

## NHS Improvement

### Job description and person specification

Position			
Job title	Public Participation Manager	Directorate/ Region	Nursing
Pay band	AFC Band 8a	Responsible to	Public Participation Lead
Salary	£44,606-£50,819	Accountable to	Public Participation Lead
Tenure	Substantive Position	Responsible for	Directly manages Public Participation team members. Responsible for day to day work assigned to Project team whilst on allocated project
Funding Arrangements	Admin Funded	Base	<b>Quarry House, Leeds or Skipton House, London with frequent travel throughout England</b>  NHS England supports flexible working and is committed to promoting a diverse workforce. All posts are open to applicants wishing to work on a part time or flexible basis. Applicants should discuss what flexibilities could be applied to this post with the line manager.
Our Organisation		NHS England and NHS Improvement Values and Behaviours	



<p>NHS England and NHS Improvement came together on 1 April 2019 as a new single organisation. The NHS Long Term Plan focuses on delivering integrated care to patients at the local level and we can best support the NHS to deliver this as a single integrated organisation.</p> <p>Our new operating model represents a strong shift to regional delivery supported by expert corporate teams. Local health systems are supported by our integrated regional teams who play a major leadership role in the geographies they manage.</p> <p>We are jointly committed to creating and maintaining a fair and supportive working environment and culture, where contributions are fully recognised and valued by all and staff feel empowered to carry out their duties to the best of their abilities. As employers we are committed to promoting and protecting the physical and mental health and well-being of all our staff. This underpins our values as set out in the NHS Constitution, supports us to be an Employer of Choice and ultimately enables our employees to support the effective care of our patients.</p> <p>The seven integrated regions of our joint enterprise will work with local systems to support and improve how care is provided to patients and communities. These regions will be supported by the corporate centre providing expertise and developing policy. The focus will be on guiding and managing the delivery of services through local integrated health systems, sustainability and transformation partnerships, and devolution areas.</p>	<p>Having listened to our staff over the last year, we aim to create a healthy and high performing organisation, underpinned by the NHS Constitution values:</p> <ul style="list-style-type: none"> <li>• Working together for patients</li> <li>• Respect and dignity</li> <li>• Commitment to quality of care</li> <li>• Compassion</li> <li>• Improving lives</li> <li>• Everyone counts</li> </ul> <p>Our people all have a part to play in helping to shape and develop our culture and in embedding and living these values.</p> <p>Our behaviors: leading by example:</p> <ul style="list-style-type: none"> <li>▪ We prioritise patients in every decision we take.</li> <li>▪ We listen and learn.</li> <li>▪ We are evidence-based.</li> <li>▪ We are open and transparent.</li> <li>▪ We are inclusive.</li> <li>▪ We strive for improvement.</li> </ul>
Service and team	About the role



### About NHS England and NHS Improvement

[NHS England](#) and [NHS Improvement lead](#) the National Health Service (NHS) in England. From 1 April, [NHS England](#) and [NHS Improvement](#) came together to act as a single organization to support the NHS and improve care for patients. Collectively they provide system leadership and set the priorities and direction of the NHS and support foundation trusts and NHS trusts to give patients consistently safe, high quality, compassionate care.

Our approach to delivering the [NHS Long Term Plan](#) will balance national direction with local autonomy to secure the best outcomes for patients. NHS England and NHS Improvement have seven regions. Our regional teams are responsible for the quality, financial and operational performance of all NHS organisations in their region, drawing on the expertise and support of our national corporate teams to improve services for patients and support local transformation. Together, we support the identity and development of local [sustainability and transformation partnerships](#) and [integrated care systems](#).

NHS England operates in line with the [government's mandate](#). Each year the [Department of Health and Social Care](#) sets out the direction for NHS England in its mandate. This helps to ensure that it is accountable to Parliament and the public and that NHS England's objectives are up to date. The mandate also sets NHS England's budget for the upcoming financial year.

As a Public Participation Manager, the post holder will work as part of a dynamic team in delivering an effective service supporting managers and staff across NHS England to implement and support new partnerships with organisations that represent the views and aspirations of patients and the public, securing voice and impact in the values, governance and work of the Board.

The role supports the business in driving transformation as well as value for money in planning, commissioning and service. The role is designed to build a combination of subject matter expertise and technical skills to develop a strong service delivery.

