



JOB DESCRIPTION & PERSON SPECIFICATION

JOB TITLE	Associate Director of Operations - Resilience
LOCATION:	Trust HQ Crawley with regular travel across the Trust geographical locations
SALARY	Pay band 8D Indicative
REPORTING & ACCOUNTABLE TO:	Executive Director of Operations

MANAGEMENT RESPONSIBILITY FOR:	Head of Production and Workforce Planning Head of HART Head of EPRR Head of Fleet & Logistics Head of Community Engagement Area Communications Manager (indirect management) Area Project Manager (indirect management) Admin Assistant HR Business Partner (indirect management) Organisational Development Partner (indirect management) Finance Business Partner (indirect management)
KEY RELATIONSHIPS:	Chief Executive and the Executive Leadership Team Executive Director of Operations Trust Resilience Committee Senior Management Team colleagues Deputy Director of Operations Heads of Functions, senior management colleagues Other management teams and staff NHS Clinical Commissioning Groups (CCGs) NARU NHS England Emergency Preparedness, Resilience and Response Acute and Mental Health Provider Trusts within the area Local Authorities including Social Care The Police, Fire Service and other emergency and clinical services Emergency Operations Centres (EOC) Support services Trade Unions

1. JOB SUMMARY

- A key member of the operational leadership team reporting to the Executive Director of Operations and responsible for the operational management and leadership of a designated service portfolio and associated budget.
- Responsible and accountable for the Trust's Emergency Preparedness, Resilience and Response capability.
- Work as part of the Executive Director of Operations' Leadership team, set the strategic direction for the service and lead the work of the operational teams, to achieve service goals and quality improvements for service users.
- Drive the operational transformation and culture change necessary to focus on patient outcomes, maximise employee engagement and build an inclusive, positive workforce.

- Work with external agencies and communities to build relationships and proactively deliver appropriate responses to meet the challenges and needs of patients, locally determined pathways, other emergency, social and health care services.
- Ensure effective managerial and clinical leadership, accountability, structures and processes which ensure high service standards, enhance service user experiences and multi-disciplinary team working.
- Balance staffing levels with the volume of work being produced. Collect organisational data and use it to generate reports on work volume and projected staffing needs. Use data to improve business operations, including how to optimise work schedules, identify critical positions, when to reassign workers and pinpoint jobs that have become obsolete.
- Own the operational workforce plan to examine short-term staffing needs. Using the plan, look at the number and type of workers the Trust requires and how much it will cost to hire them. Using this analysis, propose a staffing plan and staffing budget.
- Own the strategic workforce plan to take a long-range view of the Trust's business objectives and existing talent needs. Work with company decision-makers to develop strategies for retention, recruitment, training, coaching and knowledge management. Ensure that the strategic workforce plan creates a description of the future workforce, and a measurable HR strategy to achieve it.
- Move beyond day-to-day tactical roles and provide high-level strategic planning by thinking both logically and creatively, having a business-focused approach, high degree of organisation and a commitment to continuous learning.
- Be accountable for appropriate and timely intervention of the regional Hazardous Area Response Team (HART).
- Be accountable for all EPRR (Emergency Preparedness, Resilience and Response) plans. As a category one responder under the Civil Contingencies Act SECamb works closely with our partners to prepare for and respond to major incidents. SECamb operational services are structured to respond to major incidents of all kinds accordingly, and clear plans and policies must be in place for Major Incidents and Business Continuity. Our current plans include staff awareness of PREVENT as part of the UK counter terrorism programme.
- Be accountable for ensuring that all departments and directorates have effective Business Continuity Plans and that these plans are exercised on a regular basis.
- Be accountable for all elements of the SECamb fleet and associated logistics.
- Manage the Community Services to ensure all services are in line with our strategic direction. The post holder will also manage the volunteers that coordinate the community services.

2. KEY RESPONSIBILITIES

- Initiate and lead service redesign and deliver changes to services which maximise patient outcomes and improve operational effectiveness.
- Manage the service portfolio budget of c£20 million achieve all performance/cultural targets; deliver the service portfolios annual business plan; maintain compliance with Trust policies, procedures and regulatory standards at all times;
- Prepare and present reports for Trust Board, Executive Management Board, Senior Management Team, other committees and sub committees which demonstrate compliance, achievement against performance targets, and effective risk management.
- Contribute to the development and delivery of Trust strategy, business and service plans, budgets, cost improvement plans and objectives.
- Build and maintain effective working relationships with key internal and external stakeholders, (including service users/carers), strategic partners and corporate colleagues;
- Lead and manage a senior management and clinical team. Champion the development of managers and staff to achieve maximum potential. Personally mentor, coach, support and develop managers, encouraging and giving effective and constructive feedback to enable continuous improvement.

