



JOB DESCRIPTION

1. JOB IDENTIFICATION

Job Title:	Edinburgh Integration Joint Board (EIJB) Business Manager
Responsible to:	Governance and Business Manager
Department(s):	Finance and Governance
Directorate:	Governance and Business Management Division
Operating Division:	Edinburgh Health and Social Care Partnership
Job Reference:	L-EHSCP-F&G-EIJB-BM
No of Job Holders:	
Last Update:	

2. JOB PURPOSE

To support the Governance and Business Manager (G&BM) in leading on the ongoing development and implementation of the Board's systems of corporate governance, ensuring the EIJB meets governance and statutory requirements in a range of governance areas, including information governance, risk, assurance (e.g. internal, external audit and scrutiny bodies).

To provide a comprehensive and professional board administrative service, specifically by supporting implementation and maintenance of board standards and ensuring the quality of Board and Committee governance administration, the training and development needs of Board Members and leading on the production, distribution and development of Board papers and minutes. The postholder will also act as liaison between the EIJB and other parties both internal and external to the organization.

Provide business management support to the Chief Officer, providing expert advice and recommendations to the Chief Officer and/or Executive Management Team to ensure best practice is adopted within the EIJB and Partnership.

To lead and develop the Partnership's Executive Support team that provides dedicated 1:1 personal support to the Partnership's Senior Management Team.

3. DIMENSIONS

Staffing Responsibilities

Day to day management of the Executive Assistant and Personal Assistant resource who support the Partnership's Senior Management Team – headcount 5 WTE.

