

Job description and person specification

Position			
Job title	Programme Director – UEC Recovery Plan	Directorate/ Region	Integrated Urgent and Emergency Care
Pay band	ESM	Responsible to	National Director of Integrated Urgent and Emergency Care
Salary	ESM1	Accountable to	National Director of Integrated Urgent and Emergency Care
Tenure	Substantive Position	Responsible for	Directly responsible for the leadership, planning and overseeing delivery of the UEC Recovery Plan, working collaboratively with Government, DHSC, and NHS
Funding Arrangements	Programme Funded	Base	Base is either Leeds or London, with national travel expected on a regular basis
Our Organisation		NHS England Behaviours	
<p>NHS England leads the NHS in England to deliver high quality care for all. We support NHS organisations to deliver better outcomes for our patients and communities, work to get the best possible value for taxpayers, and drive improvement across the NHS.</p> <p>Through our seven regional teams, NHS England supports local integrated care systems, made up of public services that provide health and care – NHS organisations, primary care professionals, local councils, social care providers and the community, voluntary and social enterprise sector – to improve the health of the population, improve the quality of care, tackle inequalities and deliver care more efficiently.</p> <p>From April 2023, NHS England, Health Education England, and NHS Digital became one single organisation, putting workforce, data, digital and technology at the heart of our plans to transform the NHS.</p>		<p>Our behaviors: leading by example:</p> <ul style="list-style-type: none"> ▪ We prioritise patients in every decision we take. ▪ We listen and learn. ▪ We are evidence-based. ▪ We are open and transparent. ▪ We are inclusive. ▪ We strive for improvement. <p>The values enshrined in the NHS Constitution underpin all that we do:</p> <ul style="list-style-type: none"> • Respect and dignity. • Commitment to the quality of care. • Compassion. • Improving lives. • Working together for patients. • Everyone counts 	

Service and team	About the role
<p>The Integrated Urgent and Emergency Care (IUEC) sub-directorate works across NHSE and Government to develop national policy and strategy relating to the full spectrum of integrated urgent and emergency care, including access to UEC services (999, 111, UTCs, A&E) as well as in hospital process and productivity including discharge, and stepdown intermediate care. Through the team, policy is developed into products and implementation programmes, alongside a robust operational programme where we monitor the impact of policy and provide national leadership to the emerging operational circumstances across IUEC – including day-to-day operational management of IUEC and the Better Care Fund at a national-level.</p> <p>Key responsibilities for the programme include:</p> <ul style="list-style-type: none"> • Delivery of the UEC Recovery Plan – and the 10 workstreams associated with this. • National leadership, policy, and strategy development across IUEC • Managing and responding to government requests on IUEC. • Delivery and monitoring of the Better Care Fund. • National operational oversight of UEC services. <p>Working with regions to:</p> <ul style="list-style-type: none"> • Support to regional teams to deliver the UEC Recovery Plan – including setting national policy direction for regional implementation and management. • Support to regional teams in performance management of systems, providing national support when required. • Interactions with system UEC and operations teams to ensure delivery of UEC services. 	<p>As the Programme Director for the UEC Recovery Plan, the post holder will work as part of a dynamic team responsible for the leadership, planning and overseeing delivery of the UEC Recovery Plan, working collaboratively with Government, DHSC, and NHS stakeholders across strategy, transformation, operations, and performance teams.</p> <p>The postholder will be expected to manage very senior internal, external, and political stakeholders, giving confidence on both the programme's successes and resolution of risks and issues. They will work closely with other directors and their teams, developing powerful and sustainable relationships with key stakeholders. They will motivate, support, and offer challenge on delivery, supporting managers and staff across NHS England when required.</p> <p>Working with senior colleagues in the national and regional teams, the postholder will provide effective and visible leadership and will make a corporate contribution in implementing the outcomes of NHS England's key priorities. Working closely with colleagues across the system, the postholder will:</p> <ul style="list-style-type: none"> • Drive delivery of the UEC Recovery Plan, supporting and ensuring alignment across the system. • Drive reform and uptake of initiatives that support excellence. • Develop and communicate the IUEC vision and the development of strategy and operational policies to support this vision. • Engage with key strategic regional and national policy makers to inform development of strategy and policies. • Champion new initiatives or projects as necessary. • Develop NHS England briefings to Ministers and the Secretary of State for Health and Social Care. <p>The postholder will also provide senior leadership across the directorate's PMO to enable delivery of the UEC Recovery Plan, mobilising and managing a programme management function to support the IUEC directorate and regional teams. This will include:</p>