- Work as part of an on-call out of hours rota, covering days, nights and weekends;
- Represent the Director of Operations as and when required and necessary. Be the public face of SECamb and work collaboratively both internally and externally to enhance the reputation and profile of the organisation and service.
- Work closely and in a supportive manner with SECamb subject matter experts, to ensure delivery of best solutions for people and operations across the Trust.
- Develop and apply best-practice employee relations in contentious and sensitive situations, encouraging partnership working and collaboration with managers, staff and union colleagues to develop an inclusive and diverse culture within SECamb.

3. KEY ACCOUNTABILITIES

- Accountable for Trust level strategic decision making; acting in the best interest of the Trust at all times. Undertake specific leadership functions in collaboration with other operations and corporate directors, clinicians and managers to support the implementation of service changes;
- Develop capacity and capability to secure sustainable improvements in care pathways and interfaces with other health, social care, independent organisations and partners;
- Making effective decisions on behalf of SECamb that affect patient care, the public, staff and the service using well informed judgement.
- Work in partnership with commissioners and all other external agencies and stakeholders.
- Be a role model leader, by demonstrating inclusive, effective and appropriate behaviours in line with Trust values, both in day-to-day operations and in high risk, difficult and distressing situations.
- Work at all times to promote inter-organisational team working between operations and corporate teams. Ensure consistent messaging and application of NHS and Trust policies and processes at all times to encourage fairness in working practices for all.
- Accountable for the quality and clinical safety of all service lines, ensuring legal and regulatory requirements are met.
- Accountable for ensuring that the Trust's HART Capability Structure is in a state of constant readiness to support the National Agenda.

4. STRATEGY

- Devise and deliver the annual service plan for Resilience, balancing local demands with wider Trust principles.
- Reviewing and implementing current and future strategy and service plans to improve patient care.
- Develop strategies so the sector is able to respond rapidly and effectively to changes and demands in patient care, working practices, external and internal factors whilst ensuring any changes are implemented in accordance with Trust policy, governance and implementation principles.
- Anticipate and define the future scope and challenges of delivering emergency and other categories of health care.
- Design strategies based on detailed knowledge and data analysis in collaboration with subject matter experts and collaboration with key stakeholders.
- Review and monitor strategies and plans to keep delivery on track so reducing the need for short term reactive approaches and actions.
- Positively challenge current strategies and plans; proactively identifying and implementing improvements at a Trust and local level in line with Trust policy.
- Work effectively with the relevant corporate teams to ensure any people or process changes are implemented positively in accordance with NHS and Trust policy and governance.

5. QUALITY CARE & GOVERNANCE

- Support the Executive Director of Nursing and the Executive Medical Director in establishing and maintaining effective Clinical Governance arrangements.
- Lead and adopt a proactive approach to risk management including the systematic identification, assessment and management of risk.
- Position and use systems and processes to audit and demonstrate clinical and quality governance.
- Contribute to the development of and implement service wide policies and procedures with the appropriate committees and groups considering the sector's capabilities and requirements.
- Implement and monitor assurance procedures for safe working for all staff and others affected by the work of the service.
- Ensure compliance with Care Quality Commission and Commissioners' standards/requirements, and that robust/auditable systems and procedures are in-place to support management, decision making and provide assurance.
- Manage risks ensuring that they are minimised, mitigated and where practicable eliminated, and that live risks are tracked, monitored and escalated as appropriate and reported via risk registers, issue logs and assurance frameworks.
- Develop and maintain systems to support management investigations, review audits, identify trends, themes and lessons to be learnt in an efficient and timely manner.

6. SERVICE USER FOCUS AND QUALITY IMPROVEMENT

- Promote a culture of customer focused service delivery and effective employee engagement, development and objective setting to support continuous improvement.
- Lead innovation, service redesign and new ways of working, so that services adopt best practice, are informed by new developments and utilise modern technologies in approaches to the planning and delivery of locally led services to continuously improve services for patients.
- Lead on the preparation of business cases, consultation with key stakeholders, for specific service developments and/or strategic investments, acting as Programme / Project Lead as appropriate.

