

JOB DESCRIPTION

Job Title	Director of Strategy and Governance		
Executive Director	No - Member of EMT	Location	Gyle Square, Edinburgh
Immediate Line Manager	Chief Executive, NHS National Services Scotland		
Strategic Business Unit	Strategy and Governance Directorate		

2 Job Purpose

To lead and drive improved performance and compliance across National Services Scotland ensuring effective Enterprise Governance This will be achieved by working in partnership with colleague Directors on developing and implementing steering processes and performance management measures across the organization; through embedding process management principles across NSS; through leading Strategic Planning, Risk Management and Business Continuity across the organization; through robust Regulatory Compliance and Audit provision; and ensuring that all of these measures are designed specifically to enable a high performing, agile and flexible organization.

Lead and drive the development, implementation and compliance with robust governance arrangements, ensuring the effective operation of the NSS Board, Executive Management Team, Governance Committees and Public Accountability.

As a member of the EMT, to shape, approve and implement the strategic direction, governance and performance management of National Services Scotland (NSS) whilst maintaining strategic organisational oversight: through contributing to the development and positioning of the overall strategic direction of NSS by leading and directing specific corporate programmes to support NSS in the discharge of its governance responsibilities and the delivery of NSS business.

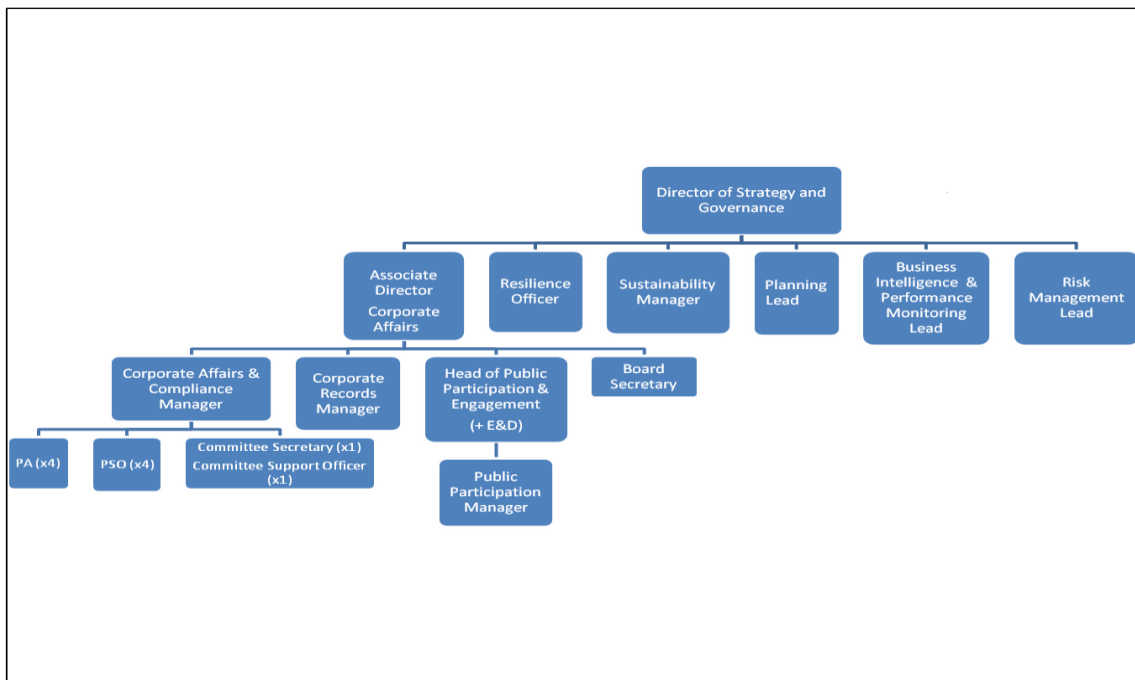
3 Dimensions

- NSS as a Non Departmental Public Body (NDPB) provides a diverse range of unique support services for the NHS in Scotland, delivered through six Strategic Business Units (SBUs) covering Blood, Tissues and Cells; IT; Procurement, Commissioning and Facilities; Public Health and Intelligence; Practitioner and Counter Fraud Services and Central Legal Office. Associated Revenue costs of circa £600 million and net assets circa £94 million (2013/14).
- The postholder is responsible for the provision of the following services for NSS, covering approximately 3,370 staff (comprising medical, nursing, technical, scientific, management and administration staff, located in 24 sites across Scotland :-
 - Strategic Planning, Performance and Service Delivery
 - Business Continuity Planning

- Risk Management
- Regulatory Compliance
- Corporate Affairs and Identity, Executive Office functions
- Public Records, FOI and Data Protection
- Customer Feedback and Complaints
- Equality and Diversity
- Good Citizenship
- Sustainability
- Audit and
- Corporate governance and responsibility

- This post and its responsibilities requires an operating level at the most senior level of the organisation.
- The postholder manages a total Revenue budget of approx £4m 2015/16 .
- The postholder is responsible for providing leadership and direction to approximately 21 staff in the Strategy and Governance Support Business Unit.

