commissioning Board.

Partnership and cross boundary working

- To ensure that the senate develops a strong relationship with the strategic clinical networks where clinical synergies exist in work-programmes for the benefit of patients and improved outcomes.
- To foster a culture of collective responsibility for quality improvement across the senate area, through engaging and developing collaborations across whole health communities, for the realisation of equitable access to quality care and the achievement of outcome ambitions for all patients.
- To work with other structures, including Academic Health Science Networks, aligning innovation, education, informatics and quality improvement.

- To work with national level bodies ensuring alignment of policy and service transformation for patients.

Leadership for transformational change

- To model a collaborative and influencing style of working, negotiating with others to achieve the best outcomes. Embedding this approach across the senate and the senate and network support service department.
- To be a highly motivated individual, demonstrating a transformational leadership style and adopt a flexible approach to meet the competing demands of the role.

Using insight and evidence for improvement

- To ensure evidence and analytics are secured to support and inform senate activities, and support insight in the use of these to drive quality improvement.
- To promote the systematic application of quality framework tools, such as NICE Quality Standards, Quality Accounts etc.

Developing an excellent organisation

- To monitor, interpret and quality assure progress against deliverables. Quality assurance and progress of deliverables for the senate, and ultimately to the NHS Commissioning Board, that often require adjustments specifically in relation to the complex corporate business agenda, strategic objectives and the business planning process.
- To develop plans and provide expert advice and guidance on senate policy.
- To actively manage and support the development of individuals and the team through appraisal, personal development planning, coaching and mentoring.
- To work in partnership with others, particularly the strategic clinical networks, and as part of cross directorate teams to deliver successful outcomes.
- To support the organisation's ways of working, model it's values and champion the NHS Constitution.
- To ensure the health, safety and wellbeing of all staff within the senate.
- To ensure compliance with all confidentiality and governance requirements within the senate and networks.

- To adhere to the NHS Managers Code of Conduct and any other relevant professional codes of conduct at all times.
- To ensure regular, productive and open communication with staff who they lead (e.g. Networks and Senate and matrix teams).

Key Accountabilities

- The leadership and management of administration and support officer.
- Management of a delegated budget with authorisation limit of £5k.

Key Working Relationships

- The post holder will be required to have regular contact internal and external stakeholders and will often need to engage with them over sensitive, complex, contentious and confidential issues.
- Participate in relevant internal and external working groups/projects, services and initiatives to provide project, information and analytical advice and expertise.
- Overseeing the team to develop and implement project data collection systems that will provide accurate and timely data.
- Present project information and issues, explaining complexities, to a wide range of internal and external stakeholders.
- To liaise with other Managers to share best practice.

Key Functional Responsibilities

Operational requirements

- Working within the overall strategic objectives, devise, implement and monitor the strategy. Evaluate, interpret and locally implement best practice.
- Provide overall management to the function.
- Develop and implement qualitative and quantitative measures to determine performance against the organisational strategy. Report progress against the strategy through personal representation at senior management forums and by written reports to appropriate boards and groups of staff.
- Present complex information on all aspects of function practice in a clear, understandable and audience-appropriate manner to senior management and board level groups.

- Ensure that best practice is developed and delivered at organisational and departmental levels. Challenge ways of working and persuade, motivate and influence other senior managers to realign their practice where necessary.
- Ensure a smooth transition through decision making process to the management of contracts.
- Ensure that an appropriate strategy is in line with business objective and are fully cascaded.
- Personally lead, support and contribute to formal negotiations with senior level staff from external stakeholders, providing a high level of negotiating expertise to secure the most advantageous arrangements.
- Advise on innovative opportunities and support all departments in their strategies and programmes to maximise service benefits.
- Oversee the tracking of progress against plans and transition milestones, ensuring appropriate processes are in place to flag issues, risks and concerns with the relevant stakeholders.
- Work closely with the Managers and Heads of other Departments or Directorates to ensure everyone understands and adheres to network rules of engagement and standards, intervening as appropriate.
- Ensure the securing of value for money, giving due consideration to all relevant factors including risk, quality and other factors.
- Devise, manage and update policies and procedures, ensuring the adoption of best practice methodology, rules, standards and thresholds. Disseminating these methodologies etc. to staff within the department and throughout the organisation.
- Collect and report on information of expenditure within the organisation and other relevant governing bodies.

