



Norfolk and Waveney
Clinical Commissioning Group



Director of People
at the new ICS



Welcome

Dear Applicant

Thank you for your interest in becoming our Director of People at Norfolk and Waveney ICS.

As we move to the new ICS structure from July 2022, we're looking for a Director of People to support the Board in transforming the way we think about and support our workforce across Norfolk and Waveney. This is a fantastic and far-reaching role, offering a genuine chance to impact communities by leading the development and delivery of a long-term people strategy, ensuring it reflects and integrates the plans of all our partner organisations.

Norfolk and Waveney has great potential. Our senior team will be working together to improve outcomes in population health and healthcare, tackle inequalities, enhance productivity and value for money and help the NHS support broader social and economic development. As our People Director, you'll play a crucial role through reforming our workforce, supporting new models of care and improving job satisfaction and resilience. We also want to establish a compassionate and inclusive system culture to improve equity, fairness and access to opportunity across our system and that embeds values of kindness and shared responsibility.

The formation of the new Integrated Care Systems comes at a time when the health service must do more to help people with long term and chronic conditions live well. Through the new model our role will be to work with everyone who lives and works in our area, to implement the Health and Wellbeing strategy, improve healthy life expectancy, independence and wellbeing, reduce loneliness and social isolation and support our workforce to do the job they came into the sector to do. We'll be collaborating with partners to develop services that work for local people and give us the care and support we need when we need it.

We plan to become a truly high performing system, embedding ways of working that are successful in the longer-term. We already have so many impressive examples of local team working, patient engagement and innovation. Together, we will build from the bottom up, support the front line and put patients, families and communities front and central to everything we do.

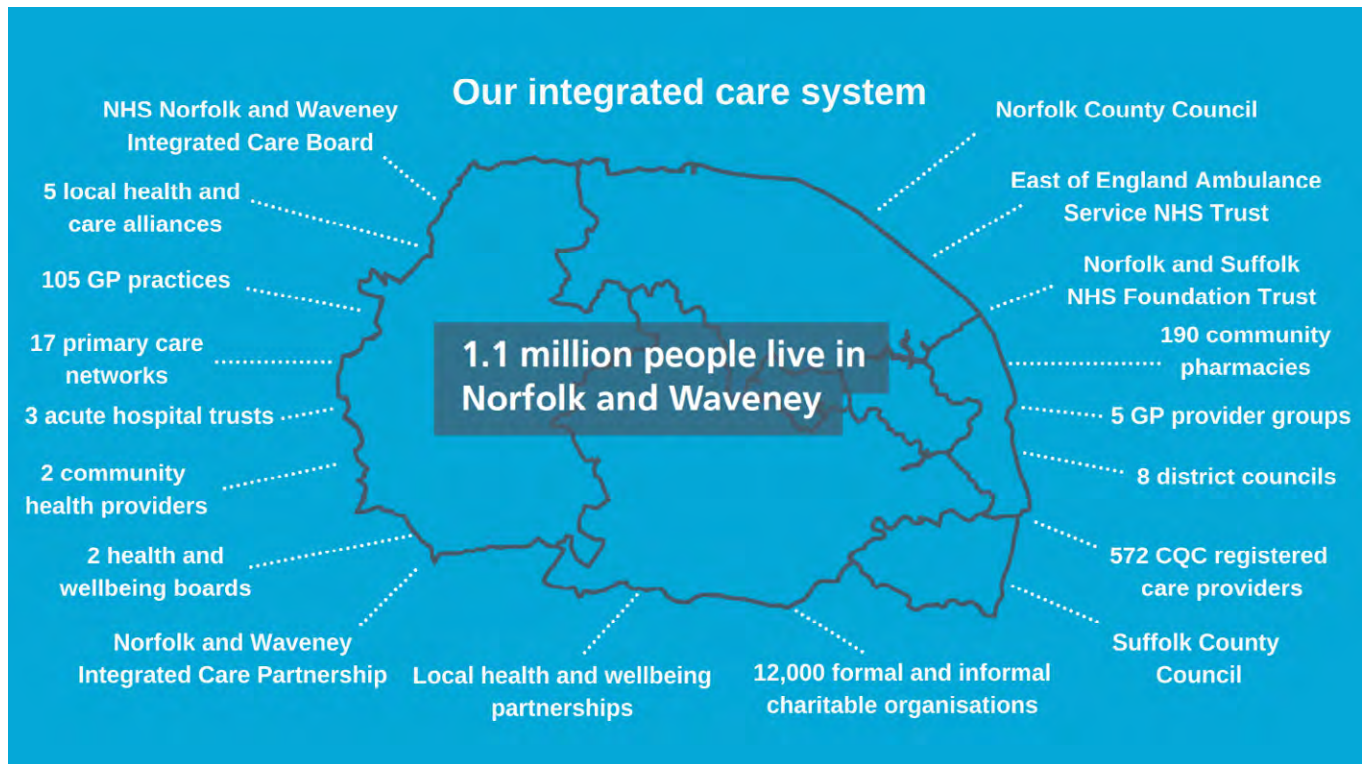
This is a pivotal moment in time and our opportunity to prove that integrated care is the way forward, that we can deliver new services that support our population with the needs they have today, and that everyone working in health and social care can thrive and enjoy a good work-life balance.