4 Organisational Chart



5 Role of Department

National Services Scotland's core purpose is to deliver effective national and specialist services which enable and support improvements in Health Care, in Public Health, in Value & Sustainability. It delivers these services through its Strategic, Support Business Units and Directorates.

The Strategy and Governance Directorate operates under the direction of the Chief Executive and aims to lead and drive improved health and financial impact across NSS through the provision of strategic leadership, professional advice, and governance

The Directorate is responsible for leading and driving improved organizational performance and compliance through:-

Strategic Planning, Performance and Service Delivery - robust and effective strategic planning; developing and implementing performance and service delivery processes and ensuring effective Enterprise Governance;

Risk Management, Business Continuity Planning - having an informed understanding of relevant risks, an assessment of their relative priority and the opportunities presented, and a rigorous approach to monitoring and controlling; robust business continuity, resilience and recovery plans in place.

Audit - Having in place audit arrangements and plans which lead to evidence based audits to protect the public purse. NSS contracts out the Internal Audit function and has four outsourced service audits providing third party assurance, covering the National IT contract; Practitioner and Counter Fraud Services, Payroll and Financial Services. Management and co-ordination of NSS audit supplier relationships and their service delivery (internal audit, service audit and external audit).

Corporate Affairs and Identity, Executive Office functions

Public Records, FOI and Data Protection

Corporate Governance and Responsibility

Regulatory Compliance

Customer Feedback and Complaints

Equality and Diversity

Good Citizenship

Sustainability

The Corporate Affairs part of the Directorate provides strategic direction, leadership, management and development across a portfolio of corporate affairs functions including governance, compliance, and patient/public engagement/involvement. Ensuring that NSS has effective corporate governance arrangements in place and that the NSS Board and the Strategic/Support Business Units (SBUs) are fully supported; this includes enabling the smooth operation of NSS's formal decision making and reporting machinery, including overseeing the organisation and administration of all Board and Board sub committee meetings, and establishing procedures to ensure that NSS complies with all its constitutional and regulatory requirements.

6 Key Result Areas

1. Lead and drive the development and implementation of NSS Strategy, business plans and processes and performance management across NSS Services. Lead the monitoring, reviewing and reporting against business objectives to ensure strategic outcomes are delivered and prompt remedial action is instigated when required. This includes leading the annual cycle of Strategic and Business Planning and Performance Review on behalf of NSS to ensure that the long term strategic direction is clearly articulated and translated into annual business plans with aligned and measurable organisational objectives and communicating these to key partners and stakeholders.

2. Lead and drive the development and ongoing review of governance frameworks, systems and processes across NSS to ensure effective compliance, corporate accountability and assurance to the NSS Board.
3. Ensure that the corporate business of the NSS Board is effectively managed and that the NSS strategy is appropriately monitored and supported through the highest standards of corporate and staff governance.
4. Lead and direct the delivery of expert support services to the organisation through an open and supportive culture. The service portfolio includes:
 - Strategic Planning, Performance and Service Delivery
 - Business Continuity Planning
 - Risk Management
 - Regulatory Compliance
 - Corporate Affairs and Identity, Executive Office functions
 - Public Records, FOI and Data Protection
 - Customer Feedback and Complaints
 - Equality and Diversity
 - Good Citizenship
 - Sustainability
 - Audit and
 - Corporate governance and responsibility
5. Lead the development, maintenance and monitoring of the 5 year Corporate Strategy and annual Local Delivery Plan to ensure that effective data and insights are used to inform decision making such that sustainable services are delivered in line with national outcomes and quality ambitions, and to maximise NSS's health and financial impact for NHSScotland.
6. Lead and direct a service portfolio and specific areas of staff and corporate governance and thereby deliver assurance to the NSS Board that effective frameworks and processes are in place in the following areas:
 - Corporate Governance
 - Planning and Performance
 - Business Information and Intelligence
 - Risk Management and Regulatory Compliance
 - Corporate Responsibility
 - Freedom of Information
 - Data Protection
7. Develop and maintain a framework to facilitate effective engagement with stakeholder networks and alliances across NHSScotland and Scottish Government to ensure that the strategic planning and performance management processes respond to and support changing stakeholder needs and enable the effective and appropriate utilisation of NSS services by these key stakeholders.
8. Establish and maintain effective relationships with stakeholders across NHSScotland and the Scottish Government to ensure that the strategic planning and performance management processes respond to, support and influence changing customer needs, ensuring that strategic planning is integral to the partnership process.
9. Lead and drive the development of processes that ensure that NSS complies with all its constitutional and regulatory requirements.
10. Develop and embed an organisational culture that promotes effective behaviours and demonstrates a clear commitment to the NSS values.

7 Assignment and Review Work

The post reports to the Chief Executive of NSS with review of performance undertaken on an annual cycle through the agreement of performance objectives and formal performance appraisal by the Chief Executive, reviewed by the Chairman.