Financial and Physical Resources

- The post holder will have budgetary responsibility for the activities of the senate.
- The post holder will be directly responsible for all budgets associated with the management of the function.
- Act in a way that is compliant with Standing Orders and Standing Financial Instructions in the discharge of this responsibility.

Constantly strive for value for money and greater efficiency in the use of these budgets and to ensure that they operate in recurrent financial balance year on year.**Staff Management**

- Support and line manage the senate staff.
- To forge positive working relationships, in order to support an effective matrix approach to achieve NHS objectives.
- To work in a matrix management style and to foster close working relations with other managers within the NHS.
- To manage, motivate and develop staff within the team to ensure that they are able to deliver the new responsibilities of the NHS. Including the management of disciplinary procedures as required, undertake staff consultation and consider welfare and safety matters, taking into

account instructions and guidelines issued.

- To recruit as necessary and performance manage a team that delivers a range of tasks within a matrix structure in a new and challenging environment.
- Use appraisal and development policy and procedure at ensure that appraisals are undertaken regularly.

Information Management.

- Responsible for devising, developing and implementing appropriate information sharing systems to:
 - facilitate effective working practices for the end to end processes
 - ensure accurate analysis of management information.
- Lead the creation and implementation of information systems for collecting, evaluating and interpreting large volumes of intricate data on expenditure to inform the short, medium and long term strategies.
- Responsible for the operation and maintenance of information systems, adapting systems where necessary to suit changing information needs.
- Responsible for the collection and reporting on information of expenditure both within and outside the organisation, including compliance reporting.
- Ensure processes and staff behaviours are in place for appropriate information sharing.

Research and Development

- Ensures that relevant groups are able to access best practice and current information from supply markets
- Commissions Research and Development initiatives to secure cost and service improvements from alternative methods of operation, through new goods and services or re-engineering existing processes
- Ensures that benefits from research and development and from innovation are realised by stakeholder organisations

Planning and Organisation

- Creates and implements strategic and operational business plans, clearly identifying links to national, regional and local priorities and policy objectives.
- Contributes to the development and implementation of general policy and service development.
- Develops and implements strategies for improving performance
- Drives and leads development and improvement of processes.
- Ensures stakeholder representation is engaged throughout the cycle.
- Drives process efficiency in the continuous development of the end-to-end cycle and its associated performance metrics.
 - Accountable for short, medium and long term business plans, achieving quality outcomes.

- Responsible for linking people, resource and strategy to organisational strategy.

Policy and Service Development

- To identify and assess opportunities for new services and threats to existing services and market develops.
- Develop plans and seize opportunities, mitigate threats and deliver NHS's strategic objectives.
- Responsible for proposing and drafting changes, implementation and interpretation to policies, guidelines and service level agreements (SLA's) which may impact services and region.
- Proposes changes to own function making recommendations for other service delivery.
- Contribute to the review and development of existing information management systems and contribute to the development of an integrated approach to project management.
- The post holder will need to maintain a good knowledge of emerging policies from government departments for example pensions, change management, constitution. This will assist in the thinking and definition of the strategy discussions for the Senate and stakeholders.

This job description and person specification are an outline of the tasks, responsibility and outcomes required of the role. The job holder will carry out any other duties that may reasonably be required by their line manager.

The job description and person specification may be reviewed on an ongoing basis in accordance with the changing needs of the Department and the Organisation.