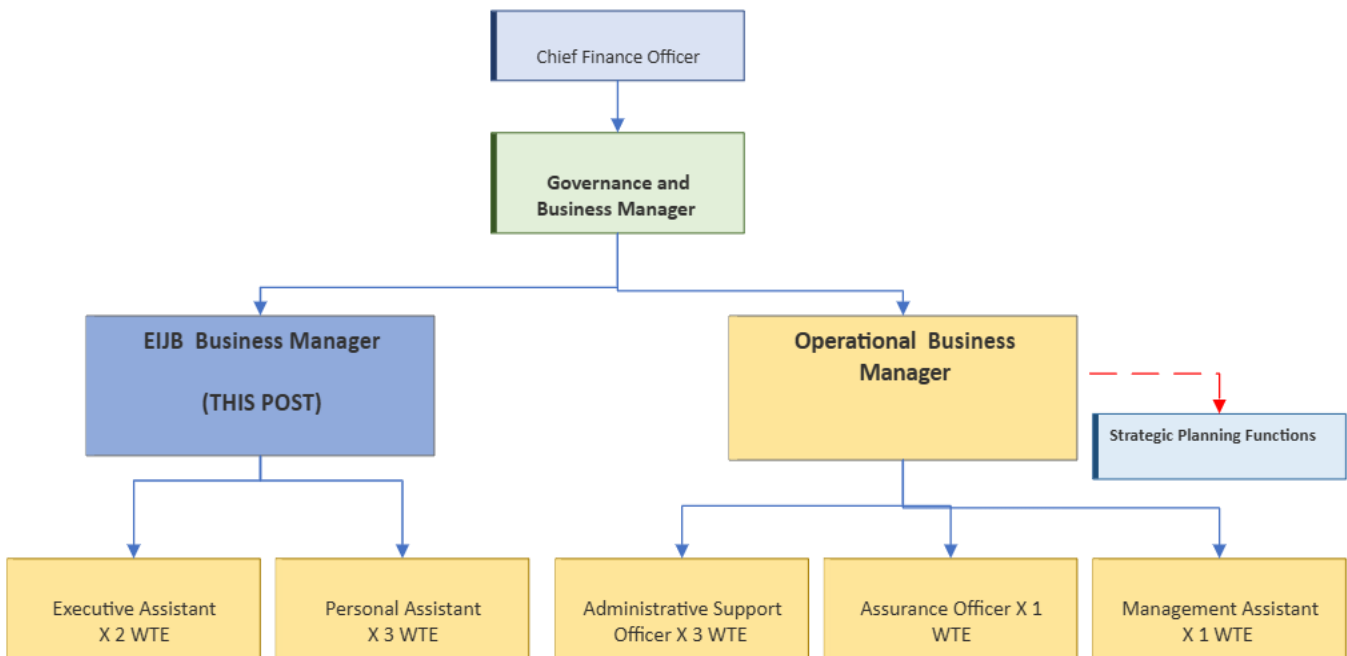
Financial Responsibilities

Manages delegated budget for admin and clerical staff – circa £140K.

Authorised budget signatory for £5,000, approximately £200 per month which will include supplementary staff, purchases orders, expenses, and minor work.

The postholder is employed within NHS Lothian and there may be a requirement to work flexibly across Lothian to meet service demands

4. ORGANISATIONAL POSITION



5. ROLE OF DEPARTMENT

The Edinburgh Integration Joint Board (EIJB) is responsible for the planning, management and delivery of integrated community and bed-based health and social care services for the population of Edinburgh. It is responsible for managing the budgets and has delegated authority to deliver the integrated health and social care services delegated to it under the Integration Scheme and by City of Edinburgh Council and NHS Lothian.

Its role is to:

Set out a Strategic Plan which sets the vision for services to meet the needs of Edinburgh's population and, through Directions to City of Edinburgh Council and NHS Lothian deliver that vision.

Create capacity, through the allocation of delegated integration budgets, to deliver services more innovatively, effectively and efficiently – meeting the needs of people in ways that are experienced as being seamless from their perspective.

Involving staff in NHS Lothian, the City of Edinburgh Council, the voluntary and independent sector providers and all stakeholders in shaping its future vision.

Shape services to meet local needs by directly influencing NHS Lothian and Council planning, priority setting and resource allocation.

Integrate health and social care services within the community and between acute hospital care and community care, underpinned by service redesign and clinical networks and by appropriate contractual and financial systems.

Work to improve health and tackle inequalities in health and promote policies that address poverty.

Deliver sustainable health and social care services as set out in the Strategic Plan.

The Edinburgh Health and Social Care Partnership (EHSCP) is responsible for delivering integrated services as directed by the EIJB. The Edinburgh Health and Social Care Partnership operationalises the IJB's strategic plan and the partners in this are City of Edinburgh Council and NHS Lothian staff within delegated services. The EHSCP has a management structure led by the Chief Officer who undertakes a dual role as both Chief Officer (CO) to the EIJB and Joint Director of the EHSCP.

The role of the Finance and Governance Department is to provide strategic financial direction and leadership to ensure the effective management of £1bn of services, this includes strategic policy development, service redesign support, and developing short, medium and long-term financial strategies. The department is also responsible for providing strategy direction and leadership across the Edinburgh Integration Joint Board (EIJB) and Partnership in relation to its governance arrangements and developing policies, strategies and frameworks within several remits including, governance and decision making at committee and board level, operational decision making, risk, resilience, health and safety and assurance.

6. KEY RESULT AREAS

Leadership and Management

1. Lead the development of the Executive Support team within the Partnership, setting out the vision and work parameters for the team, allocation of work, quality checking work activity and will include managing a range of competing views and building consensus to achieve agreed outcomes and developing new operating models in collaboration with the Senior Management team, which will require well developed communication and stakeholder management skills.
2. Day-to-day management responsibility for Executive Assistants and Personal Assistants in the service area, in line with ER policies and procedures, including induction, recruitment, absence and performance management, skill mix, appraisal, first level disciplinary procedures and ensure an effective workforce plan and succession planning is in place.
3. To support G&BM in service delivery by developing consistent standards in relation to the provision of Executive Support (e.g. utilisation of templates, quality standards for reports, adherence to timescales for report) and including having mechanisms in place so staff understand their responsibilities in complying with the Standard Operating Procedures and reporting accurate data. This includes taking corrective action when compliance with targets are not being achieved. e.g., supporting the performance management reporting process, the post holder may be involved in developing KPI for service areas.
4. Responsibility for the management of the delegated administrative and clerical staffing budget with delegated responsibility for spending against other service budgets such as non-pay budgets for equipment and supplies.
5. Contribute and develop proposals and plans for the modernisation and integration of key governance, systems and processes across the Executive Services team, working with a wide range of stakeholders (both internal and external) ensuring the needs of the Partnership are met, this will include the use of new technology, developing new operating procedures for administrative functions.