If you believe you have the skills, experience and qualities we are seeking, I very much look forward to hearing from you.

Tracey Bleakley
Chief Executive Designate

About the organisation

What we cover



Our Partners

Our partnership at Norfolk and Waveney has nine members, but we also work closely with our local healthwatch organisations, district councils, the voluntary, community and social enterprise sector and others.

- NHS Norfolk and Waveney CCG
- James Paget University Hospitals NHS Foundation Trust
- Queen Elizabeth Hospital King's Lynn NHS Foundation Trust
- Norfolk and Norwich University Hospitals NHS Foundation Trust
- Norfolk County Council
- Suffolk County Council
- Norfolk and Suffolk NHS Foundation Trust
- Norfolk Community Health and Care NHS Trust
- East Coast Community Healthcare CIC

Our Goals

- To make sure that people can live as healthy a life as possible. This means preventing avoidable illness and tackling the root causes of poor health. We know the health and wellbeing of people living in some parts of Norfolk and Waveney is significantly poorer – how healthy you are should not depend on where you live. This is something we must change.
- To make sure that you only have to tell your story once. Too often people have to explain to different health and care professionals what has happened in their lives, why they need help, the health conditions they have and which medication they are on. Services have to work better together.
- To make Norfolk and Waveney the best place to work in health and care. Having the best staff, and supporting them to work well together, will improve the working lives of our staff, and mean people get high quality, personalised and compassionate care.

How we're led



The Rt Hon Patricia Hewitt, Chair Designate, Norfolk & Waveney ICB

The Rt Hon Patricia Hewitt is a former Secretary of State for Health and has been the Independent Chair of the Norfolk and Waveney Health and Care Partnership (ICS) for the last four years. She has been instrumental in driving the partnership forward with senior clinical and management colleagues across the patch.



Tracey Bleakley, Chief Executive Designate, Norfolk and Waveney ICB

Tracey was CEO of Hospice UK from 2016. This is a national charity that works for those experiencing death, dying and bereavement and supports 200 hospices across the UK. Prior to this, Tracey was the Chief Executive of the Association of Police and Crime Commissioners.

Find out more

Read more about us at <https://www.norfolkandwaveneypartnership.org.uk/>

Our People Plan 2020-2025 is also [available here](#)

Role Profile

Role title Director of People

Accountable to ICB Chief Executive

Main accountabilities of the role

Setting strategy and delivering long-term transformation

You will support the production and delivery of a five-year plan for the ICB with the CEO, other board members, partners across the ICS and the local community. This will include interpretation and implementation of the NHS Long Term Plan, NICE quality standards and other national strategic priorities. This will include system-wide plans to deliver the:

- People Plan and People Promise.
- Priority actions set out in the national guidance on ICS people function.
- Actions set out in Future of NHS HR and OD report.
- ICS specific people priorities.
- ICS specific future workforce plans for health and care in conjunction with NHS England and NHS Improvement regional teams and HEE.

These plans are designed to support elective recovery times, tackle health inequalities, and deliver the objectives of the NHS Long Term Plan.

