

NHS Coventry and Warwickshire ICB Job Description

Job Title:	Programme Director, West Midlands Networks
Accountable To:	Rachael Danter, Chief Transformation Officer
Base:	Hybrid working, Home and Office based across Coventry and Warwickshire
Contract:	18-month secondment
Hours:	37.5
Band:	8D
JE Reference Number:	105-179

Role Summary

The West Midlands has 25+ clinical and diagnostic networks. Accountability for some of these networks is already transitioning to ICBs and other are likely to transition in 2025. The Programme Director role will oversee the delegation of NHS networks into ICBs and will steer programmes of work in line with agreed principles and governance arrangements.


The Programme Director role will work alongside a range of senior NHS stakeholders as part of a dynamic team in delivering effective West Midlands networks and will manage the operational and financial risks associated with the new network operating model. The role will work closely with the Office of the West Midlands to provide the ICB CEOs improved situational awareness of the programmes of work and impact on health systems.

The role will be hosted by NHS Coventry and Warwickshire Integrated Care Board (ICB) which is a statutory organisation bringing the NHS together locally to improve population health and establish shared strategic priorities within the NHS.

Principal Duties

The Programme Director, West Midlands Networks will:

- manage the identification, mapping, and transitioning of all delegated networks.
- assess and manage the ongoing impact on ICB teams pre, mid and post delegation.

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- provide leadership throughout and beyond a general election and possible change of government.
 - develop current and future operating models.
 - calculate the full ICB costs of managing delegated networks.
 - pro-actively manage the programme plan with NHSE allowing the ICBs to control transitioning at their pace.
 - coordinate network funding into the Lead ICB in the West Midlands rather than piecemeal across West Midlands ICBs.
 - manage networks and influence outcomes:
 - hold networks to account for their deliverables ensuring focus on large scale cost reduction opportunities.
 - ensure alignment with Trust, ICB and national priorities.
 - coordinate with the East Lead ICB.
 - assess each network to identify effectiveness and impact to patient care and make recommendations for development, cost reduction and/or cessation.
 - Collaborate with pathology network chairs, SROs and stakeholders to shape the large-scale strategic deliverables as outlined in the NHSE LTP across the West Midlands.
 - Prioritise financial self-sufficiency/sustainability assessments/value for money and consolidation/cessation programmes to control the cost of all directly managed networks whilst promoting high quality patient care.
 - Maintain oversight of ICBs diagnostics transformation programmes as part of the overall portfolio of work.

General

The Programme Director for the West Midlands Networks will:

- be the principal leader in developing existing partnerships and identifying new collaborations both within and external to the system. This includes, but isn't limited to, NHS Trust and ICB senior executives, independent sector providers and regional and national NHS England.
- To develop, agree and co-ordinate an effective NHS Network strategy for promoting excellence and innovation across the West Midlands which aligns to the national planning guidance for the NHS.
- ensure the delivery of a programme of innovation and change that drives service improvement and performance in line with national and regional ambitions.
- lead the development of commissioning models for NHS Networks.
- ensure the NHS Network programme is consistent and resilient and that it has effective plans and behaviours for managing service pressures.
- monitor and maintain oversight of performance, overseeing corrective action and return to acceptable performance.
- engage with key strategic regional and national policy makers to inform development of NHS Network strategy and policies.
- identify examples of national and international best practice and ensure that West Midlands benefits from relevant innovations.

- develop and champion new initiatives or projects as necessary.
- provide expertise of best practice methodologies, regulatory requirements, policy imperatives, innovation, and technological developments.
- develop and deliver the NHS networks programme, promoting innovation and supporting operational excellence and improvement.
- leads an annual planning process bringing together relevant experts in analytics, finance, and workforce across the West Midlands.
- promote and facilitate collective responsibility for improving whole pathways and removing organisational barriers to accessing health and care services.
- identify challenged areas and initiate and coordinate remedial actions to return to acceptable performance.
- provide overall management and leadership to NHS Networks across the West Midlands, including being a point of liaison between a wide range of stakeholders.
- personally lead, support, and contribute to formal negotiations with senior level staff from external stakeholders, providing an expert level of negotiating expertise to secure the most advantageous arrangements.
- forge positive working relationships to support an effective matrix approach to achieve NHS objectives.
- promote cross-system working across the West Midlands.
- to manage, motivate and develop staff within the NHS Networks team, and external teams, to ensure that they can deliver the responsibilities of the West Midlands ICBs.
- provide expertise and advice to SROs, Chairs, Directors, and other senior stakeholders as required.
- to distil national and regional priorities, aligning resources of the team and wider area if necessary to deliver against the expectations.
- attend, and lead where necessary, assurance meetings with regional and national NHSE.
- coordinate performance returns on behalf of the West Midlands ensuring consistent messages and narrative are understood by ICB and Trust executives.
- be part of the ICB on call rota.