Board Governance

6. Contribute to the development and maintenance of a robust framework for governance of the Edinburgh Integration Joint Board (EIJB) and ensuring that the appropriate reports are also presented to the relevant Council and NHS committees, whilst managing the complexity of operating across two sets of standing orders (i.e., Council and NHS Lothian), ensuring adherence to standing orders, relevant terms of reference, and best practice.
7. Contribute to the development of plans and operating procedures (in conjunction with the G&BM), in relation to the EIJB's approach to governance, risk management assurance and compliance with legislation and regulations.
8. Develop reporting mechanisms and provide support for the ongoing development, modernisation and integration of key EIJB governance systems (e.g. Scheme of Delegation, strategic and board decision making and governance meetings terms of reference), and look at opportunities to exploit technology whilst balancing risk (e.g. AI).

9. Work closely with the G&BM and other stakeholders (e.g. Committee Services) taking on specific lead roles and defined projects on behalf of the G&BM to improve the operation of the EIJB, (e.g. reviewing processes for the submission of reports to EIJB, reviewing governance committees) to ensure cross-cover and increased resilience (e.g. lead on the development of risk assessment methodologies for the EIJB, revising EIJB administrative & governance policies and procedures).
10. Ensure robust and effective communication networks across the Executive Support team functions as well as the wider Partnership, developing working relationships between key stakeholders, and facilitating the exchange of information on complex, organisational and departmental issues (e.g. sharing learning from EIJB Internal Audit inspections across the Partnership, changes to legislation or regulations that will affect governance arrangements, work collectively to complete the EIJB annual assurance process).
11. Attend and participate in all relevant meetings, including senior management team and quality improvement meetings for example, providing and where appropriate presenting reports and information for the meeting e.g. drafting and presenting a report on investment for committee tracking, progress with addressing outstanding Internal Audit actions to the Partnership management team, or draft and present improvement paper on improving operating arrangements for the EIJB, which may require investment (e.g. moving the EIJB from the City Chambers to community venue).
12. Analyse complex data, such as assurance reports, to pull out key themes and developing associated action plans. This may require the use of Power BI, Tableau, DATIX, SHE, Excel and produce reports e.g. governance reports to a range of internal governance forums, performance reporting which will be used to review and plan service delivery.
13. To investigate, co-ordinate and draft initial responses to verbal and written non-clinical complaints submitted about an EIJB decision, enquiries and concerns (for example leading on complaints as a result of an EIJB decision) within sphere of responsibility in line with process and timescales, taking rapid action to respond and/or rectify difficulties immediately wherever this is possible or to escalate concerns or more complex cases to the G&BM and / or Chief Officer.
14. Develop, monitor and review local business and administrative protocols and standard operating procedures (SOPs) to ensure consistent approaches and compliance with EHSCP, City of Edinburgh Council, NHS Lothian and national guidance, policies and procedures and SOPs. e.g. designing SOPs /checklists as a result of advice from Scottish Government on what should be included in the Strategic Plan, directions.