	<ul style="list-style-type: none"> • Direct management of PMO and Business unit functions within the IUEC directorate. • Standardising tools and techniques to achieve consistency of approach on high quality, effective, digital tools. • Professionalise and improve the quality of services, including: <ul style="list-style-type: none"> - Government, DHSC and Central briefings. - Business planning. - Financial management reporting and forecasting. - Establishment control and support for recruitment. - Risk management. - Management of the procurement pipeline. <p>The postholder will also be responsible for leading on and shaping the response to all new areas and programmes of work that flow from planning and strategy discussions. They will provide personal, visible, and accountable leadership for the strategic alignment, development, implementation, and delivery assurance of the IUEC programme via their leadership of the urgent and emergency care PMO.</p> <p>The post holder will represent the National Director and other senior members of the IUEC team as appropriate, including representing them at senior team meetings and other senior stakeholder meetings, including with ministers, as needed.</p>
Key Job specifics and responsibilities	Key accountabilities

Role Dimensions

Key Working Relationships

- Build and maintain good working relationships with a broad range of internal and external stakeholders on a range of business sensitive issues.
- Lead as the expert; integrating systems and managing effective working relationships with the appropriate stakeholders.
- Manage potentially aggressive and/or antagonistic situations with staff and stakeholders within change programmes for successful outcomes often dealing with complex and conflicting issues with staff and stakeholders. Be the role model of positive and patient centred behaviour and approach.
- Link with managers and members of other initiatives to address inter-dependencies and ensure alignment.
- Employ effective communication, negotiation and influencing skills to enable an effective change management with stakeholders at all levels (including senior management) who may hold differing and contentious views.
- Represent the Sector in sensitive and political situations, delivering difficult messages where required to high-level audiences.
- Effective stakeholder management across different departments and at all levels, maintaining relationships with key and high-profile stakeholders, such as key strategic regional and national policy makers.

Key Functional Responsibilities

Operational

- Oversee the work with direct reports to ensure the information systems are integrated with the overall strategy, ensuring synergy between strategy milestones and objectives.
- To lead work across the PMO team to deliver the NHS priorities.
- To create an inclusive working environment where diversity is valued, everyone can contribute, and everyday action ensure we meet our duty to uphold and promote equality.
- To monitor, interpret and quality assure progress against recovery plan deliverables. Quality assurance and progress of deliverables to NHS England often require adjustments specifically in relation to the complex corporate business agenda, strategic objectives, and the business planning process.
- Lead the development of strategy and complex programmes of work to deliver on the top performance priorities of the directorate.
- Ensure that IUEC projects and programmes can be effectively implemented with clear governance and proactively manage the associated key risks and issues.
- Draw on a wide range of experience and expertise to recommend best approaches to solutions, including using examples from the provider sector, clinical and academic expertise, drawing on other industries/sectors and the private sector for good practice.
- Design the vision, structure and processes of the team and overall programme with the National Director and other members of the IUEC SLT.
- Develop the team's risk and performance management processes.
- Role model a highly positive attitude and an open and co-operative manner both internally and externally.
- Review and assimilate large amounts of complex information to extract meaning and draw conclusions.
- Provide and receive highly complex, sensitive, and contentious information including presenting conclusions in formal settings and deal with challenge effectively.

Financial and Physical Resources

- Responsible and accountable for a range of projects/ and or programmes and initiatives.
- Make recommendations and decisions that affect the overall directorate budget.
- Constantly strive for value for money and greater efficiency in the use of these budgets and to ensure that they operate in recurrent financial balance year on year.