Other Duties

This job description is not a definitive or exhaustive list of responsibilities but identifies the key responsibilities and tasks of the post holder. The specific objectives of the post holder will be subject to review as part of the individual's performance review/appraisal. There may be a requirement to undertake other duties as may reasonably be required to support the ICB in accordance with your grade/level in the organisation.

Direct/Indirect patient care

- Representing the NHS in wider engagement conversations regarding the wider determinants of health and wellbeing
- Contact with the public and service users is incidental.

Policy and Service Development

- Responsible for proposing and drafting changes, implementation and interpretation to policies, guidelines, and service level agreements.
- Working collaboratively to develop a faculty of champions and leaders.
- Promote the adoption of innovative strategies and techniques.
- Proposes changes to own function and making recommendations for the development of the NHS Networks programme.

Financial and physical resources

- The post holder will have budgetary responsibility which will include evaluating the value for money of new contracts, monitoring the performance of existing providers and ensuring that provider performance aligns, and complies, with contractual terms and conditions.
- The post holder will report on programme health and effectiveness and make recommendations to the West Midlands ICBs/Office of the West Midlands for investment and disinvestment in initiatives.
- Leads the development of commissioning models that ensures value for money and promote excellence.
- Acts in a way that is compliant with Standing Orders and Standing Financial Instructions in the discharge of this responsibility.
- Constantly strives 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.
- The post holder will be expected to bid for monies from key strategic partners. Ensure that financial investments from external partners are effectively managed.
- Ensure that all budgets related to areas of oversight are used with prudence and efficiency.

Human Resources

- Manages the NHS Networks team(s) including responsibility for recruitment and selection decisions, and programme workload distribution as required,
- Liaises with commissioning support organisations as appropriate.
- Forges positive working relationships to support an effective matrix approach to achieve NHS objectives. This will include influencing and motivating teams outside of the ICB.
- To manage, motivate and develop staff within the team to ensure that they can deliver the responsibilities of the NHS Networks programme.

Information resources

- Responsible for the development, management and maintenance of systems and framework across the NHS Networks programme.
- Partners with the Information and Business Intelligence team to ensure that information management needs are met to enable effective education planning and quality monitoring.

Research and Development

- The post holder will be expected to utilise surveys, research, and complex evaluation as part of transformation projects, and to use the results of research to determine best practice.

- The post holder will assess wide range of resources and make connections with NHS and stakeholder partners to develop local opportunities.

Other commissioning duties as directed by Lead Commissioners

Skills required for this post:

Analytical and judgment skills

- To understand and interpret highly complex information and analytical requirements, assess the purpose for which outputs are required and support, develop and deliver appropriate solutions.
- Use high level critical thinking skills and high-level analytical skills, along with the ability to draw qualitative and quantitative data from a wide range of sources and present in a clear concise manner.
- Analyse a wide range of data, determining the best form for communicating and presenting the information ensuring it is comprehensible, relevant, and timely.
- Proactively improve methods of data extraction, manipulation, analysis, and presentation, developing new and existing systems and evaluating alternative options
- Develop and maintain robust processes to validate information and improve data quality, internally and with external partners.
- High level numerical and verbal reasoning and problem-solving skills.
- Ability to identify and find links between issues and to think through and articulate the potential consequences of alternative courses of action.
- Ability to identify and evaluate consequences, interdependencies, and risks of options.

Communication and relationship skills

- Lead as the expert; integrating systems and managing effective working relationships with the appropriate stakeholders including NHS, Local Authority, Third Sector and Private Sector.
- Drive and challenge each key working relationship to innovate with drive reform to achieve agreed objectives.
- Provide and receive highly complex, sensitive, and contentious information, including presenting information about projects and dependencies to a wide range of internal and external stakeholders in formal settings.
- Manage potentially aggressive and/or antagonistic situations with staff and stakeholders within change programmes for successful outcomes.
- Deal with complex and conflicting subject matter problems or in day-to-day workload in workshops, meetings, one on one communications, and other events, comprising various parts of the business.
- Nurtures key relationships with senior and high-profile individuals and responsible for the maintenance of networks.
- Build and maintain close relationships with the NHS England.
- Ensure excellent public and patient engagement.
- Link with managers and members of other initiatives to address inter-dependencies and ensure alignment.
- Represent commissioners in sensitive and political situations, delivering difficult messages where required to high-level audiences.
- Ability to learn and to adapt behaviour and actions based on learning.
- Ability to maintain objectivity and remain calm, confident, and composed under pressure.

