

Role Description

Role:	Deputy Chief Executive/Chief Operating Officer (Finance, Commissioning and Performance)
Directorate:	Chief Executive's Office
Department:	Health & Social Care
Grade:	JESP Band 9 – 13 Circa £97,000 (£116,400 UK Equivalent)
Responsible to:	Chief Executive
Responsible for:	Director for Service Improvement & Business Change Director of Health and Social Care Commissioning Financial Advisor – Health Financial Advisor – Social Care

Context

This is a senior high-profile role within the Department of Health & Social Care, reporting directly to the CEO. Along with the CEO, Executive Director for Health and Executive Director for Social Care, this post is part of the Senior Leadership Executive Team. The role covers all duties associated with;

1. Financial planning, financial frameworks and targets, financial governance, budget setting and financial control, assuring compliance with the Department's accounting and auditing obligations and for the discharge of obligations under relevant financial directions.
2. Commissioning developments across the Department associated with strategic commissioning intentions, quality, value for money and targeted provider developments, integrated team development, primary care and pathway redesign, social care and housing services.
3. Performance management against agreed strategy and plans, budgets, targets and outcomes, development of measurable annual objectives with integrated reporting, accountability and delivery.

Purpose of the Role

The main responsibilities and accountabilities of the role include:

- a) Taking lead responsibility for the development and implementation of plans, ensuring budgetary control and targets by division to ensure a balanced budget, sustainable financial planning, joint working, integrated service planning and added value for money;
- b) Taking lead responsibility in relation to all aspects of health & social care commissioning in the Department;
- c) Developing a corporate culture geared to deliver planned performance, team working and effective engagement and communications with Central Government, patients and service users that demonstrates patients and service users are centric to decision making and actions;
- d) Supporting the Minister and CEO, as a member of the Senior Management Team in developing strategic priorities and objectives and delivery of the business of Government;
- e) Developing, leading and implementing new business and models, through reengineering, multi-disciplinary approach or market testing to generate better quality, better value for money health and social care services, based on needs, efficiency, early intervention, prevention and more appropriate care pathways.

The role holder will work with, and influence a wide range of stakeholders some of whom may have competing interests. As such the role holder will ensure that strategic and operational plans, priorities and targets take account of all the issues at hand, in particular financial implications in the pursuance of affordable strategies and initiatives.

Main Duties and Key Accountabilities

1. Leadership and Departmental Performance

The Deputy Chief Executive/Chief Operating Officer is responsible for leading the Department's overall operational performance and effectiveness in accordance with the functions and duties of the Department and the Department's strategic plan. They will play a key role in ensuring that services, priorities and plans are developed in line with broader IoM Government strategic priorities, and will develop a strong performance culture in the Department. The role holder will:

- Provide clear leadership and develop operational plans to ensure the delivery of the Department's corporate performance objectives and targets through appropriate programmes and services;
- Shape and produce a business plan for the Department which sets out principal performance objectives and ensures that all members of staff are aware of what they will personally contribute to the success of the Department, through cascade and personal objectives;
- Work with senior managers across the Department to ensure that performance is regularly reviewed and reported against targets to secure the necessary improvements in patient/service user care and service delivery;
- Take lead responsibility to ensure the cost effectiveness and efficiency in the development and delivery of the Department's services, including staffing resources;
- Take lead responsibility for strategic commissioning arrangements for health and social care in relation to how services should be commissioned, including monitoring arrangements and reviews;
- Develop a performance management framework that allows divisional and departmental decisions to be made swiftly, efficiently, effectively and flexibly;
- Build and drive a performance culture based on shared responsibility through facilitative management processes and a clear departmental assurance framework;
- In the absence of the Chief Executive the role holder will assume full responsibility and accountability of the Chief Executive's role.

2. Business and financial planning

The Deputy Chief Executive/Chief Operating Officer, along with other senior officers, is a key contributor and driver of the Department's strategy, policy and plans in relation to how services are developed and delivered to patients and service users. The role holder will:

- Provide impartial advice, support and guidance to the Minister, Chief Executive and Senior Management Team on the formulation of strategies and policies;
- Policy advice will be based on proper research and analysis, and the assessment of related financial implications, so all potential risks and associated impact can be debated;
- Lead service planning processes within the context of the IoM Government Corporate policy framework and in compliance with Government's corporate planning requirements
- Provide guidance and advice about future service and investment priorities;
- Use the widest range of approaches to maximise financial and human resources to achieve agreed plans;
- Establish a year on year business planning process, that identifies changing priorities and a robust analysis of opportunities and risk;
- Implement a review mechanism, supported by accurate data systems and business information, to ensure informed and rational decision-making in the business planning process;
- Oversee the design and implementation of appropriate financial management and commissioning frameworks, including a scheme of delegated authority, that allows for effective and robust budgetary and financial control and performance.

