



Commissioning Board
A special health authority

Job Description

Job Title	Local Area Director x 24
Reference Number	CB0049
Directorate	Operations Directorate
Pay Band	Very Senior Manager
Salary	£140,000 pa
Accountable to	Regional Director
Direct Reports	To Be Confirmed
Base	Within relevant Local Area as agreed with Regional Director
Informal Contact	<p>North of England: Richard Barker, Regional Director on richard.barker@northeast.nhs.uk</p> <p>Midlands and East of England: Paul Watson, Regional Director on 07802 286790</p> <p>South of England: Andrea Young, Regional Director on 01635 275617</p>
Closing Date	12 noon Friday 6 th July 2012
Interview Date	<p>North of England: 11th and 12th July 2012</p> <p>Midlands and East of England: 12th and 13th July 2012</p> <p>South of England: To Be Confirmed</p> <p>As part of the selection process, shortlisted candidates will be asked to take part in a stakeholder engagement session. Further details to be confirmed.</p>

Job Purpose

To be a key member of the Operations Directorate's regional corporate team; to lead the strategic implementation of the NHS strategy for England through the local area team.

To provide credible and visible clinical and professional managerial leadership at local area level; co-ordinating and overseeing planning, service quality and financial performance and assuring emergency preparedness and response.

To manage within the local area the direct commissioning of NHS Primary Care services.

Post holders may also lead on specific supra-area direct commissioning functions. These may include specialised NHS services, offender health, military health NHS services, NHS public health services and interventions.

To strategically lead, support and hold to account CCGs in their commissioning of high-quality, safe, patient and client-centred services.

To develop partnerships with Local Authorities (through the HWBB), service providers, patients and the public within the framework of the NHS CB's single operating model.

Key responsibilities

Strategic

- To develop and secure a strategic overview of the system
- To be a key member of the Regional Director's corporate leadership team, including the potential to lead significant areas of work on a region-wide basis
- To provide strategic leadership for the NHS Commissioning Board (NHS CB) across the local area, including leadership and management of the local area teams
- To work in partnership with CCGs and HWBs to oversee and assure the planning and re-design of services, particularly large scale and complex service reconfigurations on behalf of the NHS CB
- To establish arrangements, through the Medical and Nursing leads, to support and promote the work of Clinical Networks and Clinical Senates across the local area

Leadership

To be responsible for ensuring the delivery of effective strategic and local commissioning regionally and across the local area by:

- Ensuring the right people, systems, processes and supporting technologies are in place in the local area to deliver the NHS CB's national strategic vision and goals
- Leading the strategic development and operational oversight of the local area team, securing engagement and commitment of all staff and stakeholders including clinical engagement
- Building and maintaining an effective and functionally flexible local area team
- Leading the local area team to work corporately and cohesively to deliver the NHS CB's national, strategic and operational plans
- Developing and strengthening effective local clinical leadership
- Leading by example in order to engender behaviours that give consistent expression to the NHS CB's values, and to ensure that all staff members within the local area live up to these values
- Leading the local implementation of the NHS CB Organisational Development Plan to support the delivery of business goals and objectives and create a strong brand for the NHS CB
- Promoting a learning culture that encourages the use of initiative and innovation, and supports personal and team development, through team and individual performance appraisal and review, evaluation and evidence-based examples of good practice
- Developing a continuous performance improvement culture and systems so that improved outcomes are pursued, and any underperformance is tackled in a proportionate and timely fashion
- Ensuring that the local area team receives full and timely advice and information needed to monitor progress with national policy and priorities
- Encouraging innovation that supports the NHS CB's values and cultures and contributes to future successes

Emergency preparedness and resilience

- To lead and co-ordinate NHS emergency preparedness, resilience and response across the local area, in line with the nationally agreed EPRR model, working with and through Local Resilience Fora and LRF partners

Improving Health Outcomes

- To oversee the improvement in health and wellbeing outcomes, as defined by the NHS Outcomes Framework, Public Health Outcomes Framework, Adult Social Care Outcomes Framework and the developing Children's Health Outcomes Framework, through assuring effective partnership arrangements with other key players across the local area
- To oversee effective working with marginalised and disadvantaged communities to achieve positive outcomes
- To ensure that there is an effective monitoring and evaluation system in place to assess the achievements of the local area in improving outcomes

