

Executive Director: job description, person specification and appraisal process

## **JOB DESCRIPTION**

### **Main purpose of the role**

To provide strong, inspirational executive leadership and direction to HWH:

- Working with the HWH Chair, Board and delivery partners to achieve the organisation's strategic business objectives
- Ensuring that the statutory activities described in the 2012 Health and Social Care Act are carried out effectively
- Ensuring the contract with the London Borough of Hackney (as well as all other statutory requirements) are delivered to a high quality
- Ensuring a growing and sustainable future for the HWH CIC.

### **Context**

In April 2013 a Healthwatch was set up in every county and borough in England and Wales as part of the Health and Social Care Act, picking up much of the remit previously carried out by LINks (Local Involvement Networks). A new addition was a co-ordinating national body - Healthwatch England.

In Hackney, the council did much of the preparation work to set up HWH, including determining that the organisation would be a Community Interest Company or 'CIC'. Funding for HWH at present comes principally from the London Borough of Hackney Council. Additional contracts to deliver specific services have also been secured.

### **Guiding principles**

- We aim to be outcome-focused in our work and operate as efficiently as possible with the resources available. This means we will complement, rather than duplicate, existing structures, aiming to work strategically in order to become a "network of networks".
- We aim to develop strong links with the relevant groups and organisations in Hackney and identify how we can make best use of the wealth of intelligence already available about the user voice in relation to health and social care services in the Borough.
- We will work with partners openly and constructively to support our shared purpose of improving health and social care services in Hackney.
- We are ultimately accountable to our community; we will be honest and transparent in all we do, make our meetings open to the public and actively involve local residents and users of services in our work and performance.

## HWH Strategic Priorities

Our strategic aims are shaped by three key drivers:

- The need to establish a robust, efficient and respected organisation
- Delivery of our statutory core functions
- The priorities of the people of Hackney

We have 3 high level strategic aims:

- **Strategic aim 1 - Governance:** to develop a robust, efficient and respected organisation and to ensure Healthwatch Hackney meets its objectives in an open and transparent manner
- **Strategic aim 2- Listening and signposting:** Understanding the needs of the people of Hackney, supporting them with opportunities to voice their views and providing them with information
- **Strategic aim 3 - Influencing:** supporting and influencing those who have the power to change, design and deliver services so they better meet the needs and rights of users

## Responsibilities, duties and tasks

### Leadership

- Provide strong, inspirational leadership, direction and vision to HWH.
- Represent HWH at key strategic meetings of the CCG and Health and Wellbeing Board and other principal stakeholders - and fully contribute to relevant decision-making processes.
- Deliver the strategy and outcomes as set out by the Board.
- Help shape and implement the strategic business objectives of the organisation in order to meet HWH outcomes, maintaining the organisation's principles and ensuring an effective and cohesive approach.
- Line manage, support and develop HWH's staff and volunteers according to policies and procedures that conform to current laws and regulations
- Provide the Board with information, reports, advice and user feedback to enable it to maintain strategic oversight and carry out its governance responsibilities and its reporting requirements.
- Work with the Board, members and partners to evaluate the effectiveness of HWH. This will include commissioning independent evaluations and preparing monitoring and annual reports for funders and other stakeholders
- With support from the Board, ensure effective governance is established and adhered to.

### Operational delivery

- Maintain organisational focus on the achievement of the HWH business plan and the delivery of all contracts
- Develop work plans, set performance levels and goals and manage all resources to support the delivery of the strategy and business plan
- Recommend the annual budget for board approval and prudently manage the organisation's resources within the agreed budget guidelines and according to statutory and legal requirements
- Provide meaningful, reliable and timely reporting to the Board and external stakeholders
- Identify and actively pursue opportunities for funding that permit HWH to extend its impact, without compromising its position of independence.
- Oversee design and delivery of events, "enter and view" activities, signposting, data collection and report writing, including the Annual Report
- Monitor delivery of sub-contractors
- Make reports and recommendations about how local care services could or ought to be improved to commissioners and providers of care services, and people responsible for managing or scrutinising local care services.
- Collect data, comments, patient stories, areas of concern and other evidence raised by the community to actively influence commissioners and providers and inform the organisation's priorities.
- Make recommendations to Healthwatch England to advise the Care Quality Commission to conduct special reviews or investigations (or, where the circumstances justify doing so, making such recommendations direct to the CQC); and to make recommendations to Healthwatch England to publish reports about particular issues.