### Key Job specifics and responsibilities

### Key accountabilities



### Improving quality and outcomes

- To develop and establish citizens (lay advice) resource and governance arrangements that enable the NHS CB to hear and act on what matters to patients and public in a systematic way
- To help ensure active, informed and trained patient and public partners are embedded into the Board's core systems and decision making processes
- To work with the Patient and Public Partnerships Lead in coordinating on behalf of the Board its relationship with HealthWatch England including the requirements on the NHSCB to respond in writing to HealthWatch advice and to receive annual reports from local HW organisations

### Enabling clinical leadership

- To ensure that clinical leadership is central to the delivery of all NHS Commissioning Board activities
- To work collaboratively across the NHS CB matrix, including integrating the National Director's portfolio with the Domain Leads.
- To build relationships with clinical leaders in understanding and realising the benefits of patient and public partnerships.
- To help ensure clinical leaders work collaboratively with partners and take account of their views.

### Enabling patient and public involvement

- To act as a champion for patients and their interests and involve the public and patients in the policy development and decision-making of the NHS Commissioning Board
- To advise and support colleagues to effectively engage with people and communities in health and care service improvements
- To manage the establishment and development of a cohort of selected, trained and appropriately supported citizens (lay

The post will be accountable for managing and implementing of the annual work plan for patient and public partnerships. S/he will be accountable for:

- Line management of Public Participation Project Support;
- Planning, managing and monitoring the budget for Public Participation
- Account management across NHS CB to develop and embed public and patient partnerships across health and care systems;
- Managing partnerships with citizens and representative organisations for the NHS CB to co-produce advice and guidance;
- Providing expertise, advice and support to the NHS England and NHS Improvement Regional Offices and local system partnerships on patient and public partnerships to support commissioning of primary care and specialised care.

### Operational

- To oversee team members to deliver requirements listed above and engage and liaise with key stakeholders, in particular;
  - To support the delivery of day to day activities and projects
  - To manage team and drive delivery of a range of business initiatives and projects
  - To support the identification and sharing of best practice in employee engagement
  - To operate in a highly political and sensitive environment
  - Support the portfolio of initiatives in demonstrating value for money for the current spend through tracking, managing and delivering agreed benefits

### Project Management

- Lead the team in the delivery of project plans, allocating tasks as appropriate, identifying risks, issues and dependencies, considering best practice and current options and ultimately making decisions in the best interest of the project.
- Develop a comprehensive and cohesive plan for the transition period which is consistent with the overall project timetable, meets the strategic



advisors), working alongside established patient organisations and networks

- To prepare and promote the development of patient and public partners and help them activate and amplify the patient and public asset base.

### **Promoting equality and reducing inequalities**

- To uphold organisational policies and principles on the promotion of equality
- To create an inclusive working environment where diversity is valued, everyone can contribute, and everyday actions ensure we meet our duty to uphold and promote equality

### **Partnership and cross boundary working**

- To work with the Head in managing the NHSCB partnership with patients, the public, and their representatives nationally, including HealthWatch England and other bodies dedicated to representing public and patient views, linking with the ~~Policy Directorate~~ colleagues across the health and care system
- To act as point of contact and coordination for the voluntary sector in its role in advocating and representing patients and the public, supporting the growth and development of Voluntary & Community Sector involvement in health and commissioning.
- To champion partnership working, showcase the benefits and evidence the impact of partnerships in helping the Board deliver its objectives

### **Leadership for transformational change**

- To model a collaborative and influencing style of working, negotiating with others to achieve the best outcomes. Embedding this approach across the Directorate

direction of the team and minimises unnecessary disruption to stakeholders involved in the process and is operationally sound.

- Pro-actively manage stakeholders, respond to and resolve conflict between different stakeholders when this arises through facilitation or other appropriate mechanisms.
- Be responsible for a high standard of work supporting the delivery of projects on time, to quality standards and in a cost effective manner.
- Maintain the project initiation document and associated plans with regular team meetings to monitor progress and resources.
- Ensure the flexibility of the project if required to meet conflicting/changing requirements.
- Responsible for the planning and organisation of numerous events/meetings. Ensuring communication tools are used to their maximum value for circulating the minutes, agenda and presentations in a timely manner.
- Demonstrate effective stakeholder management across different departments and at all levels.
- Support other project managers as and when required.
- Take into account the impact of any change the projects will have on the business and oversee handover of any products to ensure full ownership and buy-in within the business. Advocate the projects at senior and executive levels and ensure active engagement and sponsorship within the NHS as a whole.
- Ensure that the projects maintain business focus, have clear authority and that the context, including risks, are actively managed in alignment with the strategic priorities of NHS.