- Self-aware and able to understand and value different perspectives and contributions to a team including personal contribution.
- Positive and enthusiastic approach that supports, develops, and motivates others to achieve objectives and seeks continuous improvement.
- Political sensitivity and awareness.
- Prepared to challenge and be challenged.

Planning and organisation skills

- Leadership, vision, strategic thinking, and planning with highly developed political skills.
- Flexible and adaptable to change.
- Ability to prioritise and delegate.
- Understanding resource requirements and contingency planning where necessary.
- Contributes to the NHS Networks strategic planning process and delivery of priorities and manages consequential adjustments to activities responsible for as required.

Physical skills

- Standard keyboard skills.
- Periods of long concentration required.
- There is a requirement for driving across the West Midlands, regionally and occasional national travel.

Code of Conduct

The ICB requires the highest standards of personal and professional conduct from all of its employees. All employees must comply with the Code of Professional Conduct appropriate to their professional governing body and to the ICB's Code of Conduct.


Policies and Procedures

All employees are expected to comply with all the policies and procedures drawn up by the ICB.

Health, Safety and Risk Management

Staff are required to adhere to and act consistently with all relevant health and safety legislation and ICB policies and procedures in order to ensure that their own and others health and safety and security is maintained. This will include identifying and reporting all risks to health and safety, security of equipment and property and the achievement of ICB objectives in accordance with the ICB's risk management strategy and policies. Training will be provided.

No Smoking Policy



The ICB operates a no-smoking policy. This applies to all staff and visitors. It is a condition of employment for staff that they do not smoke anywhere on ICB premises. Whilst we do not discriminate against employing smokers, they are expected to adhere to this policy and all prospective employees should be aware of this.

Equal Opportunities

The ICB is working towards equality and has policies relating to the equality of opportunity in employment and service delivery. All Governing Body members are expected to comply with these policies.

Confidentiality

As a staff member, you will gain knowledge of a range of highly confidential matters being given consideration by the ICB. Under no circumstances should such information be divulged or passed to any unauthorised person or person(s). This includes holding discussions with colleagues concerning patients in situation where they conversation may be overheard. Breaches of confidence will result in disciplinary action, which may involve dismissal.


Infection Control

All staff have a responsibility to ensure that infection control policies, procedures and guidelines are adhered to and to support the ICB's commitment to preventing and controlling healthcare associated infections.

Safeguarding Children, Young People and Vulnerable Adults

The ICB is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expects all Governing Body member to share this commitment and to understand the requirements of the Government's Prevent strategy and promote its key principles. Rigorous recruitment checks are carried out and successful applicants may be required to undertake an Enhanced Disclosure via the Disclosure and Barring Service (DBS) and undergo the necessary training.

Freedom of Information



All staff must be aware of their responsibilities under the Freedom of Information Act 2000. All staff must undertake Information Governance training to ensure they fully understand the implication of the Freedom of Information Act.

This job description will be reviewed as necessary and may be amended to meet the changing needs of the ICB. It will also be used as the basis for determination of objectives and the contents will be used as part of the annual appraisal.

Conflict of Interest

Staff are required to declare any relevant and material personal or business interests for them or close relatives and will be required to abide by the Conflict of Interest Policy.

Data Protection

All employees must adhere to appropriate ICB standards/policies in respect of the use of personal information, including guidance on the use and disclosure of information. The ICB also has a range of policies for the use of computer equipment and computer-generated information. These policies detail the employee's legal obligations and include references to current legislation. Copies of the Policy on the Protection and use of Personal Information and other Information Technology can be obtained from the ICB.

Criminal Convictions

If during the course of your employment you are convicted of, or charged with a criminal offence (with the exception of a traffic offence) whether it arises from your employment or otherwise, you are required to report the matter to Human Resources, who will decide on the appropriate course of action. Should you be convicted of an

offence and receive a custodial sentence, the organisation reserves the right to terminate the contract of employment after careful consideration of the facts. Failure to report a conviction may itself lead to disciplinary action being taken. Any information will be treated confidentiality except insofar as it is necessary to inform other relevant members of management. Additionally, if driving is part of your duties and you are convicted of any traffic offence, you must report them to Human Resources who will decide on the appropriate course of action.