7. FINANCIAL, CONTRACTING AND INFORMATION MANAGEMENT

- Accountable for managing the operational area budget of c£20 million, associated resources and compliance with standing financial instructions and schemes of delegation.
- Working with Finance Business Partners, agree the budget at the start of the year, actively monitoring throughout the year and being responsive to changing demands.
- Identify and manage financial risks and issues arising and escalating as appropriate.
- Work closely and effectively with Finance management team to ensure that budgets, financial projections and targets are accurate and pro-actively managed and reported on.
- Work closely with the Procurement team to ensure that contracts are negotiated and agreed with commissioners and contractual performance conditions and targets are pro-actively managed and reported on.
- Lead on the planning and delivery of specific CIP initiatives in line with service and business objectives and plans.
- Manage the finance of service assets including sites, vehicles, equipment, technology, making value for money decisions at all times.
- Work closely and effectively with the information team to develop systems and procedures to facilitate the accurate, timely collection and validation of data to support pro-active and effective management and decision making.
- Regularly review data to ensure that performance targets are robustly monitored and proactively managed.

8. LEADERSHIP AND ORGANISATIONAL DEVELOPMENT

- Provide strong visible leadership, challenge poor performance and inappropriate behaviour, to drive change. Demonstrate a commitment to the Trust's vision and values, a culture of continuous improvement and to ensure effective management and delivery of services.
- Undertake supportive regular management supervision and performance appraisal, including objective setting and identifying personal development needs and timely feedback and coaching.
- Create an organisational climate which fosters and motivates individuals to contribute to their full potential, promoting and utilising the Trust's performance management framework.
- Ensure staff meet statutory and mandatory training and continuing professional development requirements so that the competence and skills meet the needs of the services. Escalating areas of non-compliance as appropriate.
- Actively promote all staff and professional disciplines engagement and involvement in the development and delivery of clinical services as well as service users/carers.
- Provide a safe environment for staff to raise concerns to their immediate line managers and, failing that, to the post holder themselves.
- Instigate/undertake audits, reviews and investigations where appropriate in accordance with Trust policies and procedures. Prepare and present management cases as appropriate. Chair hearings, reviews and performance meetings.
- Work closely with HR/Workforce and Learning and Development management teams in identifying, responding to and managing the needs of staff.
- Support the recruitment of medical, clinical and managerial staff. Monitor staff attrition and take steps with the HR Business Partner team to address and reduce staff turnover.
- Ensure policies, procedures and guidelines are communicated to staff and adhered to at all times.
- Act as an ambassador when representing the Trust and as a role model, for example, to promote the Trust's vision, values locally and nationally.

9. STAKEHOLDER RELATIONSHIPS

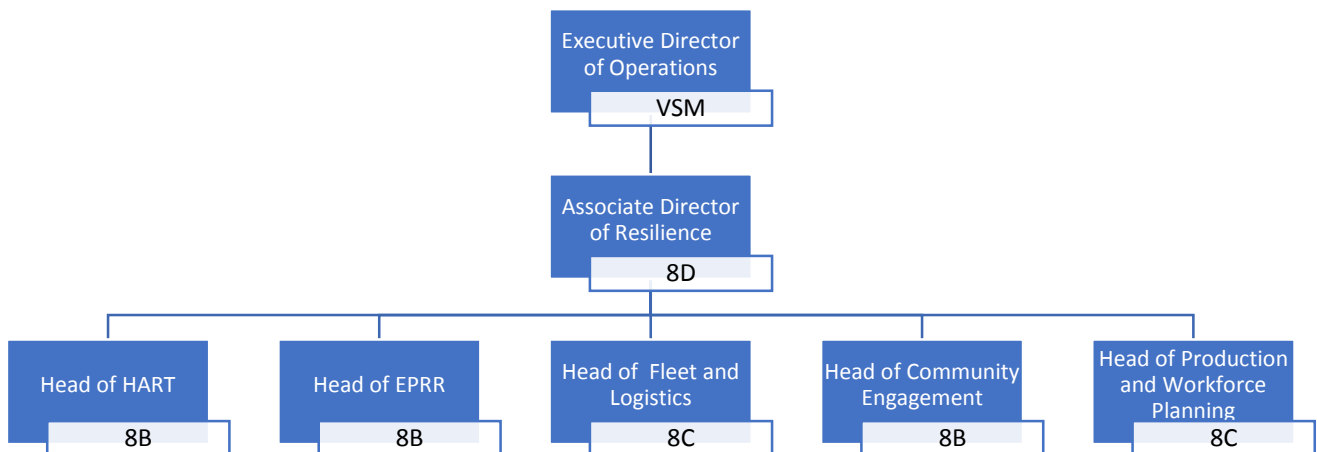
- Working and collaborating with key stakeholders and decision makers to deliver Trust strategy, being a leading health care partner and promote the positive reputation of the organisation.
- Identifying key external stakeholders, initiating, building and maintaining relationships to promote the sector services.
- Engaging with staff, Trade Unions, stakeholders, service users, patient groups and committees notably CCGs and any other healthcare providers so the service is a major contributor to the planning and implementing of local priorities, changes in demand and requirements within the sector.
- Demonstrating that the service delivers its contractual obligations and represents value for money.
- Managing staff and stakeholders' expectations and proactively creating opportunities to improve, change and streamline services.
- Deputising for the Executive Director of Operations at external stakeholder meetings as required.
- Representing the sector and the Trust in public and with the media, including at major incidents and sometimes hostile, contentious, or distressing situations.