### **Financial and Physical Resources**

- Act in a way that is compliant with Standing Orders and Standing Financial Instructions in the discharge of budget management responsibilities.
- Budget holder for assigned function/team, budget setting with the Head of Department. Responsible for ensuring adherence to the budget and ongoing monitoring of expenditure against budget and ensuring the appropriate documentation is available for scrutiny.



To help ensure partners' voices are at the heart of Board decision-making and impact in the drive to improve patient experience and quality of services.

- To develop the lay member resource to act as a transformative force for embedding public voice in commissioning and health improvement
- To build and support the development of ground breaking co-production partnerships with patient and public partners /Health Watch which further the work of the Board and the interests of patients.

### **Using insight and evidence for improvement**

- To work with patient and public partners to better understand what matters to patients and public in an effective and efficient way
- To develop and use new leading edge technologies to extend the partnership mix and consequent breadth and depth of partner insight

### **Developing an excellent organisation**

- To actively support the development of individuals and the team through appraisal, personal development planning, coaching and mentoring
- To work in partnership with others and as part of cross directorate teams to deliver successful outcomes
- To support the organisation's ways of working, model its values and champion the NHS Constitution.
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- Identify products, equipment, services and facilities for assigned activities, achieving stakeholder buy-in as required. Placing orders and signing invoices, keeping mindful of budget limitations.
- Responsible for making recommendations, providing advice and able to prepare strategic reports/briefings for the Head of Department, Steering/Reference Groups and others as required.

### **Staff Management**

- Directly manages the team of staff, responsible for day to day work assigned to Team.
- Responsible for the recruitment of team staff, chair of recruitment panels and acting as the recruiting officer.
- Responsible for undertaking appraisal and personal development including progressing any disciplinary or capability issues.
- Forge close positive working relationships, in order to support an effective matrix approach to achieve NHS objectives.
- To support, motivate and develop staff within the team to ensure that they are able to deliver the new responsibilities of the NHS strategy.
- Managing third parties (such as consultants/interims) to ensure deliverables are met in a timely manner and within budget.

### **Information Management**

- Drafting reports summarising status on issues, appraising outcomes, and providing progress reports for the Head of Department.
- Collate as required, qualitative and quantitative information and lead appropriate analysis to develop robust business cases and contribute to project 'products'.
- Analyse, interpret and present data to highlight issues, risks and support decision making.

### **Policy and Service Development**





- Responsible for proposing and drafting changes, implementation and interpretation to policies, guidelines and service level agreements (SLA's) which may impact service.
- Proposes changes to own function, making recommendations for other service delivery.
- The post holder will need to maintain a good knowledge of emerging policies from government departments for example pensions, change management, constitution. This will assist in the thinking and definition of the strategy discussions for the Network and stakeholders.

#### **Research and Development**

- Plan, develop and evaluate methods and processes for gathering, analysing, interpreting and presenting data and information
- Deliver projects to comply with key performance indicators.
- Co-ordinating Research & Development initiatives, delegating as appropriate.

#### **Planning and Organisation**

- Contribute to the strategic planning of Team projects, identifying interdependencies across projects/functions, potential impacts on wider organisation, resource requirements and building in contingency and adjustments as necessary.
- Contribute to the development of performance and governance strategies and the development and implementation of improvement programmes, in accordance with NHS CB priorities.
- Contribute to short, medium and long term business plans, achieving quality outcomes.