Driving high quality, sustainable outcomes

- Responsible for the oversight and performance of duties delegated by HEE as part of the subsidiarity of the workforce functions and CPD/Tariff.
- Lead on Workforce planning and transformation within the ICS.
- Provide Strategic HR advice and support to the ICB and ICS.
- Take a leadership role in overseeing the development of an ICS Organisational Development strategy.
- Lead the performance oversight arrangements for people issues with each provider of NHS services within the ICS.
- Looking at the system and workforce pressures with fresh eyes, to identify where we can do things differently to improve performance and reduce risks and issues related to the workforce.
- Co-ordinate and co-chair the ICS People Board and work with relevant providers and partners to develop impactful solutions.
- Actively address poor performance, working with the ICB executive team to agree intervention as required.
- Take a leadership role in overseeing recruitment within ICS and a direct role in all senior people professional appointments.
- Play a leading part in defining our culture and values as a system, helping to make the system a happy, healthy and productive place to work and leading to high performance.
- Contribute to the people aspects of Emergency, Preparedness, Prevention response.

Creating a compassionate and inclusive culture

- Ensure the delivery of the People Plan against the four pillars including how digital will be a key enabler for People Services.
- Support the CEO and Board to ensure their ICB is 'Well Led'.
- Arrangements for driving significant improvements in equality, diversity and inclusion and health and wellbeing will be key.
- Play a lead role (with the NHS Leadership Academy and Health Education England [HEE]) in the development of leaders, leadership teams and next generation leaders in their system and across their region.
- They should ensure their ICB is well positioned as an anchor employer in their system.

Building trusted relationships with partners and communities

- This role will build strong relationships with local people leaders, trade union representatives and ICS partners.
- Work in partnership with relevant stakeholders to build confidence in the workforce improvements across the ICS.
- Take a leading role in engaging with HEE and the provision of clinical education across their system.

Leading for social justice and health equality

- Take a leading role in how the ICB collaborates with the ICP and system partners to create education, employment, volunteering, and apprenticeship opportunities and widen participation in health and care for local communities, including in areas of greater deprivation, for seldom heard groups and for people not in education, employment, or training.
- They will identify and address health inequalities for the workforce considering wider determinants (such as housing, education, and employment) that may have an impact on health.

Providing robust governance and assurance

The Director of People will support a strong culture of public accountability, probity, and governance, ensuring that appropriate and compliant structures, systems, and process are in place to minimise risk and promote the freedom to speak up. This will include ensuring the formal governance and accountability arrangements are in place in the ICB. In addition, hereto this will also include:

- Agreement of the formal governance and accountability arrangements for people and workforce functions in the ICS, including appointing senior responsible officers (SROs).
- Agreement of how and where specific people responsibilities are delivered and funded within the ICS.
- Review and refresh of the ICS People Board, including reporting metrics.
- Assess the ICS's readiness, capacity, and capability to deliver the people function.
- Lead the ICS Leadership and Talent Board: accountable for the development and delivery of the ICS talent strategy.
- Work with the ICS chair to ensure the Fit and Proper Persons Regime and the Well Led Framework are in effective operation across the ICS.
- Identification of workforce risks and mitigations.

Part one

Knowledge, experience and qualifications

- Full membership of Chartered Institute of Personnel and Development (CIPD) or equivalent qualification in a relevant management and leadership discipline.
- Strong and recent experience of delivering digital and workforce transformation, with a solid track record of leading complex and contentious change and transformation at scale.
- Substantial experience of operating at board level and of providing clear leadership, direction and advice within a complex regulated environment.
- Background in a relevant sector, with sound knowledge of the health, care and local government landscape and an understanding of the social determinants of public health.
- Successful track record of addressing discrimination and inequalities, with an excellent understanding of practices that reduce health inequality, improve patient access, safety and contribute to strong leadership and governance.
- Experience of navigating the media and political stakeholders is an asset.
- Knowledge of financial planning and budgeting, and oversight and control of public funds.

Part two

Skills and abilities

- Exceptional communication and influencing skills that engender community confidence, strong collaboration and partnership.
- High intellectual and analytical capacity: a strong critical thinker and strategic problem solver with the ability to contribute to a joint strategic plan and undertake problem resolution and action.
- Sophisticated leadership and influencing skills.
- Able to build compassionate cultures where individuals and teams thrive at organisation, partnership, and system levels.