CCG performance development, monitoring & intervention

- To ensure that robust systems, processes and information flows are in place, to maintain a clear and up-to-date view of the effectiveness and performance of CCGs
- To ensure that these systems, processes and information flows provide effective early warning of potential failures in service quality, financial management, partnerships and performance
- To take a risk-based approach, in line with consistent and national rules, to intervene in order to anticipate and avoid such failures
- In the case of sustained CCG failure, to take appropriate action in accordance with the framework to be developed by the NHS CB
- To be responsible for assuring and supporting the effective operation of CCGs in the local area
- To ensure robust systems are in place to monitor service quality, and stand ready to escalate management action and intervention in the circumstance of material concerns and risks of failure in line with the NQB's forthcoming 'early warning' quality and safety system

Commissioning of high quality services

- To lead the development of the local area teams commissioning competencies and performance to secure high quality NHS primary care services
- As agreed with the Regional Director, to lead the development of commissioning competences and performance on a supra-local area basis. This may include lead responsibility for specific services including specialist NHS services, NHS military health services, offender health services and NHS public health services and interventions, consistent with the NHS CB's

strategy for England

- To ensure effective engagement and consultation with the public, patients and local communities on the development of the NHS CB's national service strategies and plans and in the design and delivery of these services
- To promote the development of integrated care delivery models that put the needs of patients and clients at the heart of service commissioning
- To ensure that services are designed and delivered to take account of the needs of minority groups and address health inequalities

Clinical Governance

- To lead and oversee the new system of quality surveillance and assurance in line with the recommendations of the forthcoming National Quality Board's report on 'early warning' quality and safety systems
- To oversee the development and implementation of quality improvement activities and programmes, with the Medical Directorate and the Directorate of Quality and Nursing
- To be responsible for managing risk across the local area
- To ensure that there is an effective Continuous Professional Development programme for the clinical workforce of the NHS CB across the local area, in partnership with the Medical and Quality & Nursing Directorates
- To ensure that complaints and appeals mechanisms and Serious Untoward Incidents are managed effectively and used to inform commissioning and service improvements

Management of stakeholder relationships

- To develop and maintain close and effective working relationships with the sub-national teams of other national NHS bodies, including Monitor, CQC, PHE and HEE
- To develop strong partnership arrangements with other organisations and stakeholders, including universities, local authorities and industry, to deliver improved commissioning and service delivery in support of improvements in health outcomes
- To develop a culture of involvement of staff, patients, the public and carers in decision making across the local area
- To be responsible for developing effective strategies for the seamless transfer of information and the promotion of the NHS CB's image

- To ensure that all stakeholders are appropriately consulted in the development of the NHS CB's plans and priorities
- To direct and delegate responsibility for developing a positive relationship with the public and media, and for preparing corporate media responses
- To represent and promote the interests of the NHS CB at local area level

Financial Management

- To exercise delegated responsibility for the financial performance of the local area team, ensuring that effective financial procedures and arrangements are in place to meet national standards and reflect an open and transparent approach to the NHS CB's business plans
- To embed a culture of efficiency, effectiveness, productivity, sustainability and value for money
- To support the Regional Finance Director to ensure that sound audit, risk, fraud and controls assurances processes are in place
- To maintain oversight of the use of commissioning budgets by the NHS CB's local area team to ensure probity and value for money

Corporate Governance

- To develop and secure appropriate cultures and behaviours within the local area team to ensure a strong culture of public accountability and governance
- To ensure that the local area team's governance arrangements are robust and implemented to minimise risk
- To ensure that the local area team complies with the broad legal and NHS framework relating to its business areas and comply with all statutory requirements, national financial and corporate governance guidance and approved local policy
- To ensure the local area team operates in a way that maintains the best traditions of high standards in public service, public accountability and probity and sustains the trust and confidence of the community it serves
- To ensure that all statutory requirements and regulations in respect of health and safety are met