People Management

- Manage the Directorate PMO, building a collaborative working environment and an innovative culture.
- Transfers expertise and knowledge as appropriate, regarding innovation issues throughout the team and externally to Directors and lead providers – including developing and delivering formal briefing/training to promote innovation.
- Support an effective matrix approach to achieve NHS objectives.
- To manage, motivate, inspire, and develop staff within the team to ensure that they can deliver the responsibilities of NHS England.
- Responsible for the recruitment and development of the staff within the team, including undertaking appraisal, staff develop and where appropriate progressing employee relation matters.

Information Management

- Lead the PMO to ensure that information management needs are met to enable effective planning and monitoring of quality.

Research and Development

- Develops an innovation strategy including research and development to identify, develop and promote best practice.

- Drawing from experience and expertise in other academic fields and industries, ensures that the directorate benefits from relevant innovations.
- Commission and co-ordinate an IUEC Research and Development strategy to drive innovation.

Planning and Organisation

- Support and coordinate any operational strategies, working with the IUEC team to ensure that they are incorporated into a consolidated directorate and national plan.
- Develops plan for the delivery of the role's responsibilities including identifying interdependencies, managing risks, modelling the potential impacts on the wider organisation, determining resource requirements, and building in contingency where required.
- Contributes to the strategic planning process and delivery of priorities and manages consequential adjustments to activities.
- Chair or attend as appropriate, meetings with varied internal and external key stakeholders to facilitate the delivery of the strategic objectives.

Person specification

Criteria		Essential	Desirable	Evidence*
Qualifications	Educated to masters level or equivalent experience of working at a senior level in a specialist area.	√		A/I
	Educated in project and programme management techniques and experience of using project and programme management tools.	√		
Knowledge and experience	In depth expert knowledge acquired over a significant period of time in the following area(s):	√		
	Proven senior level experience of leading and developing very complex and wide-ranging programmes.	√		
	Successful track record of delivering in complex environments.	√		
	Direct experience of working with government and advising Ministers.	√		
	Evidence of post qualifying and continuing professional development.	√		
	Evidence of an understanding of the relationship between the Department of Health, NHS England and individual provider and commissioning organisations and understand how to influence and drive national change across these bodies.	√		
	Demonstrable experience of managing and prioritising a large budget with solid working knowledge of financial process requirements, including budget setting and working knowledge of financial processes.	√		
Skills Capabilities & Attributes	Highly developed communication skills with the ability to communicate on highly complex matters and difficult situations	√		
	Ability to provide and receive, convey, and present highly complex, sensitive and/or contentious information to large groups, responding openly to questions to ensure full understanding and engagement.	√		
	Ability to communicate effectively with clinical, academic and all levels of staff.	√		

	High level analytical skills and the ability to draw qualitative and quantitative data from a wide range of sources and present in a clear concise manner.	√		
	Ability to analyse numerical and written data, assess verbal, written, numerical data and draw appropriate conclusions.	√		
	Demonstrates sound judgement in the absence of clear guidelines or precedent, seeking advice as necessary from more senior management when appropriate.	√		
	Leadership, vision, strategic thinking, and planning with highly developed political skills	√		
	Ability to demonstrate a high level of expertise in providing senior leadership.	√		
	Ability to work on own initiative and organise workload, allocating work as necessary, working to tight and often changing deadlines.	√		
	Ability to make decisions autonomously, when required, on difficult issues.	√		
	Autonomy to undertake actions as a result of own interpretation of policy and guidance providing a source of expert advice to the organisation	√		
Values and Behaviours	Actively develops themselves and supports others to do the same.	√		
	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.	√		
	Self-awareness in teams of emotional intelligence, biases and personal triggers with cultural sensitivity and awareness.	√		
	Values diversity and difference operates with integrity and openness.	√		
	Embrace change, viewing it as an opportunity to learn and develop.	√		
	Demonstrates honesty and integrity and promotes organisational values.	√		

Other	Ability to travel across multiple sites where required	√		

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

A	Application form
I	Interview
T	Test or Assessment
C	Certificate