3. Governance

The Deputy Chief Executive/Chief Operating Officer will take lead responsibility for the Department's governance accountabilities on behalf of the Chief Executive, and will ensure that there are effective and comprehensive systems in place. The role holder will:

- Ensure effective and comprehensive corporate and clinical governance processes are in place, to assure that the Department is compliant with all statutory and regulatory requirements;
- Act as the accountable person in respect of the Department's corporate responsibilities, ensuring that the organisation complies with all relevant professional, ethical and statutory responsibilities;
- Develop corporate and clinical governance action plans to ensure that services are provided at an optimum level of safety and expediency;
- Ensure that appropriate cost-effective and robust training, education and development is available for all staff, which contributes to the continued development of high quality services as well as meeting mandatory and regulatory requirements;
- Oversee the Department's Complaints process and procedure and ensure that appropriate mechanisms are put in place to address deficiencies or failings in relation to performance and service delivery;
- Develop a customer service hub and user feedback to enhance department service provision;
- To ensure effective governance and reporting arrangements for health and safety management and act as lead officer in relation to health and safety compliance;
- Own the Departments overall risk policy and risk assessment process ensuring we have robust incident reporting process for strategic, financial and operational risk, providing advice on the content of the Statement of Internal control in respect of risk and compliance;
- Act as the Department's Senior Information Risk Owner and foster a culture for protecting and using data;
- Provide a focal point for managing information risks and incidents and is concerned with the management of all information assets.

4. Performance Management

The Deputy Chief Executive/Chief Operating Officer is responsible for ensuring the operational effectiveness of the Department and as such, for the performance of other members of the leadership team in relation to strategic and operational targets. Key targets to success are;

- To develop a programme and project based approach to business plan and business case development;
- To define measurable targets and objectives arising from the planning process and business case implementations;
- Development of systems and processes to record and manage clearly defined key objectives associated with the operational and financial plans via relevant metrics;
- To develop integrated working with providers and the Information Management teams to enable routine collection, monitoring and reporting of performance;
- To work with divisional colleagues to understand the dynamic relationships between activity, workforce and finance and to identify period by period changes in productivity, throughput and general efficiencies;
- To implement key programme triggers for the investigation of adverse performance, which is serious or persistent and which challenges financial balance or operational target delivery
- To develop relevant benchmarking to inform future targets and strategic direction;
- To encourage divisional enhancement of corporate performance through the use of i-hub and periodic reporting to the Senior Leadership Team.

5. Line Management

The Deputy Chief Executive/Chief Operating Officer is supported by two senior Directors and two Financial Advisors as direct reports. It is the responsibility of the post holder to direct and support these officers in delivering the duties of the Division as defined within the roles and responsibilities of the Chief Operating Officer/Deputy Chief Executive.

The role holder will contribute directly to the personal development programmes of senior managers for which they are responsible.

All civil servants have a personal responsibility for Individual Performance Management and regular meetings must be held between the post holder and reporting officer. Quarterly performance reviews are encouraged. Each post holder is responsible for ensuring that more junior staff understand their contribution to the team, their Department, Board or Office and Government as a whole.

The post holder will be expected to contribute to their own annual performance and development review and interim performance reviews. The post holder will also ensure that all staff comply with the requirements of the performance and development review (PDR) scheme, as required.

The Deputy Chief Executive/Chief Operating Officer will ensure, amongst other things that;

- a personal delivery plan and personal development plan is agreed with direct and indirect reports;
- review and assessment of direct reports' performance and competencies/behaviours is made; and
- PDR meetings are conducted.

6. Resource Management

The Deputy Chief Executive/Chief Operating Officer will be accountable to the Accounting Officer for the Chief Executive's Office budgetary allocation, in accordance with the IOM Financial Regulations. The revenue budget for 2014/15 is £184m (net).

In addition, the role holder will be responsible for:

- Leading the Department's financial planning and budgetary management systems in compliance with Government's corporate financial planning and budgetary financial planning and management requirements;
- Ensuring that funds are properly managed, financial records are accurately kept and financial probity is maintained;
- Ensuring budget limits are not exceeded by budget holders and managers across the Department;
- Ensuring that resources are managed in accordance with value for money principles and IOM Government Financial Regulations;
- Safeguarding the Department's assets and ensuring that all necessary independent checks are maintained in respect of cash balances, equipment and property.