Risk Management

Staff are responsible for adopting the Risk Management Culture and ensuring that they identify and assess all risks to their systems, processes and environment and report such risks for inclusion within the ICB's Risk Register. Staff must also attend

mandatory and statutory training, report all incidents/accidents including near misses and report unsafe occurrences as laid down within the policies.

Governance

All staff have a responsibility to be aware of governance arrangements and ensure that the reporting requirements, systems and duties of action put into place by the ICB are complied with.

Disclosure and Barring

If your post is one that requires a disclosure (at whatever level) from the DBS, the organisation retains the right to request that a further disclosure is sought at any time as deemed to be appropriate. If you have been appointed and are awaiting the outcome of a DBS check and it proves to be unsatisfactory, your employment will be terminated.

NHS Coventry and Warwickshire ICB

Person Specification

Job Title:	Programme Director, West Midlands Networks
Directorate:	Transformation

This person specification lists the requirements necessary to perform the job. Candidates will be assessed according to the extent to which they meet, or have the potential to meet the specification. It is therefore important that applicants pay close attention to all aspects of the person specification when deciding if their skills, experience and knowledge match these requirements.

Factors	Description	Essential	Desirable	Assessment
Knowledge, Training and Experience	Educated to masters level or equivalent level of experience of working at a senior level in specialist area. Extensive knowledge of specialist areas, acquired through post graduate diploma	√		A/C

	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
	Significant experience in delivering programmes across multiple organisations and partners.	√		A/I
	A record of significant achievement in directing and managing teams successfully within a complex and diverse organisation.	√		A/I
	Experience of collaborative working across organisational boundaries and with different professional groups.	√		A/I
	Must understand the background to and aims of current healthcare policy in Lincolnshire and appreciate the implications of this on engagement.	√		A/I
	Should have an appreciation of the relationship between the Department of Health, NHSE and individual provider and commissioning organisations	√		A/I
	Project Management Qualification		√	A/I
Communication Skills	Exceptional oral and written communication skills with the ability to communicate highly complex, highly sensitive and highly contentious information and issues effectively with a range of stakeholders where there are significant barriers to acceptance which need to be overcome.	√		A/I
	Ability to present information, in both formal and informal settings, to a wide range of internal and external stakeholders, demonstrating the ability to customise to different 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	The ability to analyse highly complex issues, to think and plan to achieve both tactical and strategic objectives, and to exercise sound judgement in the face of conflicting pressures	√		A/I

	Ability to analyse and interpret complex / highly complex data and information to identify significant trends and to inform clinical decision-making (review pathways and redesign where applicable)	√		A/I
	Able to understand and analyse highly complex issues, drawing on the breadth of data needed to inform ICB and system decision making and the ability to use it to balance competing priorities and make difficult decisions	√		A/I
	Demonstrates an ability to manage conflict and build consensus: facilitating problem solving and collaboration among various parties	√		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 specific teams.	√		A/I
	Works with Stakeholders to develop performance improvement plans and to develop plans for innovation and opening up the market.	√		A/I
	Ability to work under pressure and to tight and often changing deadlines	√		A/I
	Able to create a compelling vision for the future and communicating this within and across multiple organisations.	√		A/I

Management Skills	Ability to work with individuals at all levels of the organisation, stakeholders and members of the public.	√		A/I
	Ability to deliver results through managing through others and using a range of levers in the absence of direct line management responsibility including the use of matrix working	√		A/I
Physical Skills	Working knowledge of Microsoft Office with intermediate keyboard skills.	√		A/I
Autonomy	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, including when under pressure.	√		A/I
Equality and Diversity	Demonstrates knowledge and understanding of equality of opportunity and diversity considering 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	Experience of managing a programme budget, previous involvement with budget setting and working knowledge of financial processes.	√		A/I
Other	Adaptability, flexibility, and ability to cope with uncertainty and change.	√		A/I
	Stamina, energy and enthusiasm and the ability to work effectively under pressure	√		A/I
	Commitment to continuing professional development.	√		A/I

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

Equality and Diversity

In addition to any specific criteria laid out above, each applicant will be expected to demonstrate a basic understanding of the principles of equal opportunities in relation to the post.

Disability Confident Scheme

This means we will guarantee an interview to any candidate who has a disability if they meet the essential requirements of the person specification.

Candidates who would like to discuss adjustments to the selection process or the working arrangements should they be successful should contact HR in the first instance.