

## Job description

### Deputy Chief Executive/Director of Operations and Programmes

Accountable and responsible to: Chief Executive  
 Line manage: Heads of Operations and Membership  
 Head of Finance  
 Head of Policy

### Summary of post

This is a key senior role in the Officer and Trustee structure, with a broad portfolio of both operational services and a range of corporate support functions, ensuring the safe provision of high quality membership and patient focussed activities that meet national policy requirements within resources available. The post holder is also responsible for developing policy with the Chief Executive and is the change agent for the transformation of membership services including commissioning support and delivery of the international strategy. This will include the development of supporting strategies.

As a key director, the Director of Operations and Programmes will be expected to play a significant role in the future development of the BSR. The post holder will also have particular responsibility as Managing Director for BHPR.

### Key relationships

Internal	External
Chief Executive and President BHPR President and Council Trust Board members Executive Team Senior clinicians Chair of ESP Committee Honorary Secretary Managers and all other staff Rheumatology trainees BSR members	BSPAR organisation PCRS President BRITS Musculoskeletal partners ARMA ARUK BOA Department of Health NHS Commissioning Board NICE

### Key responsibilities

- To be responsible to the Chief Executive, BHPR President and Council and BSR Executive Committee for the effective and efficient delivery of all operational, membership services, some programme management and a range of corporate support functions, with particular emphasis on performance management, financial, legal and contractual requirements.
- To manage the following director-level posts and provide support and advice in relation to delivery of the respective portfolios:
  - Head of Operations & Membership
  - Head of Finance
  - Head of Policy

- To effectively engage across all corporate and service delivery functions to ensure there are robust processes in place to agree and meet financial and activity targets for the current year and outline for future years.
- To lead on operational and contractual efficiencies and service improvement work programmes, thereby raising standards of practice, productivity and value for money.
- To oversee the development of effective information analysis to support strategic decision making.
- To lead on the Business Planning function.
- To lead on transformational change across boundaries to enable the effective delivery of strategy, through the delivery of specific programmes.
- To be an effective Executive Committee member taking collective responsibility for the corporate governance of the organisation.
- To ensure the BSR maximises the opportunities of partnership work across the whole rheumatology and musculoskeletal community, commissioning bodies and with national partners.

## **Main duties and responsibilities:**

### **1.0 Service delivery and finance**

1.1 To lead the delivery of performance targets, contracts and procurements and IT services.

1.2 To lead the finance function for BSR and BHPR and the delivery of financial balance working closely with the Treasurer and CEO.

1.2 To develop a high performing team of senior managers and develop key performance indicators that hold relevant teams held to account in terms of delivery.

1.3 To work with the Director of Events and Marketing and Clinical Affairs to ensure professional issues are addressed to maximise cohesive delivery of services.

1.4 To work with the Chief Executive and the Treasurer to ensure value for money activities are actioned and audit recommendations are implemented in a timely manner.

1.5 Ensure that the BSR and BHPR meet Charity Commissioning rules and standards and in particular for the BHPR and Council:

- To enable the Council of BHPR (the trustees) to fulfil its duties and responsibilities for the proper governance of the charity and to ensure that the Council receives timely advice and appropriate information on all relevant matters.
- To ensure good, and developing, relationships with BSR and to oversee the activities of staff in relation to BHPR.

- To foster good communications within BHPR and within its external environment, and to develop relationships which enhance the charity's ability to meet its objectives.
- To be responsible for the financial health of the charity, and to ensure that appropriate systems are in place to guard the assets of the charity.

## **2.0 Planning, strategy and policy**

2.1 To lead Policy Development working with the CEO, BSR and BHPR President aimed at raising the profile of rheumatology.

2.2 To develop effective policy links with national bodies and design events launching various BSR and BHPR initiatives.

2.3 To lead the patronage strategy aimed at enabling high profile activities and designated fund raising. To produce an annual fund raising strategy.

2.4 To support the BSR Directors to establish and manage external contracting and partnership relationships to pre-determined standards.