7. Representation

The Deputy Chief Executive/Chief Operating Officer will represent the Department and Chief Executive, in a wide range of business related settings and where appropriate the services it provides. This will include:

- Contributing to officer level and other working groups across Government in support of the work of the Department.
- The development of mutually supportive partnerships and alliances locally and nationally:
 - At the local level this will include relevant stakeholder groups and private and voluntary providers;

- At the national level, this will include tertiary care service providers and regulatory bodies;
- Managing the operational boundaries and service level agreements with other Government Departments and agencies;
- Promoting organisational development; corporate governance and Departmental performance through presentations, discussions and negotiations with staff and officials of recognised trade unions;
- Overseeing the Department's arrangements for ensuring consultation between management and staff through Joint Negotiating Committees (JNCs);
- As Chair of the Department's JNC, leading all negotiations and consultations for the management side in relation to existing proposals for future terms and conditions of service;
- representing the Department on committees, forums or other bodies which are considered relevant and influential to the present and future needs of the Isle of Man health and social care services;
- Maintaining a detailed knowledge of broader Government strategy, policies, initiatives, and economic and other drivers and to communicate them effectively;
- Promoting the work of the Department through contacts with print and broadcast media.

8. Corporate Contribution

The Chief Operating Officer/Deputy Chief Executive, as a senior officer of the Department, and of Government, has a key contribution to make to the development of the broader policy and strategic framework for Government. This includes participating in relevant committees and officer level working groups as directed by the Chief Executive and, when requested review and comment on policy options and proposals across a wide range of matters, for example, the Isle of Man Strategy for Health and Social Care.

9. General Scope & Other Duties

This Role Description sets out the general scope of duties and key accountabilities for the Chief Operating Officer/Deputy Chief Executive, but is not intended to be an exhaustive or inflexible list. Specific duties may change from time to time to reflect future requirements of the Department, without changing the general nature of the role. The post holder shares with the Chief Executive responsibility for suggesting alterations to the scope of duties, as and when necessary, to reflect changing demands.

The post holder will be expected to undertake training in order to maintain or develop any of the requirements of the role covered in this Role Description.

Integrity

As an officer of the Department, the post holder is expected to recognise that his or her everyday business requires the highest level of personal integrity. Each Officer has a personal responsibility to maintain the confidentiality of all Departmental and other business and to uphold such confidences.

Health and Safety

The post holder has responsibility for their own health and safety and the impact of their actions on other people. They will be responsible for identifying any possible risks or near misses to a responsible manager and /or the person responsible for health and safety in the Department.

Reporting Framework

The Deputy Chief Executive/Chief Operating Officer reports to the Chief Executive.

The Chief Executive, as line manager for the Chief Operating Officer/Deputy Chief Executive, is responsible as 'Reporting Officer' for the implementation of, and compliance with, the provisions of the Isle of Man Civil Service Performance and Development Review (PDR) Scheme.

As Reporting Officer, the Chief Executive will ensure that in line with the time scale set out in the scheme, amongst other things, an annual:

- Personal delivery plan and a personal development plan is agreed with the post holder;
- Review and assessment of the post holder's performance and competencies/behaviours is made; and
- PDR meetings are conducted.

Management Authority Under Relevant Procedures: Civil Service	Delegated Authority of Post Holder
Disciplinary Procedure	Recommend Dismissal Suspension Up to final written warning Appeals up to final written warning
Capability Procedure	Submission of an adverse report and up to final warning
Grievance Procedure	Up to Stage 3

Competency Requirements for this Role:

Providing Leadership and Direction

Level F

Provide leadership and direction for the organisation. Is a credible leader, providing a clear sense of purpose and direction both for their Department and the organisation. Inspires staff by communicating a motivating vision and clear sense of purpose. Provides a positive role model and instils respect and confidence. Allow managers the authority to deliver agreed Business/Operational Plans.

Building Partnerships, Communicating and Influencing

Level F

Works collaboratively at the corporate level and promotes effective corporate working. Understands the influential relationships at play and uses these in a constructive way. Has a wide knowledge and/or experience of other corporate functions. Builds strong partnerships and networks with a wide range of national and international contacts. Influences and persuades stakeholders at the highest levels.

Achieving Results

Level F

Identifies Department and corporate priorities and secures and plans resources to deliver objectives. Directs the allocation of resources to deliver Departmental and corporate goals and communicates changing priorities, reallocating organisational resources where required. Leads by example, showing a sense of urgency and a positive, 'can do' attitude with a transparent determination to succeed. Focuses on what will deliver customer service and value for money. Takes responsibility for the results achieved by the organisation.

Thinking Strategically and Delivering a Quality Service

Level F

Stands back from operational matters and focuses on broader, more far-reaching issues. Take steps to ensure that they are well informed about external issues, often at national or international level. Takes account of external trends in developing policy and plans to influence the thinking and planning at corporate level. Focus on key issues and opportunities to improve public services.

Changing and Learning

Level E

Is positive towards change and leads the change process within the Division /Department. Quick to respond to corporate initiatives and help others to understand the rationale and benefits. Identifies new ideas and opportunities to improve services and efficiency. Identifies development opportunities for individuals and teams within own Division /Department and is actively involved in their development. Applies specialist knowledge and skills, rapidly absorbing new specialist information and taking steps to stay abreast of specialist developments in their field.

Managing the Political Environment, Showing Commitment & Resilience

Level F

Is keenly attuned to the political interface at senior level, understands the political relationship and actively manages it in a constructive manner. Demonstrates an understanding of the processes and strategies for gaining agreement at the highest level. Lobbies successfully, by adopting a strategic approach to persuading others, using network of contacts and the contribution of others to build the strength of their arguments. Consistently succeeds in gaining agreement to policy and strategy proposals at political, corporate and organisational level. Prepares thoroughly for discussions and negotiations, with various scenarios and contingencies planned.

December, 2014

**Isle of Man Civil Service
Person Specification**

Role: Deputy Chief Executive/Chief Operating Officer
(Finance, Commissioning and Performance)

Grade: JESP 9 – 13 Circa £97,370 (£116,849 UK Equivalent)

Division: Chief Executive’s Office

Department: Department of Health & Social Care

Job Summary: This role is a member of the senior leadership team with overall responsibility for finance, commissioning and performance management.

	Essential or Desirable	Method of Assessment
Qualifications		
Educated to degree level	E	CV/Sight of Certificate
Professional accountancy qualification i.e. CIPFA, ACA, ACCA etc. Relevant accountancy, audit or financial qualification	E	CV
Evidence of continuing professional development (CPD) relevant to health and social care at a senior level	E	CV/Interview
Experience		
Proven experience of at least 7 years at a senior management level within a health and/or social care environment with a strong track record of performance delivery QA audit, contracting and improvement	E	CV
Proven experience of preparing and monitoring large health and/or social care capital and revenue budgets, detailed financial modelling and analysis to inform changes to service delivery	E	CV &/or Interview
Proven track record of successfully managing strategic commissioning projects in the health and social care environment and from a community organisation	E	CV &/or Interview
Experience of building key strategic relationships and partnerships at the corporate, cross organisational level and managing change across boundaries. This needs to include experience of commissioning and performance/contract management of health providers including both acute and community provision.	E	CV &/or Interview
Implementing strategy, assessing options and managing programmes and projects within a complex and diverse health and social care environment	E	CV &/or Interview
A successful track record of leading, and making a key contribution to strategic decision-making in relation to the formulation of health and social care policy and delivery	E	CV &/or Interview

Experience of driving, communicating and delivering culture change within a health and social care organisation	E	CV &/or Interview
Clear evidence of having achieved improvements in both primary and secondary care outcomes	E	CV &/or Interview
Experience of initiating and leading efficiency programmes within health and social care with evidence of savings and quality improvements	E	CV &/or Interview
Experience of consulting and engaging individuals and parties with opposing agendas to deliver win-win solutions	E	CV &/or Interview
Experience of working with Senior Political Members and senior management in the public and private sectors, with an ability to gain their respect and confidence	E	CV &/or Interview
Ability to work as a positive team member	E	CV &/or Interview
Knowledge & Skills		
A demonstrable ability and track record to lead corporate business development and service planning within a health and social care environment at an executive level	E	CV/Interview
Ability to think strategically, and to interpret and facilitate the translation of strategic priorities into operational outcomes as well as numerical data	E	CV/Interview
Proven ability to translate data into analysis and business plans	E	CV/Interview
Excellent interpersonal/communication /influencing /presentation skills – verbal and written, including the ability to present and argue clearly and persuasively in wide and diverse settings e.g. to the media, public presentations etc.	E	CV/Interview
Excellent leadership and organisational skills	E	CV/Interview
Sound knowledge and understanding of the structures, policies and processes of the IOM Government	D	CV/Interview
Disposition		
Strong leadership skills	E	CV/Interview
High personal and professional ethics	E	CV/Interview
Highly motivated, self-confident, professional and enthusiastic individual	E	CV/Interview
Comfortable with uncertainty and working in a changing and developing environment	E	CV/Interview
Comfortable and persuasive in dealing with a variety of people at different levels in a wide range of situations	E	CV/Interview
Reliable and flexible – able to respond positively to changing	E	CV/Interview

demands		
High personal resilience with a commitment to deliver in the face of difficult and competing circumstances	E	CV/Interview
Ability to represent the IOM Government externally	E	CV/Interview
Circumstances/Interests		
Full clean driving licence	E	Application Form/Sight of Licence
Use of own vehicle for work purposes	D	CV/Interview
Isle of Man worker	D	CV/Interview
Ability to work additional/unsocial hours and to travel outside the Island	E	CV/Interview