10. LEADING AND MANAGING PEOPLE

- Accountable for providing the organisation with a capable, motivated, stable and engaged workforce.
- Leading and managing a team of c1200 operational managers and staff.
- Being a role model of positive, inspirational and highly visible leadership; demonstrating the service's values and adapting communication and style to match the situation and people involved.

- Contributing to and implementing a sector workforce plan, including recruitment, retention and talent management.
- Managing the performance of individuals and teams effectively and consistently in line with Trust policy and procedures.
- Leading highly complex organisational change projects that may be resisted by and unpopular with staff and stakeholders.
- Investigating and chairing conduct and attendance hearings when the potential outcome may be dismissal.
- Developing and applying best practice employee relations in contentious and sensitive situations, encouraging partnership working and collaboration with managers, staff and union representatives.
- Completing the appraisal processes to required deadlines and supporting the implementation of personal development plans.
- Championing the development of managers and staff to achieve maximum potential; working with the HR Business Partner, Trust Learning and Development and Clinical Education teams to create and deliver the required clinical, managerial, skills and behavioural training.
- Mentoring, coaching, supporting and developing managers to develop positive behaviours in all scenarios, encouraging effective and constructive feedback and continuous improvement.

10. STRUCTURE



The post holder will lead and manage a defined service portfolio.

The post holder will be expected to operate flexibility in response to changes in future commissioning intentions and outcomes and changes in the future strategic direction of the Trust. This may mean the need to assume responsibility for a different operational service portfolio, as required, and as directed by the Executive Director of Operations. In these circumstances, the post holder will be appropriately consulted, albeit changes may need to happen quickly, in order to be effective.

Post holders at this level may also be required to rotate on a temporary basis into other equivalent level roles to support their development, the development of other staff and in line with operational/service needs. The decision to rotate will be subject to a proper assessment of individual skills and competence and role demand.

This job description outlines the current main responsibilities of the post. However, the duties of the post may change and develop over time and this job description may therefore be amended in consultation with the post holder.

The post holder may be asked to undertake other duties commensurate with the grade and in line with the requirement for the post.

All employees of the Trust are required to observe standards/guidelines relating to equal opportunities, health & safety, confidentiality and data protection.

This post is subject to the terms and conditions of employment of South East Coast Ambulance Service NHS Trust.

GENERAL

Other responsibilities:

Corporate Governance

The post holder will provide strong leadership to managers and all staff within the directorate. Contribute to the development of corporate policy and decision making activity. Actively contribute to the successful team working of the Operations Directorate and the Trust. Maintain good corporate and clinical governance arrangements, including risk management. Embrace high standards of employment practice and act in accordance with the "NHS Managers Code of Conduct" at all times. Promote the vision, values and goals of the organisation. Support the Trust by providing, as requested, a media presence and informed comment to journalists.

Values

The Organisation is driven by our Trust values:

- Be proud
- Show respect
- Have integrity
- Be innovative
- Take responsibility

The post holder will be required to demonstrate compassionate care in their daily work and adopt the 6 Cs - NHS values essential to compassionate care: **Care, Compassion, Competence, Communication, Courage and Commitment**. Post holders will also be required to understand and work in accordance with the NHS constitution and put the patient at the heart of their work.