2.2 To ensure that the prescribed business planning, TAR and annual accounts process is complied with across the BSR, that facilitates on-going development and delivery of BSR strategy and priorities.

2.3 To contribute to the translation of strategy and corporate objectives, into corporate service plans and budgets as part of the overall planning process.

2.4 Liaise with the Commissioners and secondary providers to develop new models of working using integrated care pathways where appropriate.

2.5 Lead on the Rheumatology Commissioning Support Alliance and play a key role in liaising with gps and allied health professionals.

2.6 Scan for new business and funding opportunities, scoping possibilities and leading bids for new work and their ultimate implementation.

## **3.0 Leadership**

3.1 Provide support to all direct reports through objective setting, appraisal, talent management review and the agreement of personal development plans. To provide strong leadership to the senior management reports, ensuring that effective management and performance systems are in place.

3.2 To identify and nurture clinical leadership potential and talent.

3.3 To demonstrate positive leadership by behaviours.

3.4 To challenge conventional approaches and drive forward change when needed demonstrating a commitment to creating a learning organisation culture, committed to continuous improvement.

3.5 To lead the transformation agenda across the organisation, working closely with all partner organisations.

## **4.0 Organisational development**

4.1 To support the Chief Executive in the further development of an open, engaged and learning culture.

4.2 Work with the Honorary Secretary to develop clinical leadership in the regions and membership engagement.

4.3 To contribute to the on-going review and delivery of a staff development strategy for the organisation.

4.4 Take part in the Executive Committee development programme and associated activities.

4.5 To promote a culture of equal opportunities through the development of services that reduce health inequalities and working practices that eradicate discrimination.

4.6 Ensure the development of robust operational management structures and systems.

4.7 Promote a culture of service model improvement and best practice ensuring that rheumatology clinical leaders have the tools and information they need to provide safe, high quality services.

## **5.0 Emergency preparedness**

5.1 Take responsibility for all emergency preparedness issues within the BSR, ensuring the BSR fulfils its statutory responsibilities.

5.2 Lead the development and implementation of all emergency planning activities including risk assessment of issues and development of plans to support these.

5.3 Ensure effective and robust plans are in place to deal with external and internal incidents.

5.4 Ensure a comprehensive training programme is in place for all key staff including Trustee members when appropriate.

5.5 Provide regular reports to the Executive Committee on the level of control and compliance within the organisation.

5.6 Advise the Executive Committee on its statutory responsibilities, ensuring any changes are effectively communicated in a timely manner.

## **6.0 Governance, quality and risk management**

6.1 To be an effective full BSR Executive Committee member taking collective responsibility for the corporate governance of the organisation.

6.2 In executing Executive Committee responsibilities, to constructively challenge the decisions of the Executive Committee and help develop proposals on priorities, risk mitigation, values, standards and strategy.

6.3 To share the Executive Committee's collective responsibility for:

- Adding value to, and promoting the success of the organisation
- Providing leadership to the organisation within a framework of prudent and effective controls
- Setting strategic direction, ensuring management capacity and capability, and

- Monitoring and managing performance
- Safeguarding values and ensuring the organisation's obligations to its key stakeholders are met

6.4 To be the lead Director for agreed key performance targets.

6.5 To facilitate internal and external auditors as requested.

### **Corporate management**

- To play a strong corporate role within the Executive Team and the BSR Executive Committee.
- To use a variety of communication tools to maintain and expand communication channels with staff, members and partners
- Maintain effective communications with other Directors and divisional staff in order to ensure a corporate approach to the delivery of operations and all other aspects of the portfolio

### **Other duties**

- Adhere to the Nolan Standards and Code of Conduct and Accountability.
- To carry out other duties as may be required by the CEO, President and BSR Executive Committee.
- The above list is not exhaustive and the post holder may be expected to undertake other duties that can reasonably be expected of a Director of the BSR.

### **Variation**

This job description will be subject to review from time to time. Any amendments will be made in consultation with the post holder.

### **Standards of business conduct and conflicts of interest**

It is the responsibility of staff to ensure that they do not abuse their official position for personal gain or seek to advantage or further private business or other interests in the course of their official duties.