Board Planning

15. Ensure a professional, quality and accurate business management service is provided to the Edinburgh Integration Joint Board and its committees, taking the personal lead for planning and organisation of the EIJB and its committees in collaboration with the City of Edinburgh Council Committee Services Team & NHS Lothian board function. This includes the planning of the agenda's, ensuring that key governance papers are identified and scheduling, co-ordination of reports, quality checking of reports and full coordination of follow-up actions and subsequent sequencing of agenda items and annual cycles of business.
16. Work in collaboration with NHS Lothian Board services and City of Edinburgh Council to lead the scheduling of the EIJB's governance meetings including EIJB board meetings, budget

working group, development sessions and relevant executive meetings. It will include managing the workload of the team regarding paper preparation and distribution. This includes working constructively and proactively with senior management and administrative staff across the Partnership to ensure that papers are delivered on time and meet governance and content requirements and agreed accessibility standards. It is the role of this postholder to work with relevant teams to keep all such standards under review, up to date and communicated to all staff, and to take a proactive approach where needed to ensure quality standards are maintained.

17. Co-ordinate (in collaboration with the G&BM), the EIJB development session and visit programme, which will include liaising with teams, booking venues, catering and communicating arrangements with the EIJB.
18. Support the G&BM by coordinating and pulling together initial drafts of briefing notes (where appropriate) and update reports across a range of strategic areas (e.g. committee business updates, Chief Officer updates, briefing notes on care home closures) to ensure that EIJB members are appropriately briefed on relevant issues to support them in their governance roles including identifying relevant issues with the Chair and vice-chair, planning and running briefing events e.g. organising financial briefings during the budget setting period, liaising with Chief Officer and other members of the Senior Management Team as appropriate.
19. Support the Governance and Business Manager (G&BM) in the management of good relationships with the Board by supporting induction, communication and administrative processes such as circulation of briefing notes which will be pre-planned as well as ad hoc in nature, approval of expenses.
20. Liaise regularly with the G&BM, the Chief Officer and other teams to establish the necessary level of information to ensure that the Chair, Vice Chair, the EIJB are appropriately involved and updated on matters of policy, corporate communications or public affairs that are relevant to the Board's business or management of organisational risk.
21. Co-ordinate the updating of a range of EIJB governance policies and plans, including risk management policy, records management plan, financial regulations, this includes co-ordinate EIJB responses to local and national consultations.
22. Co-ordinate the management of assurance processes across the EIJB, this may include External Audit, External Scrutiny bodies (e.g. Audit Scotland), and coordinating internal audit processes within the EIJB. This will include working closely with Internal Audit for all EIJB audits and ensuring appropriate action is taken in a timely fashion to respond to audit/report findings and maintain a log of assurance actions/recommendations and co-ordinate the implementation of recommendations.

Business Management Support to Chief Officer

23. Provide a comprehensive business management service for the Chief Officer, ensuring effective systems and processes are in place to support the planning, organisation and execution of the IJB Chief Officer's and Chair's individual priorities and workload, this will include leading projects on their behalf (e.g. project to move EIJB from City Chambers to community venue, or reviewing and provide options appraisal on governance improvements) and pulling together reports on a range of complex workstreams.

24. Support the public affairs function of the EIJB, by coordinating and drafting a range of responses to ensure covering the efficient handling of elected representatives' communications, Parliamentary/Council Questions, Ministerial/Council Briefing note requests and enquiries, ensuring responses are consistent with public statements and current policy of the EIJB.

7a. EQUIPMENT AND MACHINERY

The following are examples of equipment that will be used when undertaking the role.

Computing equipment.
Copying/scanning equipment.
Telephones.
Projections equipment.
Smart phone.

Note: New equipment may be introduced as the organisation and technology develop, however training will be provided.

7b. SYSTEMS

The following are examples which will be used when undertaking the role:

Regular use of the Internet, Microsoft Office suite e.g., Teams, Outlook email systems, Microsoft Word, Excel, PowerPoint and Acrobat Reader/Writer.

Maintenance of electronic filing systems, in line with GDPR and information governance policies.

Financial and Procurement Systems – PECOS/ORACLE, Budget reporting, supplies and ordering (PECOS)/e- expenses.

Undertaking Risk Assessments and developing/update key governance documents (e.g. governance handbook).

HR management tools e.g. MyHR eEss, SSTS. Operation of an annual appraisal system e.g. Turas or similar paper-based processes.

Note: New systems may be introduced as the organisation and technology develops, however training will be provided.