Person Specification

Area	Essential	Desirable	Assessment
Values and behaviours			
Demonstrable commitment to and focus on quality, promotes high standards to consistently improve patient outcomes	√		A/I
Demonstrably involves patients and the public in their work	√		A/I
Consistently puts clinicians at the heart of decision making	√		A/I
Values diversity and difference, operates with integrity and openness	√		A/I
Works across boundaries, looks for collective success, listens, involves, respects and learns from the contribution of others	√		A/I
Uses evidence to make improvements, seeks out innovation	√		A/I
Actively develops themselves and others	√		A/I
Self-awareness in terms of emotional intelligence, biases and personal triggers with cultural sensitivity and awareness	√		A/I
Demonstrable commitment to partnership working with a range of external organisations	√		A/I
Qualifications			
Educated to masters level or equivalent level of experience of working at a senior level in specialist area.	√		A/I
Clinical qualification and clinical experience		√	A/I

Knowledge and Experience			
Extensive knowledge of specialist areas, acquired through post graduate diploma or equivalent experience or training plus further specialist knowledge or experience to master's level equivalent	√		A/I
Evidence of post qualifying and continuing professional development	√		A/I
Must have an understanding of the background to and aims of current healthcare policy and appreciate the implications of this on engagement	√		A/I
Should have an appreciation of the relationship between the Department of Health, the Commissioning Board and individual provider and commissioning organisations	√		A/I
Member of relevant professional body	√		A/I
Skills and Capabilities			
Communication Skills			
Provide and receive highly complex, sensitive and contentious information, negotiate with senior stakeholders on difficult and controversial issues, and present complex and sensitive information to large and influential groups.	√		A/I
Persuade board and senior managers of the respective merits of different options, innovation and new market opportunities.	√		A/I
Negotiate on difficult and very complex and detailed issues.	√		A/I
Analytical Skills			
Problem solving skills and ability to respond to sudden unexpected demands.	√		A/I
Ability to analyse complex facts and situations and develop a range of options.	√		A/I
Takes decisions on difficult and contentious issues where there may be a number of courses of action.	√		A/I
Strategic thinking – ability to anticipate and resolve problems before they arise.	√		A/I
Ability to carry out procurements for highly detailed, high value contracts that require analysis, comparison and assessment.	√		A/I
Planning Skills			
Plans and organises a broad range of complex activities, formulating and adjusting plans to reflect changing circumstances.	√		A/I
Inputs to strategic plans across NHS and within the specific teams.	√		A/I
Works with Stakeholders to develop performance	√		A/I

improvement plans and to develop plans for innovation and opening up the market.			
Good use of available information sources to enable efficient and effective planning	√		A/I
Ability to work under pressure and to tight and often changing deadlines	√		A/I
Management Skills			
Skills for direct line management and job management.	√		A/I
Skills for delivering results through managing through others and using a range of levers in the absence of direct line management responsibility.	√		A/I
Skills for managing relationships with a range of different stakeholders.	√		A/I
Physical Skills			
Working knowledge of Microsoft Office with intermediate keyboard skills.	√		A/I
Autonomy/Freedom to Act			
Manages team within the constraints of NHS strategic plan.	√		A/I
Ability to work on own initiative and organise workload, allocating work as necessary.	√		A/I
Ability to make decisions autonomously, when required, on difficult issues.	√		A/I
Equality and Diversity			
Demonstrates knowledge and understanding of equality of opportunity and diversity taking into account and being aware of how individual actions contribute to and make a difference to the equality agenda.	√		A/I
Ensures staff for whom the post holder has line management responsibility	√		A/I
Demonstrates knowledge and understanding of equality of opportunity and diversity.	√		A/I
Financial and Physical Resources			
Previously responsible for a budget, involved in budget setting and working knowledge of financial processes	√		A/I
Other			
An ability to maintain confidentiality and trust	√		A/I
Used to working in a busy environment	√		A/I
Adaptability, flexibility and ability to cope with uncertainty and change	√		A/I

Commitment to continuing professional development.	√		A/I

***Assessment will take place with reference to the following information**

A=Application form

I=Interview

T=Test

C=Certificate