Developing an excellent organisation

- To actively support the development of individuals and the team through appraisal, personal development planning, coaching and mentoring

- To work in partnership with others 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

Key accountabilities

To be a key member of the Regional Director's corporate leadership team with responsibility for the direct commissioning NHS primary care services. As agreed with the Regional Director, leading specific supra-local area direct commissioning which may include specialised services, NHS services for the military, offender health NHS services and NHS public health services and interventions through the Regional team's appropriate part of the NHS CB's direct commissioning budget of circa £20bn

To be responsible for the oversight of the local area's CCGs' commissioning of local NHS services, totalling circa £60bn across England

Line management responsibilities for a workforce of circa 50-100 WTE staff ranging from VSM to A4C Band 2 and associated pay and non-pay budgets and any additional staff associated with hosted functions

Person Specification

Area	Essential	Desirable
Values and behaviours		
Demonstrable commitment to and focus on quality, promotes high standards to consistently improve patient outcomes	x	
Demonstrably involves patients and the public in their work	x	
Consistently puts clinicians at the heart of decision making	x	
Values diversity and difference, operates with integrity and openness	x	
Works across boundaries, looks for collective success, listens, involves, respects and learns from the contribution of others	x	
Uses evidence to make improvements, seeks out innovation	x	
Actively develops themselves and others	x	
Knowledge		
A wide range, and breadth, of experience of operating at Board level in the NHS preferably in provider and commissioning roles	x	
Leadership role in overseeing, assuring or delivering strategic change to secure improved outcomes for patients within available resources	x	
Educated to degree level or equivalent	x	
Post-graduate management or specialist qualification		x
Demonstrable understanding of the NHS political environment and evidence-based approach to decision making		x
Extensive knowledge of NHS performance management and accountability frameworks	x	
Extensive knowledge of the whole health system to enable appropriate decision making on both local area and Region-wide issues		x
Knowledge and delivery of effective governance/accountability systems to secure quality, performance and VFM improvement at both organisation and system level	x	
Specialist Skills		
A range of general management and leadership skills from a breadth of disciplines - both clinical and non-clinical - would be highly advantageous (including skills in service delivery, service commissioning, partnerships, finance, performance improvement, leadership development, governance and innovation)		x
Expert presentational skills		x
A keen intellect to analyse complex problems and then support and facilitate the development of coalitions that can develop and deliver shared visions to address them successfully	x	

People Skills		
An effective people manager, who sets high standards, motivates and develops staff and stakeholders and promotes personal, organisational and cultural development	x	
External Impact		
Significant leadership oversight of the NHS commissioning system and responsibility for the direct commissioning functions of the NHS CB locally, to impact on the quality, safety and effectiveness of services and the health outcomes of the population of the region	x	
Effective negotiator with highly developed influencing skills to support and facilitate agreements amongst a disparate range of stakeholders to complex, multi-dimensional challenges often with no single 'right' solution	x	
Decision Making		
Operating as a member of the Regional Director's corporate leadership team, demonstrate sound judgement and flexibility to secure high quality, safe and efficient NHS services and positive health outcomes for patients and the public from the region's part of the £80bn of NHS commissioning resources that are the direct or, through CCGs, indirect responsibility of the NHS CB	x	
Leading on behalf of the NHS CB; deliberations and securing implementation of ultimate Ministerial decisions on regional, local and other strategic configuration decisions in the best interests of the people of England	x	
Ensuring appropriate advice, support, judgements and decision making to secure the effective commissioning of local NHS services by CCGs across the local area	x	
Creative Thinking / Innovation		
A willingness and ability to both learn from the past but also to challenge one's self and others to think creatively and seek out innovation and spread it to generate new solutions to current and future challenges	x	
Emotional Demands		
Post holders will require resilience, independence of thought, emotional intelligence, the ability to work through conflict and ambiguity and the ability to demonstrate a range of leadership styles to secure results through high-level influencing skills	x	
Equality & Diversity		
Demonstrate appreciation and acknowledgment of the range and complexities of diversity; self-awareness in terms of emotional intelligence, biases and personal triggers; cultural competence – cultural sensitivity and awareness	x	