Job Description and Person Specification

Job Title	**Toolkit Implementation Lead**
Directorate	**Operational Productivity Directorate**
Department/Team	**Procurement & Corporate Services**
Location	**Flexible –** **London/Taunton/Leeds/Derby/Manchester/Newcastle**
Grade	**AFC Band 8a**
Reports to	**Deputy Head of the** **Corporate Services Productivity Programme**

Job Summary/Purpose

The Programme

The Corporate Services Productivity Programme (CSPP) was set up within NHS Improvement (NHSI) to support all provider trusts in the identification, planning and delivery of required changes to corporate service functions. This was in response to the savings opportunities and unwarranted variation in service provision identified in Lord Carter's Operational Productivity report (2016).

Functions in scope are human resources (HR), finance, payroll, information management & technology (IM&T), governance & risk, procurement and legal services.

Programme priorities are to:

1. Develop a clear point of view for the direction of corporate services within provider trusts;
2. Create of a meaningful set of metrics to measure the impact of corporate service cost reduction across the country and to identify areas of further opportunity;
3. Drive efficiencies through the implementation of consolidated and standardised operating models and develop pathways to deliver longer term corporate service models;
4. Support trusts to deliver their annual corporate services cost improvement plans and identify additional schemes through shared learning; and
5. Develop tools and resources to enable trusts, STPs or other collaborative groups to make changes to their corporate services provision.

The Opportunity

We are recruiting for a Toolkit Implementation Lead to oversee the development of the corporate services productivity toolkit and manage the roll out of the toolkit to ensure maximum impact and uptake with stakeholders (delivering priority five, above).

The corporate services toolkit brings together all materials produced by the programme to support trusts with the required methodologies, guidance, evidence and insight to deliver improvements to corporate service functions. Toolkit materials will include guidance such as:
- Future operating models for corporate service functions;
- Good practice within the NHS and wider sectors;
- 'How-to' deliver change in complex environments;
- Delivering Cost Improvement Plans (CIPs);
- Measuring impact and performance through benchmarking; and
- Managing complex change.

The toolkit lead will work across the CSPP team and Operational Productivity directorate. You will be responsible for developing a plan for the toolkit development and roll out, making sure it remains on track. You will work with the programme team to develop the toolkit materials and will work closely with NHSI colleagues, trusts, subject matter experts and corporate service providers to test versions of the tools, gaining insight into the user experience and feeding improvements into the design process. You will have wider responsibilities, supporting the programme team in using the toolkit materials with trusts and preparing for visits and workshops regarding corporate services improvements. You will support the write-up of case studies and evidence of the changes delivered locally, regionally and nationally and will evaluate the toolkit's contribution in supporting planning and implementation.

We are looking for a dynamic person with the focus to drive through a challenging project and who has the planning, management and communication skills to bring people with them. Ideally, you will have experience of working across organisations in complex programme environments with strategic importance. An understanding of the health sector and working with provider trusts is desirable, however, the most important qualities are the ability to lead a challenging project through to completion and the inter-personal skills to listen and respond to stakeholder and programme needs effectively.

This is an enabling role for delivery of change across the NHS both nationally and regionally, through working with the Operational Productivity regional teams. The nature of the work might vary from day to day and week to week and travel across England to trusts is likely to be required.

There is scope to shape this role and an ambitious candidate will grow the role and impact the toolkit can make. We are looking forward to reviewing applications from candidates with an impressive track record of success.

Key Accountabilities
Toolkit development

- Overseeing and contributing to the toolkit development, working towards a set of

minimum viable products in the first instance and developing iterations and improvements to toolkit materials

- Gathering appropriate content from a wide range of sources and collating into credible programme materials, writing professionally and ensuring join-up and consistency between the individual documents and with the programme approach
- Working with the national and regional programme team and communications team to ensure excellent design, usability and relevant content
- Working with the programme head and deputy heads to develop the pipeline of materials required and with wider stakeholders to identify credible tools
- Working with trust and sector representatives to gather their requirements and understanding the opportunities and challenges that they toolkit could support
- Gathering and evaluating existing materials and designing the approach for the inclusion of these within the toolkit

Roll out and evaluation

- Developing the approach for sharing the materials at relevant times and through appropriate channels
- Ensure the timeline and project plan represents the work of the entire programme and NHSI's priorities
- Ensure sign-off of the engagement plan and materials with trust and sector representatives and programme leads
- Ensure programme team and wider NHSI colleagues have sight of, understand and use the toolkit items as part of their engagement with trusts
- Evaluating the effectiveness of all aspects of the toolkit and suggesting improvements required, based on feedback sought
- Supporting workshops and events where toolkit materials are used and preparing briefings, approaches and additional materials for trust engagements and to support programme delivery.

Project management and strategy

- Ensure the key project management tools are in place e.g. project plan, action register, risk register
- Regularly communicating progress against the project plan and effectively raising risks and escalating issues
- Working with the head of the programme and wider team to develop a strategy for how the toolkit can improve the programme's 'offer' to trusts

Stakeholder relationships

- Leading and supporting trust relationships for those involved in testing and using the toolkit
- Acting as an ambassador for the programme and cultivating a network of advocates of the toolkit

Role Dimensions
Key Relationships (External)
• Corporate Services leads in trusts and STPs

● Providers of business processes and shared services, where relevant	

Key Relationships (Internal)

- CSPP programme team
- Model Hospital team
- Operational Productivity Project Management Office
- Corporate services subject matter experts
- Operational Productivity Directorate, including Engagement and Benefits realisation team and regional productivity teams
- Other directorate teams in NHS Improvement including Regulation, Improvement and Regional colleagues

Numbers and types of staff managed

- No direct line management responsibilities, but directing the work of team members as relevant.

Budget Managed

- Responsibility for monitoring and operating within the resources allocated to them by the Director of Corporate Services & Procurement programmes.

Person specification

Qualifications

Essential	*Desirable*
● None essential	● Educated to degree or masters level in relevant subject ● Qualifications in organisational design and/or agile or complex change management

Experience & Knowledge

Essential	*Desirable*
● Significant experience in leading a complex project, co-ordinating activities across teams, organisations and users ● Track record of leading engagement that drives behaviour change ● Track record of developing professional and high profile materials, guidance and support packages that align to ambition programme aims ● Experience of developing engagement strategies and training of team members and senior stakeholders ● Understanding of corporate services delivery ● Experience of facilitating workshops and seminars with senior stakeholders to gather feedback and measure effectiveness project ● Maintaining relationships with stakeholders to support delivery of programme outcomes	● Significant experience of working within corporate service functions and leading improvements in these services. ● Significant experience and highly specialist knowledge in organisational development theory and practice ● Experience of working within corporate service functions or front line clinical or operational experience gained in the NHS or other healthcare system ● Knowledge of current health system policies and priorities ● Has network of stakeholders within the NHS and/or corporate service providers and functions ● Good understanding of organisational policies and procedures ● In depth knowledge and experience of organisational design principles

• Successful track record in preparing and delivering impactful presentations and briefings • Experience or knowledge of communication, organisational design, change management and strategy development specialisms • Track record of leading organisation design work • Experience of working with and providing advice to senior managers	

Skills, Abilities and Attributes

Essential	*Desirable*
• Ability to work on own initiative and organise own workload with minimal supervision working to tight and often changing timescales • An eye for aesthetics and strong attention to detail • Exceptional presentational skills • Negotiates effectively with stakeholders in order to achieve optimum results • Ensures that complicated information is translated as appropriate and is easily digestible for all audiences • Oversees quality of deliverables, and identifies improvements and ways to further pursue strategic goals • Demonstrates leadership, respect and resilience, managing others successfully even during challenging times • Ensures they deliver outcomes and successfully manages expectations • Is able to bring people with them and a collaborative team player • Highly developed communication skills with the ability to communicate on highly complex matters and difficult situations • Ability to use interventions to diagnose, plan, change and develop an organisation for sustainable performance • Problem solving skills and ability to respond to sudden unexpected demands and attitude for seeking practical solutions • Ability to interrogate, maintain and update information systems for effective analysis and reporting	

Other	
Essential	*Desirable*
• Highly motivated, professional and enthusiastic individual • Adaptability, flexibility and ability to cope with uncertainty and change • Demonstrates a strong desire to improve performance and make a difference by focusing on goals. • Will consider the most effective way to promote equality of opportunity and good working relationships in employment and service delivery and has the ability to take actions which support and promote this agenda	