Performance Management

The post holder will actively manage the budget for the region and ensure financial balance, providing the Executive Director of Operations with regular reporting on financial activity. Anticipate and take early actions to mitigate any financial imbalance. Ensure the Trust's funds are properly used, represent value for money and withstand public scrutiny. Develop and agree budgets with direct reports and monitor expenditure against those budgets. Act within Standing Orders and Standing Financial Instructions of the Trust.

Confidentiality / Data Protection / Freedom of Information

Post holders must maintain the confidentiality of information about patients, staff and other health service business in accordance with the Data Protection Act of 1998. Post holders must not, without prior permission, disclose any information regarding patients or staff. If any member of staff has communicated any such information to an unauthorised person those staff will be liable to dismissal. Moreover, the Data Protection Act 1998 also renders an individual liable for prosecution in the event of unauthorised disclosure of information. Following the Freedom of Information Act (FOI) 2005, post holders must apply the Trust's FOI procedure if they receive a written request for information. The post holder has specific responsibilities to ensure that their staff maintain the confidentiality and security of all information that is dealt with in the course of performing their duties is in accordance with the requirements of the Data Protection Act 1998 and the principles of Caldicott. The post holder must ensure that their managers are aware of their obligations under legislations such as FOI, Computer Misuse Act 1990, and that staff are updated with any changes or additions relevant to the legislation.

Information Governance

All staff must comply with information governance requirements. These include statutory responsibilities (such as compliance with the General Data Protection Regulations), following national guidance (such as the NHS Confidentiality Code of Practice) and compliance with local policies and procedures (such as the Trust's Confidentiality policy). Staff are responsible for any personal information (belonging to staff or patients) that they access and must ensure it is stored, processed and forwarded in a secure and appropriate manner.

Inclusion & Diversity

Post holders must always fulfil their responsibilities regarding the Trust's Policy and equality laws. The post holder will promote equality of opportunity and diversity in own area of responsibility. Ensure compliance with equality and diversity legislation and develop active commitment to the need to ensure equality of opportunity and the benefits of diversity. The Trust recognises the need for a diverse workforce and is committed to equal opportunities in employment and seeks to eliminate unlawful discrimination, to promote equality of opportunity and good relations between staff and clients of differing groups. Individuals, including volunteers, contractors and temporary workers, must at all times fulfil their responsibilities with regard to the Trust's Equal Opportunities Policy and Equality Laws. Similarly all individuals have a responsibility to highlight any potentially discriminatory practice to their line manager, HR department or trade union/professional associates.

Health and Safety

All post holders have a responsibility, under the Health and Safety at Work Act (1974) and subsequently published regulations, to ensure that the Trust's health and safety policies and procedures are complied with to maintain a safe working environment for patients, visitors and employees. The post holder will manage health and safety within own area of responsibility. The post holder will move towards an environment where health and safety considerations are firmly embedded in the planning and decision making processes and the "culture" of own area of responsibility. All staff have a duty to protect their own health and safety and that of other persons who may be affected by their acts or omissions. The post holder has specific responsibilities relating to Health and Safety activities including consenting to breaches; conniving to breach legislation or neglecting their duties under the legislation.

Policies

The duties and responsibilities of the post holder will be undertaken in accordance with the policies, procedures and practices of the Trust, which may be amended from time to time. Patient safety is a key priority of the Trust. It is the post holder's responsibility to ensure that they are fully compliant with SECAMB policies and procedures in respect of patient safety, for example, risk management, infection prevention and control, safeguarding children and vulnerable adults.

Infection Prevention and Control

All post holders have a personal obligation to act to reduce healthcare-associated infections (HCAIs). They must attend mandatory training in Infection Control and be compliant with all measures required by the Trust to reduce HCAIs. Post holders must be familiar with the Trust's Infection Control Policies, including those that apply to their duties, such as Hand Decontamination Policy, Personal Protective Equipment Policy, safe procedures for using aseptic techniques and safe disposal of sharps.

Risk Management

All post holders have a responsibility to report risks such as clinical and non-clinical accidents or incidents promptly. They are expected to be familiar with the Trust's use of risk assessments to predict and control risk, as well as the incident reporting system for learning from mistakes and near misses in order to improve services. Post holders must also attend training identified by their manager, or stated by the Trust to be mandatory.

Safeguarding Children and Vulnerable Adults

Post holders have a general responsibility for safeguarding children and vulnerable adults in the course of their daily duties and for ensuring that they are aware of the specific duties relating to their role.