Work is largely self generated, assigned and prioritised within the parameters of the role and in response to established national and local priorities including the NSS 5 Year Strategic Plan and annual Local Delivery Plan. Work is also generated within NSS by the NSS Board, its governance committees and the Chief Executive and externally by NHS Scotland strategic priorities and professional and regulatory bodies.

8 Communications and Working Relationships

The postholder will communicate with a wide range of senior clinical and non-clinical staff in NSS; the wider NHS in Scotland and with senior officials of other external agencies such as Non Departmental Public Bodies, Local Authorities and others.

The postholder works in Partnership with a range of stakeholders, including Scottish Government, NHS Boards, other professional and regulatory bodies.

Excluding the postholder's immediate line manager, the following are key working relationships, with examples of the purposes of these contacts:-

Internally, the Director works with executive and non-executive Directors, the Executive Management and Senior Teams across the Strategic Business Unit (SBU) for example:

- Members of the Board at regular meetings to provide input to strategy formulation, implementation and monitoring; contributing to executive decision-making and making all concerned fully aware of recent and planned activity.
- Members of the Executive Management and senior teams at regular meetings to discuss corporate strategy, business planning, operational performance, leading and contributing to collective decision-making.
- Directors of Strategic and Support Business Units, to ensure the assessment and integration of the management of risk across all of NSS.
- Trade Union and Staff Side representatives in the furtherance of the Staff Governance agenda and partnership working.

The postholder works with external stakeholders and customers including:

- Chairs, Chief Executives and other senior directors of NHS Boards, Local Authorities and third sector organisations to foster and improve customer relationships.
- SGHSCD Performance Management Directorate on a regular basis to discuss national policy. Active member of a number of Scottish Government groups and committees to promote understanding of the impact of NSS on the health and wellbeing of all the people of Scotland.
- Professional bodies and other agencies
- Regulatory Bodies and Audit Scotland

9 Most Challenging Part of the Job

Delivering against a complex portfolio of high impact corporate activities across a broad range of complex and diverse services in a way that ensures complete transparency of

NSS performance against these services; that health and financial impact is maximized and that highest standards of organization performance and corporate governance are achieved. This has to be delivered whilst managing the performance of colleagues who are peers and maintaining and enhancing those relationships.

10 Qualifications and/or Experience Specified for the Post by the Employing Authority

Qualifications

- Educated to Masters level in a relevant subject, or equivalent.
- Evidence of continuing professional/personal development, including management and leadership development.

Experience

- Significant leadership ability at a senior/executive level in a multidisciplinary environment over a significant number of years. This should include experience of working in an organisation of considerable scale and complexity.
- It is anticipated that the depth of competence required will be evidenced by a seasoned and experienced professional with extensive post-qualification experience (some of which should be at Director level) in strategic planning in a medium/large diversified organisation.
- The postholder will require to evidence a significant understanding of the wider strategic planning and workforce agendas across NHSScotland.
- Evidence of managing and delivering across a diverse portfolio of challenging and high profile services.
- Project management experience in a change environment and a consistent track record of achieving continuous improvement.
- Experience of working at a national level, preferably with or within Scottish Government is desirable.

Competencies

- **Leadership:** Communicates a compelling vision and provides visible and supportive direction and guidance that empowers, enables, motivates and develops the senior team to achieve the organisation's goals.
- **Strategic Thinking:** The ability to transform strategy into implementation planning and project/change management to deliver significant change programmes
- **Improving Quality:** Focuses on continually improving outcomes for customers, patients and other stakeholders.
- **Achieving Results:** Develops and implements SMART service plans and reviews own team and service performance against these.
- **Political Sensitivity:** Fosters and builds effective alliances underpinned by a strong ethos of partnership working with a broad range of stakeholders to enable effective working at a national level both within SGHSCD and across NHS Boards and partner organisations.
- **Working in Partnership:** Builds effective relationships with staff, customers and other stakeholders.
- **Improving Performance through Team-working:** Works effectively as a team member and leads the team with tenacity to deliver shared goals.
- **Caring for Staff:** Creates a healthy, safe and dynamic working environment in which staff wellbeing is promoted and individuals are supported and motivated in their roles.
- **Communicating effectively:** Communicates clearly and consistently and ensures that staff, customers and other stakeholders influence service planning

and delivery.

- **Promotes a Learning Organisation;** Views learning as integral to service planning and delivery and develops organisational learning plans to maximise staff potential.

Demonstrates through behaviours and actions an absolute commitment to the NSS Values:-

Customer Focus – recognising everyone as a customer and putting customers first.

Respect and Care – demonstrating that we value the views of others and showing mutual respect for each others' differences and diversity.

Openness – sharing timely and consistent information regularly and ensuring honesty and transparency in our communications.

Integrity – ensuring our decisions, actions and behaviours are based on ethical principles and values and that we take responsibility for them.

Committed to Each Other – listening to our staff/customers and treating each other consistently and supportively thereby building trust.

Excel and Improve – embracing change and striving for continuous improvement aligned to customer need; seeking out best practice, sharing ideas and learning from our mistakes.