8. ASSIGNMENT AND REVIEW OF WORK

The postholder will be managerially responsible to the G&BM with regular 1:1 meetings and an annual review to assess achievement of objectives and develop a personal development plan.

The post-holder will have a high level of autonomy and make decisions across the post's portfolio and prioritising work and using knowledge and initiative to achieve agreed goals.

Workload will be determined by the needs of the Edinburgh Integration Board and workload will be assigned by the G&BM or Chief Officer/Chair or Vice Chair.

The postholder will work without direct supervision and plan and priorities own workload and be responsible for the delegation/monitoring of work to the team of Executive Assistants and Personal Assistants.

9. DECISIONS AND JUDGEMENTS

The postholder is expected to anticipate problems and risks (e.g. failure to meet legislation or external reporting deadlines) and identify and act on short-term operational, broader and longer-term issues to ensure effective and appropriate resolution and ongoing improvement in service delivery at corporate level (e.g., manage any short term staffing gaps, or escalate to G&BM if committee papers are not published on time, or where a paper has been published which may cause media interest).

Provide specialist advice to the staff across the organisation and at all levels on processes, systems and standards within remit, taking remedial action for issues identified with corporate or governance impacts, based on stakeholder needs and expectations, governance standards and legal requirements e.g. provide advice on report content or how to address a motion raised at a Council Committee.

The post holder works independently, showing initiative, prioritising their own workload, with the delegated authority taking independent operational decisions (e.g. re-allocation of resources within sphere of responsibility, or make decisions on submission of reports where there are statutory deadlines for submission) with own staff or within key result areas, for example deployment of staff to meet service needs, addressing health and safety or resilience matters including financial decisions in line with standing financial instructions and delegated budget across the Council/NHS Lothian.

Assesses service delivery issues to decide on best courses of action such as responsibility for analysing and interpreting performance data and responding as appropriate e.g. redirecting administrative and clerical resources to support pressures caused by increasing activity or managing own workload to prioritise supporting a particular workstream/area.

Represent/deputise for the G&BM at meetings with other services areas or with corporate functions such as risk, assurance/governance, health and safety making independent decisions within areas of responsibility or budget authorisation level. For example, approving special works requests such as investment in infrastructure for the EIJB /IT provision for EIJB papers, under £5k as per level of budget authorisation.

Responsible for analysing complex information relating to directorate & EIJB business functions e.g., analysis of compliance with reporting deadlines or standing orders to determine the course of action to be taken to ensure that objectives and timescales are being achieved.

Identifying and developing systems, processes and approaches that significantly improve the organisations approach and compliance with governance, risk and assurance in relation to the EIJB functions (e.g. move of EIJB files to Sharepoint, development of the EIJB strategic risk framework, improvements to the Committee Business system for the EIJB).

10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

Maintaining effective communications with and across the Board and Committees, recognising and working constructively and professionally with Board and Committee members drawn from a range of backgrounds and experiences.

Communicating and managing expectations from a range of different stakeholders in a complex environment (e.g. prioritisation of multiple work requests).

Influencing and contributing toward significant change programmes with the G&BM and wider Partnership e.g. bringing in a new administrative system for tracking and co-ordination of committee reports, governance improvements for the EIJB.

Managing relationships with a range of colleagues across the organisation and at board level and able to constructively challenge both peers and senior leaders to achieve agreed outcomes.

Effective time management and work planning in a dynamic situation e.g. direct input and change management whilst also balancing competing demands for senior management of external partners to ensure objectives are met.

Communicating often complex and sensitive information to internal and/or external partners often in difficult and challenging situations e.g., inadequate service performance, resolving budgetary anomalies.

Prioritising and balancing competing demands while ensuring agreed timescales are met.

Managing multiple work-streams within a complex and highly sensitive political environment, including integration of Health and Social Care ensuring that, wherever possible, the outputs from public and political engagement impact positively on the final outcomes.

Managing and supporting staff to ensure efficient service delivery whilst developing a cohesive team and maintaining staff morale, especially during periods of change.