#### **Key Working Relationships**

- Operate effectively in a flexible and demanding environment and proactively engage with NHS staff, consultants and contractors working on a variety of topics.
- Work effectively with a variety of external consultancies working on other projects and programmes within other NHS directorates as required



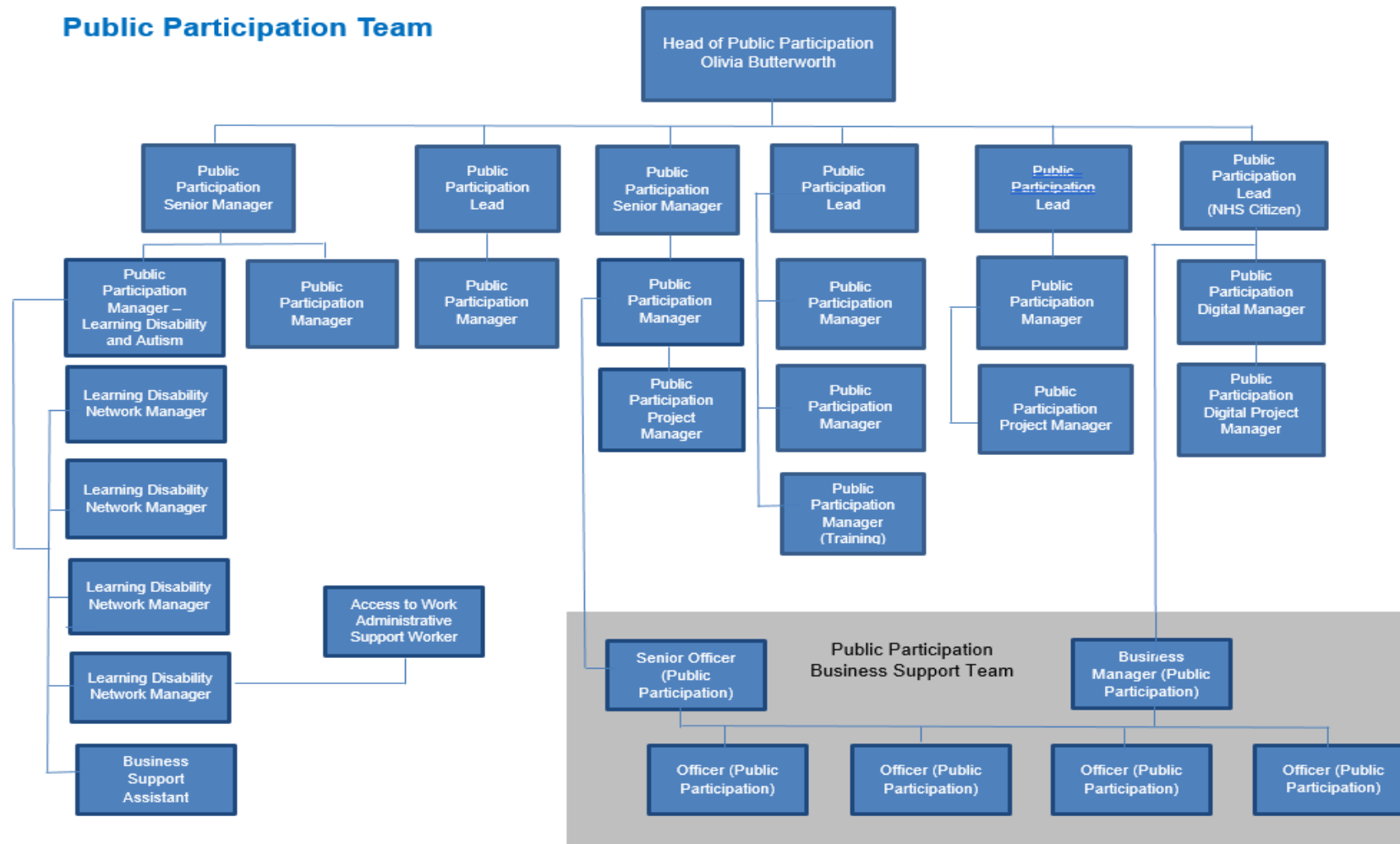
- Provide and receive highly complex, sensitive and contentious information, presenting information, to a wide range of stakeholders in a formal setting.
- Deal with resulting potentially aggressive/antagonistic situations as required.
- Work and engage constructively with internal and external stakeholders on a range of business sensitive issues
- Nurture key relationships and maintain networks internally and externally, including national networks
- Ensure close liaison with the Communications and Stakeholder team on public relations and marketing activities
- Link with managers and members of other functions, to address inter-dependencies and ensure alignment
- Apply a structured change management approach and methodology for the impact of any change
- Deputise for the Head of Department as required, expanding on knowledge, skills and experience within personal professional development.