All staff must declare to their manager all private interests which could potentially result in personal gain as a consequence of their position. Interests, which might appear to be in conflict, should also be declared.

### **Confidentiality**

All staff are expected to respect the requirements under the Data Protection Act 1998 and observe the BSR policies on IM&T security.

## **Data quality**

Commitment to producing good quality data is essential and responsibility lies with all who record, manage and monitor the information whether their role in the BSR is administrative or clinical.

## **Health and safety**

It is the general duty of every employee to take reasonable care for the health and safety of himself/herself and others who may be affected by his/her acts or omissions at work, including the use of necessary safety devices and protective clothing and co-operate with management in meeting its responsibilities under the Health and Safety at Work etc., Act 1974. Any failure to take such care or any contravention of safety policy or managerial instructions may result in disciplinary action being taken.

All employees are required to participate in the BSR's accident/incident reporting system and to comply with the BSR's procedures and techniques for managing risks.

## **Training and development**

The BSR is committed to the identification of training needs through a system of appraisal and in-house training in line with the Investors in People standards to meet organisational, statutory and personal development needs.

## **The Working Time Regulations 1998 (S1 1998/1833)**

You are required to comply with the BSR policy on implementation of the Working Time Regulations, including declaration of hours worked and breaks taken, completing written records if required and reporting any instances where your pattern of working hours may constitute a health and safety risk to yourself, patients, the public and other BSR employees. You have the right not to be subjected to any unlawful detriment by reporting any concerns under the Regulations.

You are required to disclose any additional work you undertake or are planning to undertake for another employer. The BSR will permit you to undertake this additional work providing the BSR is satisfied that this does not conflict with the interests of the organisation, performance of your normal duties or with the requirements of the Working Time Regulations. The BSR also recognises that it has a responsibility for your health and welfare.

## **No smoking policy**

The BSR operates a no smoking policy. Employees are not permitted to smoke anywhere within the BSR's buildings or sites.

Revision date: September 2012

## Person specification

Essential	Desirable
<b>Training, experience and qualifications</b>	
<ul style="list-style-type: none"> <li>• Higher degree and/or relevant management qualification</li> <li>• Evidence of continuing professional and personal development</li> <li>• Extensive experience of leading successful change in patient centred care delivery</li> <li>• Extensive experience of delivering demonstrably high quality services</li> <li>• Experience of delivering against challenging performance targets, and of managing others to do so.</li> <li>• Experience of delivering high levels of productivity and efficiency.</li> <li>• Experience of managing large budgets</li> </ul>	<ul style="list-style-type: none"> <li>• MBA qualification</li> <li>• Significant Director or Chief Executive management experience in a large charity or other membership organisation</li> <li>• Significant senior management experience in an NHS acute trust, operating at or close to Board level</li> <li>• Senior health service commissioning experience</li> <li>• Policy experience at national level</li> </ul>
<b>Knowledge and skills</b>	
<ul style="list-style-type: none"> <li>• Understanding charity commission rules and governance</li> <li>• Knowledge of key current issues in NHS systems reform</li> <li>• Understanding of the issues facing hospital and primary care services</li> <li>• Well developed leadership skills and emotional intelligence</li> <li>• Strategic thinking and innovation</li> <li>• Clear understanding of systems management</li> <li>• Highly developed influencing, persuading and communication skills</li> <li>• Able to get key messages across on complex issues</li> <li>• Able to establish and maintain relationships with key people, both internally and externally</li> <li>• Evidence of successful track record of achieving results in a senior leadership role</li> <li>• Ability to innovate, to recognise challenges, analyse problems and apply effective solutions</li> <li>• Ability to demonstrate honesty and professional integrity</li> <li>• Ability to manage a highly complex portfolio and deliver a wide range of objectives within the time available</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement and contract management skills</li> <li>• Project management qualifications</li> </ul>
<b>Special aptitudes</b>	
<ul style="list-style-type: none"> <li>• Personal energy and resilience</li> <li>• Ability to think strategically without losing touch with day to day service delivery</li> </ul>	