### **Relationship Management**

- Maintain close and constructive working relationships with the London Borough of Hackney, the CCG and the Health and Wellbeing board in particular as well as building up a 'network of networks'.
- Build and maintain positive relationships across all stakeholder groups regardless of the need to challenge or negotiate with them.
- Support and value the contribution of HWH's volunteers
- Ensure HWH maintains a good reputation through effective marketing and communications.
- Provide Healthwatch England with the intelligence and insight it needs to enable it to perform effectively. Take a leadership and active role in relations with Health England in order to access the benefits available for HWH.
- Provide a central contact point for HWH and its stakeholders (residents of Hackney, statutory and voluntary sector partners) ensuring the organisation's vision, products and services are consistently presented in a strong positive image to all
- Provide the main liaison point with key service user forums, promoting and supporting the involvement of local people in the commissioning, provision and scrutiny of local services.
- Prepare briefings or consultation responses to support HWH's external stakeholder engagement

### **General duties:**

- To maintain personal and professional development to meet the changing demands of the job, participating in appropriate training activities.
- To undertake such other duties, training and/or hours of work as may be reasonably required, and which are consistent with the general level of responsibility of this job role.
- To undertake health and safety duties commensurate with the post and as detailed in the HWH Health and Safety Policy.

### **Note on changes**

HWH reserves the right to alter the content of this job description, after consultation, to reflect changes and the evolving nature of the role, without altering the general character or level of responsibility. These are the key tasks as currently defined. They are **not** listed in priority order and post holders should not place emphasis on the location of the task within the job description.

## PERSON SPECIFICATION

Attributes	Essential	Desirable
Education and training	<ul style="list-style-type: none"> <li>• Degree level or equivalent experience</li> </ul>	<ul style="list-style-type: none"> <li>• Qualified in a health, social care or community development discipline.</li> </ul>
Experience	<ul style="list-style-type: none"> <li>• Strategic planning</li> <li>• Successful operational delivery including business planning, budget management, staff management</li> <li>• Negotiating and influencing</li> <li>• Leading teams to deliver outcomes in a complex and evolving environment</li> <li>• Partnership working and stakeholder management</li> </ul>	<ul style="list-style-type: none"> <li>• Management experience in a health/social care or charity sector</li> <li>• Marketing and public relations</li> <li>• Confident use of social media</li> <li>• Track record of successful business development, securing of funding and income generation</li> </ul>
Skills	<ul style="list-style-type: none"> <li>• Excellent presentation skills</li> <li>• Well developed networking skills</li> <li>• Ability to communicate effectively with a diverse range of people and organisations</li> <li>• Effective performance management skills</li> </ul>	
Knowledge	<ul style="list-style-type: none"> <li>• Knowledge of the context and operating environment of HWH</li> <li>• An understanding of Hackney and its local communities</li> <li>• An understanding of Healthwatch and/or patient and public involvement programmes</li> </ul>	
Additional qualities	<ul style="list-style-type: none"> <li>• Ability to work effectively in a multiagency setting</li> <li>• Ability to think, plan and act strategically</li> <li>• Commitment to equality and diversity</li> </ul>	

## **APPRAISAL**

The Executive Director will be appraised annually by the rest of the Chair and selected members of the board, staff/volunteers using a 360 Feedback form (below). The Chair will collate responses from all appraisers before meeting directly with the Executive Director to share feedback and discuss/agree any action required.

# 360 FEEDBACK FORM

<b>Feedback for Executive Director</b>	
<b>Please send to Appraiser: (name)</b>	
<p>HWH is a diverse and united team. We believe warm encouragement and constructive challenge helps us all to improve and therefore furthers the objectives of the organisation.</p> <p>Please give frank and specific feedback to the Executive Director - use examples wherever possible. Your responses will be anonymous but shared with the Executive Director. In particular, try to tailor your comments to some of the attributes below.</p> <p>Thank you very much for your help.</p>	
<b>Score the following criteria from 1 (poor) to 4 (excellent)</b>	
Listening	Responding
Managing meetings	Planning
Reporting	Communication skills
Reliability	Flexibility
Supporting	Problem solving and decision making
Ownership and accountability	Motivating
Leadership	
<b>Please comment on the Executive Directors strengths and achievements.</b>	
<b>How could the Executive Director improve? Do you have any learning/development suggestions?</b>	