Managing complex and multiple interdependent processes for self and others within fixed timelines and to required legal and compliance standards.

11. COMMUNICATIONS AND RELATIONSHIPS

The postholder will have highly developed and effective communication skills and working relationships across a broad spectrum of staff including NHS Lothian, City of Edinburgh Council, as well as internal and external stakeholders.

Internal Communications

Direct reports – discussions about service delivery, day to day priorities, future changes.

Regular contact with the Chair, Board and Committee members, Chief Executive, members of the Executive Team and senior external stakeholders.

Senior professional and non-professional managers – discussions about business matters pertaining to the services including performance reports, resilience, health and safety, service development.

Professional staff (including nursing, social work, medical, AHPs, psychologists) – discussions about business matters as they relate to their day-to-day roles.

NHS Lothian & City of Edinburgh Council corporate teams including Infection Prevention and Control Team, Finance, eHealth, Estates, Health and Safety, Facilities, Human Resources, Procurement, Clinical Governance/Quality Improvement Teams – discussions about a range of matters relating to these departments as issues arise

External Communications

Complaints and queries submitted as a result of EIJB decisions.

Engagement with the third sector as part of supporting carers, board membership and working with NHS and Council services.

Types of communication will include telephone, face to face, email, written correspondence and reports.

12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB

Physical Effort

Standard keyboard skills for producing reports, presentations, statistical information and project plans.

Daily requirement for sitting for long periods, standing and walking.

Mental Effort

Frequent requirement for long periods of concentration, when analysing and preparing complex information, including developing business plans, data analysis and planning, preparing reports and undertaking staff management responsibilities.

Workload will be unpredictable and often conflicting and required to be undertaken within difficult timescales and expectations.

Frequent requirements to meet competing targets and deadlines over a range of issues can also include attending different sites at short notice to resolve immediate issues and dealing with several complex and diverse issues concurrently.

Concentration required when chairing or participating in meetings. Responding to an unpredictable workload. Responding to competing demands from the wide range of staff across the service.

Emotional Effort

Exposure to emotional circumstances arising from staffing responsibilities e.g. responses to change within the service, managing.

Disciplinary matters and other formal procedures with staff, where there can be a high level of agitation and ill feeling.

Occasional exposure to emotional circumstances arising from conflict between staff, patients, and others such as contractors.

Occasional exposure to conflict and aggression when opinions/approaches differ.

Environmental Demands

Requirement to use computer and monitor daily.

Requirement to travel between sites at least weekly.

13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

Training/Education

Degree in business or management discipline or equivalent demonstrable experience.

Evidence of post graduate education in business/management at SCQF level 10 or equivalent experience.

Expertise in good corporate governance, internal control and risk management, through initiating, leading, facilitating and evaluating the development of systems and practices.

Leadership skills enhanced by excellent behavioural competencies particularly those that relate to influencing and achieving change in a service environment (e.g. use of influencing strategies, persuasiveness, achievement drive, quality focus and patient/customer orientation).

Experience of working in an environment with competing and conflicting priorities, deadlines, and workloads.

Project management skills, ranging from small projects to large scale projects.

Staff management experience.

Experience of managing and monitoring budgets.

Excellent verbal and written communication skills with an ability to communicate well with staff at all levels.

Wide range of knowledge and use of IT, skills and information systems.

Experience in analytical, influencing, negotiation and diplomacy skills across all levels.

Excellent writing skills, with the proven ability to be clear, accurate, relevant and concise in own outputs and in the quality assurance of others' outputs.

Ability to present complex information confidently and professionally in a variety of ways (written and verbal) to colleagues, the EIJB and Committees, in formal and informal settings with the aim of presenting a clear case, assurance or influencing and negotiating the cooperation and understanding of others.

Experience working effectively as part of a team.

14. JOB DESCRIPTION AGREEMENT

A separate job description will need to be signed off by each job holder to whom the job description applies.

Job Holder's Signature:

Date:

Head of Department Signature:

Date:

