



1. JOB IDENTIFICATION

Job Title	Head of Operations (Health & Social Care)
Responsible To	Chief Officer (Health & Social Care Operations)
Department	Health & Social Care Operations
Grade	C3
BASE	TBC

2. JOB PURPOSE

Social Security Scotland is an Executive Agency of the Scottish Government.

The Agency is in a period of rapid growth, the Head of Operations (Health & Social Care) will contribute to the development and continual improvement of operational policy, strategic business management, corporate governance and strategic communications, delivering significant impact across the teams/organisation.

The post holder will lead on the development of high performing teams in a complex environment as part of a large Disability Benefits transformation programme. In the first instance, they will oversee the specialist health component of the pilot and national roll-out of Child Disability Payments (CDP) and Adult Disability Payments (ADP). Pension Age Disability Benefits will be developed in coming years.

The post holder will lead business units that will grow to around 350 staff, providing a range of clinical specialist support to enable the delivery of devolved Disability Benefits across Scotland. This includes the direct line management of the Professional Advisor & Governance Lead, Service Managers, Senior Practitioners and an Education and Development Lead. Staff will come from a range of health and social work / social care backgrounds .

The post holder will work with the Social Security Directorate and Programme.

As a leader in the organisation, they will be a key member of the Agency Leadership Team and contribute to the development and continual improvement of operational policy, strategic business management, corporate governance and strategic communications, delivering significant impact across the teams/organisation.

The post holder will be influential in building organisational credibility, setting the tone of culture, communications, expectations and behaviours.

They will also be responsible for a joint approach to managing change and implementation of the Social Security Scotland Transformation of devolved

Disability Benefits. This will ensure that new requirements and changes that emerge from pilots and live running can be appropriately prioritised.

3. DIMENSIONS, SCOPE AND RANGE OF THE POST

The post holder will have a critical and influential role in shaping and implementing the Social Security Scotland's Disability Benefits across Scotland. They will lead and continuously improve a wide range of functions across this service area which, collectively, will ensure the Agency delivers its ambition, vision and strategic outcomes.

The post holder will lead and shape the establishment of Social Security Scotland's clinical and social work / social care operations across the Disability Benefits being delivered across Scotland from the main bases in Glasgow and Dundee. This will include creating a team culture that values, inspires and empowers people to play an active role in the development and delivery of an excellent service. Dignity and respect will be at the core of team values .

The post holder will direct and manage the resources (budget and staffing) of Health and Social Care Operations in order to develop and deliver a high quality service and maintain an appropriately skilled and motivated workforce.

The post holder will lead a number of professional, multidisciplinary teams comprising up to 350 staff including the direct line management of Service Managers and Educators.

The service will have an office base but teams will be expected to work across a large geographical area.

As a leader within Social Security Scotland the post holder will work closely with senior colleagues within the wider Social Security Directorate, including Policy and Programme teams to ensure that Health and Social Care Operations meets the delivery commitments and vision of the Agency.

4. ROLE OF DEPARTMENT

Social Security Scotland is an Executive Agency of the Scottish Government. In Scotland, the Agency has a number of devolved benefits, and has responsibility to ensure that these benefits are managed correctly and fairly, delivering those benefits to the 1.4 million people who rely on them.

5. ORGANISATIONAL POSITION

Health & Social Care Operations plays a pivotal role as part of Social Security Scotland by providing clinical advice and guidance to Case Managers and Client Experience staff to enable them in their decision making process concerning client applications for Disability Benefits.

The Division plays a role in defining the strategy of the Social Security Scotland and works closely with colleagues in the Social Security Directorate of Scottish Government.

6. MAIN DUTIES AND RESPONSIBILITIES

1. Lead and direct Health and Social Care Operations within Social Security Scotland.
2. Contribute to the strategic development of the Agency, as a key member of the Agency's Senior Leadership Team, leading on those elements of strategy and business planning that directly relate to Clinical Operations.
3. Lead on Corporate Governance within the clinical / professional structures ensuring it aligns with the Social Security Directorate and that timely and robust operational input to the governance of the Transformation Programme is provided.
4. Lead on Policy interpretation and dissemination and work closely with Policy colleagues in the Scottish Government to ensure that Agency expertise is part of the wider policy development cycle and share intelligence on the practical operation of policy.
5. Manage risk, understand trends and evaluate strategies to improve business operations, analyse performance and delivery costs, input advice and guidance to complex queries and provide client and stakeholder engagement.
6. Lead change and service re-design as part of the transformation programmes across Health and Social Care Operations.
7. Ensure that teams are appropriately supported across the service in managing/coping with change. This will include, leading on continuous improvement, learning from Pilot experience and making recommendations for re-design.
8. Set, monitor and deliver operational goals, ensuring that these are communicated and embedded effectively Nationally across the service.
9. Work closely with senior colleagues in the wider Social Security Directorate, including Policy and Programme teams, to meet the service delivery commitments and vision.

10. Lead the development of effective specialist processes that support the delivery of a clinical service ensuring that these are effectively implemented and embedded in a complex operational delivery environment.
11. Oversee all communication functions ensuring that the team is delivering against business needs of both Social Security Scotland and the Scottish Government Social Security Programme. This function will be key in setting the tone of messages, raising awareness of our clinical structure and supporting take up of our services.
12. Contribute to the development of digital services and support functions that will offer an exemplary service to individuals of Scotland, treating them with respect and dignity.

7. ASSIGNMENT AND REVIEW OF WORK/DECISIONS AND JUDGEMENTS

The post holder will be managerially responsible to the Chief Officer for Health and Social Care Operations and is fully accountable for the delivery of the programme outcomes, management of performance, and quality of service deliverables.

The post holder coordinates the development of expert advice and direction on all aspects of service delivery across Health and Social Care Operations which may be novel and / or contentious and may conflict with the opinions and views of key stakeholders.

The post holder has autonomy to determine strategy, allocate resources and methods for achieving service objectives. Strategic objectives, policy planning and specific projects can be set over varying time frames from annual business planning to 5 year strategic planning.

The post holder ensures appropriate governance is in place for all aspects of their service plans, including stakeholder engagement, performance and quality management, and management of risk.

The post holder has the knowledge, expertise and communication skills required to influence and work alongside a number of management teams and the ability to influence decisions and the decision making of others.

The post holder is required to analyse, synthesise and report on complex data; be able to respond flexibly to meet the needs of the service; manage competing priorities and deliver objectives within limited timescales. May be required to make judgements on appropriate options in the face of opposition by others, possibly experts.

The post holder participates in the formal SBU performance appraisal scheme with annual objective setting and takes a proactive approach in the formulation of a personal development plan which supports the maintenance of the deep multidisciplinary knowledge required. The Chief Officer will undertake evaluation of results and objectives.

8. COMMUNICATIONS AND RELATIONSHIPS

The Post holder must have a high degree of professional credibility and personal authority coupled with highly developed communication and interpersonal skills that will enable them to engage and maintain a high degree of professionalism and credibility across a wide internal and external audience range.

The post holder will communicate with a wide range of senior clinical and non-clinical staff across the agency and with senior officials of external organisations including NHS Health Boards, Health and Social Care Partnerships and Scottish Government. The post holder will require excellent written and oral communication skills as they are expected to present proposals, influence and persuade stakeholders to engage and embrace the service objectives, which may be contrary to the stakeholders preferred direction of intent. The post holder will require the ability to engage and explain at times difficult and contentious topics that may not be welcomed by their audience and nonetheless need to be communicated in a way that is understood, received and where required acted upon.

The post holder will have strong presentation skills with the ability to present proposals and express views/ perspectives convincingly and compellingly at meetings, briefings, workshops, conferences etc. representing the programme at national strategy groups and debating the implementation plans, business impact and possible change requirements.

There will be a variety of communication media used; newsletters, websites etc. These communications may include highly confidential and sensitive or contentious subject matter, where the outcomes can have a significant impact on the development of services, perception of Social Security Scotland and its reputation etc.

The post holder is required to build effective working relationships with a wide range of external stakeholders, in line with the programme and divisional customer engagement strategy and plan, including but not exclusive Scottish Government Directors, Third sector organisations, NHS Board senior leaders/directors, senior clinicians and heads of other partner organisations. These relationships are essential to ensure that the Clinical Operations Division is meeting stakeholder expectation and informing future strategy development.

In addition, a key role of the post holder is to establish effective partnership working with representatives from a number and range of professional and Trade Union bodies.

9. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

- The work is cross-cutting, complex and high profile, with continuing political, public and media interest. Therefore, the post holder will need to demonstrate an ability to deliver impressive results in a challenging environment of Ministerial and Stakeholder scrutiny.
- Leading and managing change / service re-design programmes.
- Building a culture of quality, continuous improvement and development that ensures service deliverables, are not just fit for purpose but demonstrate value for money and are developed in line with the demands of the key stakeholders, anticipating future needs, within the constraints of time, resources and workforce skills.
- Challenging existing ways of working and breaking down barriers while staying close and sensitive to stakeholder needs with a particular focus on working in partnership across a number of Trade Union bodies, during a period of significant change across Social Security Scotland.

10. SYSTEMS

The post-holder will be required to have a sound working knowledge of a wide range of local systems which will include:

- Social Security Scotland IT systems.
- Fire and emergency procedures.
- Health and safety policy and all local / organisational policies relevant to the area.
- Staff appraisal and professional development systems.

11. EQUIPMENT & MACHINERY

The equipment likely to be used on a regular basis will typically include:

- Computer and associated software most notably Microsoft Office applications including word for correspondence and report writing, excel spreadsheets for the purposes of collation and analysis of data, PowerPoint for developing presentation materials.
- Telephone.
- Specific software related to Social Security Scotland.
- Video Conferencing software.

12. PHYSICAL, MENTAL, EMOTIONAL, ENVIRONMENTAL DEMANDS

Physical Skills

- Keyboard / VDU.

- Driving may be required by car or alternatively business travel may be undertaken by public transport.

Physical Effort

- There is a frequent requirement for a combination of walking, sitting, standing.
- There may be a requirement to carry documents and equipment to internal and external meetings (e.g. laptop and/or projector).

Mental Effort

- Substantial mental effort required daily in terms of problem solving, managing varying and at times conflicting demands, and negotiating and influencing executive and senior level customers in respect of competing priorities.
- Sustained concentration regularly required to read, research and analyse information and in the preparation of communications, briefing papers, presentations and reports. Frequently required to work to tight deadlines.
- Ability to sustain mental effort and attention required for long periods when chairing meetings, ensuring discussions remain focussed and balance of views extracted.
- Sustained concentration and focus required when attending/participating in other internal and external meetings/committees, leading stakeholder engagement sessions, facilitating workshops, delivering presentations etc. and where required providing the resilience and tenacity to bring discussion to a successful conclusion where opinion and intent differs across the collective.
- Regular requirement to develop, deliver and debate presentations to senior management, senior supplier and professionals.
- Ability to successfully lead working groups through contentious and difficult topics to a clear set of outcomes demonstrating the emotional stamina and resilience to bring to a successful conclusion.

Emotional Demands

- Exposure to critical and diverse opinions may be frequent and there will be a regular requirement to have difficult and challenging discussions during meetings and in other individual and group settings, for example, on strategic or service development matters.
- The post holder will be expected to regularly handle and resolve conflict and hostile behaviour and to use diplomacy skills to build rapport and gain cooperation and compliance.
- The post holder will be required to deliver necessary but sometimes unwelcome news to senior management, staff and external stakeholders in highly emotive settings where for example, such news may impact on the development of services and ways of working within the stakeholder organisations.
- There will be a continual need for the post holder to balance staff welfare against operational requirements which are not always mutually compatible. The post holder will be required to resolve complex, distressing and emotional staffing issues, particularly where HR policies are required to be invoked e.g. conduct and grievance matters.

Environmental/Working Conditions

- Standard office conditions and equipment.
- Frequent requirement for prolonged use of computer terminal and keyboard.

13. KNOWLEDGE, TRAINING AND EXPERIENCE	ESSENTIAL	DESIRABLE
Educated to Masters Degree in a relevant discipline or equivalent with postgraduate qualification or professional qualification / membership in a relevant area of knowledge, or equivalent experience.	√	
Evidence of continuing professional development	√	
Extensive experience of operating, communicating and building strong stakeholder relationships at the most senior levels.	√	
Experience of delivering successful outcomes covering a range of high profile issues	√	
Extensive people management experience	√	
Experience of leading and working in a complex health organisation	√	
Experience of working in the community environment		√
Demonstrates effective leadership and team management skills in challenging environments.	√	
Proven ability to provide expert advice to a wide range of internal and external stakeholders, including those at senior management and Board level	√	
Proven ability to manage under pressure at a senior level with a proven track record of operational business improvement	√	
Proven track record of leading and delivering effective service change	√	
Highly effective organisational skills with the ability to balance competing demands and	√	
Experience in budgetary management and in applying procurement policies and procedures.	√	
Evidence of using digital technology/ information systems/ email and basic applications	√	
Highly developed communication and interpersonal skills , such as influencing, negotiating and motivating.	√	
Evidence of advanced presentation and report writing skills		
Ability to role model, influence and share advanced/ specialist knowledge with non-clinical colleagues	√	
Professional credibility		
Knowledge of data protection and patient confidentiality legislation	√	
Specialist knowledge of rights, values based practice and legislation frameworks	√	

A personal commitment to Social Security Scotland's core ethos of treating all people with dignity and respect, the provision of social security as a human right and our duty to maximise benefit take-up	√	
Knowledge about social security benefits and/or public policy.		√
Understanding of the current public commitments made by Social Security Scotland		√
Ability to drive/car owner		√