Part three

Values

- Personal commitment to the values of the NHS Long Term Plan, the NHS People Plan, Nolan Principle and the Fit and Proper Persons regime.
- Demonstrates a compassionate leadership style with a track record of improvements to equality, diversity, and inclusion.
- Lives by the values of openness and integrity and has created cultures where this thrives.

Terms of Appointment

Remuneration

The role is offered at a salary of £114,500 – 138,750. Starting salary will depend on experience.

Please note that final appointment is dependent on the passage of the Health and Care Bill, and, subject to any potential amendments made to that Bill, will be made formally by the ICB Chair / Chief Executive Officer on establishment.

Location

Norwich with flexible working available.

Flexible Working

The organisation is committed to offering flexible, modern employment practices, which recognise that all staff need to strike a sensible balance between home and work life. All requests to work flexibly will be considered.

Contract

This is a full-time permanent appointment.

Pension

The NHS Pension Scheme is the default scheme for all NHS employees. You would automatically be enrolled into the scheme.

Further details can be found on the NHS Pensions website: [Membership of the NHS Pension Scheme | NHSBSA](#)

Annual leave

The annual leave year runs from the 01 April to the following 31 March. The basic paid annual leave provisions under 'Agenda for Change' in a full annual leave year for an employee are set out below:

Length of Service

On appointment
After 5 years' service
After 10 years' service

Annual Leave and General Public Holidays

202.5 hours (27 days) + 60 hours (8 days)
217.5 hours (29 days) + 60 hours (8 days)
247.5 hours (33 days) + 60 hours (8 days)

Supplementary duties

Data Protection and Confidentiality

All employees are subject to the requirements of the Data Protection Act 2018 and the General Data Protection Regulation (GDPR) and must maintain strict confidentiality in respect of patient, client, and staff records.

Equality and Diversity

The organisation is committed to promoting equal opportunities to achieve equity of access, experience, and outcomes and to recognising and valuing people's differences. This applies to all activities as a service provider, as an employer and as a commissioner.

Health and Safety

Employees have a legal responsibility not to endanger themselves, fellow employees and others by their individual acts or omissions. The post holder is required to comply with the requirements of any policy or procedure issued in respect of minimising the risk of injury or disease.

Information Management and Technology (IM&T)

All staff are expected to utilise the relevant national and local IM&T systems necessary to undertake their role.

Mobility

Employees may be required to work at any of the other sites within the organisation subject to consultation. The organisation is in a period of rapid change due to developments and rationalisation of services. This will lead to modification of structures and job descriptions. The post holder will be expected to co-operate with changes subject to consultation, at any time throughout the duration of your contract

Other Duties

The job holder will carry out any other duties as may reasonably be required by the ICB Chief Executive.

Reasonable Adjustments

The organisation is seeking to promote the employment of disabled people and will make any adjustments considered reasonable to the above duties under the terms of the Equality Act 2010 to accommodate a suitable disabled candidate.

Safeguarding Responsibilities

The organisation takes the issues of Safeguarding Children, Adults and addressing domestic violence very seriously. All employees have a responsibility to support the organisation in our duties by:

- attending mandatory training on Safeguarding children and adults.
- making sure they are familiar with their requirements and the organisation's requirements under relevant legislation.
- adhering to all relevant national and local policies, procedures, practice guidance (e.g., LSCB Child Protection Procedures and Practice Guidance) and professional codes.
- reporting any concerns to the appropriate authority.

Smoking and Health

The organisation has a no smoking policy throughout its premises, including buildings and grounds.

How to apply

We hope you will consider making an application.

To do so, please visit: <https://starfishsearch.com/jobs/norfolk-waveney-dir-peo/> and click on the apply now button, with the following prepared:

- a CV (no more than three sides) or equivalent biographical information, and
- a short covering letter that explains your motivation for being part of the organisation and briefly outlines the top three experiences you think you can bring to the role.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is **not** treated as part of your application; you can email the form back to us when you apply and our team will collect it.

Closing date	Monday 23rd May 2022
First stage discussions for selected candidates	w/c 6th and 13th June 2022
Agreement of the shortlist	w/c 20th June 2022
Due diligence and stakeholder panel	w/c 20th June 2022
Final interviews	w/c 27th June 2022