Sustainability

It is the responsibility of all staff to minimise the Trust's environmental impact by recycling wherever possible, switching off lights, computer monitors and equipment when not in use, minimising water usage and reporting faults promptly.

Smoking Policy

It is the Trust's policy to promote health. Smoking, therefore, is actively discouraged. It is illegal within Trust buildings and vehicles.

Review of this Job Description

This job description is intended as an outline of the general areas of activity and will be amended in the light of the changing needs of the organisation.

PERSON SPECIFICATION

Job title:

Outlined below are the requirements needed to carry out the duties of this post. Candidates will be assessed against these criteria.

*Key: **E** – Essential / **D** – Desirable / **App** – Application / **Int** – Interview / **Sce** - Scenario*

Area	Criteria	Essential or Desirable	Assessment method
Qualifications, Education, Accreditations	• Master's degree, equivalent professional qualifications and/or substantial demonstrable experience in a similar role or setting;	E	App
	• Full driving license, valid in the UK with no more than 3 penalty points.	E	App
	• C1 driving license	E	App
	• Demonstrates continuous professional development including management, organisational development and change management;	E	App/Int
	• Substantial experience of delivering and improving operational performance at a senior level in a similar organisation;	E	App/Int
	• The ability to manage a substantial budget of c£20 million;	E	App
	• Being flexible by demonstrating appropriate leadership styles and adapting communication to match the situation and audience;	E	App
	• Demonstrates an ability to deliver services that are value for money;	E	Int/Sce
	• The ability to use data to inform decisions and take appropriate action;	E	App/Int
	• The ability to present complex, sensitive and sometimes contentious information to others including external parties and the media;	E	Int/Sce
	• Able to be trained to drive under 'blue light' conditions and complete a 'First Person on Scene' clinical course.	E	Int/Sce
Experience	• Demonstrate current senior management experience at the same or similar level;	E	Int
	• Previous or currently working in the NHS or in another emergency service setting;	E	App/Int
	• Experience of delivering and improving operational performance at a senior level;	E	Int
	• Substantial experience of managing complex change;	E	Int
	• Negotiating and fostering effective partnerships with trade unions at a local level;	E	Int
	• Experience of managing high performing teams;	E	Int
	• Being accountable for results and actions and holding others to account;	E	App/Int
	• Being able to learn by mistakes and apply what is learnt to new situations;	E	Int
	• Acting as a role model for others demonstrating leadership behaviours and be able to adapt style according to the situation/audience;	E	App/Int

	<ul style="list-style-type: none"> • Being passionate about upholding Trust Values and modelling behaviours as appropriate; 	E	Int
	<ul style="list-style-type: none"> • Wearing uniform where appropriate; 	E	Int
	<ul style="list-style-type: none"> • Being able to convey information to a range of audiences, adapting style appropriate to the circumstances. These might include difficult or distressing circumstances; 	E	App/Int
	<ul style="list-style-type: none"> • Effective persuading, influencing and negotiating skills to achieve best outcomes; 	E	App/Int
	<ul style="list-style-type: none"> • Always treating colleagues at all levels with dignity and respect, demonstrating compassion and empathy when required; 	E	App/Int
	<ul style="list-style-type: none"> • Working positively with corporate colleagues; 	E	App/Int
	<ul style="list-style-type: none"> • Be able to participate in an on-call rota that involves being on-site during the day, night and at weekends; 	E	App/Int

Other information for the purposes of Agenda for Change job matching:

Physical factors

What physical effort is required for the job?	How Often?	For How Long?	What weight is involved?	Any mechanical Aids?
Light physical effort Ability to visit staff throughout organisation.	Weekly	Variable	N/A	No

Patient/client contact

What level of patient/client contact is required for the job?	How Often?	For How Long?
Occasional contact with patients	Occasional	Variable

Mental & emotional effort

What level of mental effort is required for the job?	How Often?	For How Long?
Analysing and interpreting Producing high quality reports Can be frequently interrupted	Weekly	Variable
What level of emotional effort is required for the job?	How Often?	For How Long?
Dealing with staff performance.	Monthly	Variable
Will be required to deal with significant challenge from the Board and external stakeholders	Monthly	Variable

Working conditions

Does the job involve exposure to unpleasant working conditions?	Frequency
Standard Office Conditions There is a requirement to use VDU Will be required to travel to different sites within the service from time to time May need to accompany crews from time to time	Daily Daily Weekly Monthly