## Organisational structure

### Public Participation Team



## Person specification

Criteria		Essential	Desirable	Evidence*
<b>Qualifications</b>	Educated to masters level or equivalent level of experience of working at a senior level in specialist area.	√		A/I
<b>Knowledge and Experience</b>	Knowledge and expertise in working with Patient and Public Groups, including the voluntary sector	√		A/I
	Extensive knowledge of specialist areas, acquired through post graduate diploma 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
	Must have an understanding of the background to and aims of current healthcare policy and appreciate the implications of this on engagement	√		A/I
	Should have an appreciation of the relationship between the NHS Commissioning Board, the Department of Health and individual provider and commissioning organisations	√		A/I
	Member of relevant professional body	√		A/I
<b>Communication skills</b>	Must be able to provide and receive highly complex, sensitive or contentious information, negotiate with senior stakeholders on difficult and controversial issues, and present complex and sensitive information to large and influential groups	√		A/I
	Ability to negotiate on difficult and controversial issues including performance and change.	√		A/I
<b>Analytical skills</b>	Problem solving skills and ability to respond to sudden unexpected demands	√		A/I
	Ability to analyse complex facts and situations and develop a range of options	√		A/I



	Takes decisions on difficult and contentious issues where there may be a number of courses of action.	√		A/I
	Strategic thinking – ability to anticipate and resolve problems before they arise	√		A/I
<b>Planning skills</b>	Demonstrated capability to plan over short, medium and long-term timeframes and adjust plans and resource requirements accordingly	√		A/I
	Comprehensive experience of project principles techniques and tools such as Prince 2 and Managing Successful Projects		√	A/I
<b>Management Skills</b>	Must be able to use initiative to decide relevant actions and make recommendations to Sponsor/ Manager, with the aim of improving deliverables and compliance to policies.	√		A/I
<b>Autonomy/Freedom to Act</b>	Must be able to use initiative to decide relevant actions and make recommendations to Sponsor/ Manager, with the aim of improving deliverables and compliance to policies.	√		A/I
	Ability to make decisions autonomously, when required, on difficult issues, working to tight and often changing timescales	√		A/I
	Experience of identifying and interpreting National policy.	√		A/I
	Experience of researching best practice (globally, private and public sector), interpreting its relevance and processes/ practices which could be implemented successfully to achieve system reform (advising on policy implementation)	√		A/I
<b>Physical skills</b>	Working knowledge of Microsoft Office with intermediate keyboard skills.	√		A/I
<b>Financial and Physical Resources Management Experience</b>	Previously responsible for a budget, involved in budget setting and working knowledge of financial processes	√		A/I
<b>Values and behaviours</b>	Demonstrable commitment to, and focus on, quality; promotes high standards to consistently improve patient outcomes	√		A/I
	Demonstrably involves patients and the public in their work	√		A/I



	Consistently puts clinicians at the heart of decision making	√		A/I
	Values diversity and difference, operates with integrity and openness	√		A/I
	Works across boundaries, looks for collective success, listens, involves, respects and learns from the contribution of others	√		A/I
	Uses evidence to make improvements, seeks out innovation	√		A/I
	Actively develops themselves and others	√		A/I
<b>Equality, diversity and inclusion</b>	Needs to have a thorough understanding of and commitment to equality of opportunity and good working relationships both in terms of day-to-day working practices, but also in relation to management systems	√		A/I
<b>Other</b>	Used to working in a busy environment	√		A/I
	Adaptability, flexibility and ability to cope with uncertainty and change	√		A/I
	Willing to engage with and learn from peers, other professionals and colleagues in the desire to provide or support the most appropriate interventions	√		A/I
	Professional calm and efficient manner	√		A/I
	Effective organiser, influencer and networker	√		A/I
	Demonstrates a strong desire to improve performance and make a difference by focusing on goals.	√		
	Completer/Finisher	√		

\* Evidence will take place with reference to the following information:

<b>A</b>	Application form
<b>I</b>	Interview
<b>T</b>	Test or Assessment
<b>C</b>	Certificate

