

Our ref: FOI ID 6261

29 January 2016

southseftonccg.foi@nhs.net

NHS South Sefton CCG

Merton House
Stanley Road
Bootle
Merseyside
L20 3DL

Tel: 0151 247 7000

Re: Freedom of Information Request

Please find below the response to your recent Freedom of Information request regarding Chief Officer's Job Description within NHS South Sefton CCG.

Request/[Response](#):

Could I have a copy of the above, please?

[Please see appendix 1](#)

Accountable Officer

Southport and Formby CCG & South Sefton CCG

As a member of the CCG's governing body each individual will share responsibility as part of the team to ensure that the CCG exercises its functions effectively, efficiently, economically, with good governance and in accordance with the terms of the CCG constitution as agreed by its members. Each individual is there to bring their unique perspective, informed by their expertise and experience. This will support decisions made by the governing body as a whole and will help ensure that:

1. a new culture is developed that ensures the voice of the member practices is heard and the interests of patients and the community remain at the heart of discussions and decisions ;
2. the governing body and the wider CCG act in the best interests with regard to the health of the local population at all times;
3. the CCG commissions the highest quality services with a view to securing the best possible outcomes for their patients within their resource allocation and maintains a consistent focus on quality , integration and innovation;
4. decisions are taken with regard to securing the best use of public money;
5. the CCG, when exercising its functions, acts with a view to securing that health services are provided in a way which promotes the NHS Constitution , that it is there to improve our health and wellbeing , supporting us to keep mentally and physically well, to get better when we are ill and when we cannot fully recover, to stay as well as we can to the end of our lives;
6. the CCG is responsive to the views of local people and promotes self-care and shared decision-making in all aspects of its business; and
7. good governance remains central at all times.

Core Attributes and Competencies

Each individual needs to:

1. demonstrate commitment to continuously improving outcomes, tackling health inequalities and delivering the best value for money for the taxpayer ;
2. embrace effective governance, accountability and stewardship of public money and demonstrate an understanding of the principles of good scrutiny;
3. demonstrate commitment to clinical commissioning, the CCG and to the wider interests of the health services;
4. be committed to ensuring that the governing body remains "in tune" with the member practices;

5. bring a sound understanding of, and a commitment to upholding, the NHS principles and values as set out in the NHS Constitution;
6. demonstrate a commitment to upholding The Nolan Principles of Public Life along with an ability to reflect them in his/her leadership role and the culture of the CCG;
7. be committed to upholding the proposed Standards for members of NHS Boards and Governing Bodies in England as currently being developed by the Council for Healthcare Regulatory Excellence¹
8. be committed to ensuring that the organisation values diversity and promotes equality and inclusivity in all aspects of its business;
9. consider social care principles and promote health and social care integration where this is in the patients' best interest; and
10. bring to the governing body, the following leadership qualities:
 - **creating the vision** - effective leadership involves contributing to the creation of a compelling vision for the future and communicating this within and across organisations;
 - **working with others** - effective leadership requires individuals to work with others in teams and networks to commission continually improving services;
 - **being close to patients** - this is about truly engaging and involving patients and communities;
 - **intellectual capacity and application** - able to think conceptually in order to plan flexibly for the longer term and being continually alert to finding ways to improve;
 - **demonstrating personal qualities** - effective leadership requires individuals to draw upon their values, strengths and abilities to commission high standards of service; and
 - **leadership essence** - can best be described as someone who demonstrates presence and engages people by the way they communicate, behave and interact with others.

Core Understanding and Skills

Each individual will have:

1. a general understanding of good governance and of the difference between governance and management;
2. a general understanding of health and an appreciation of the broad social, political and economic trends influencing it;
3. capability to understand and analyse complex issues, drawing on the breadth of data that needs to inform CCG deliberations and decision-making, and the wisdom to ensure that it is used ethically to balance competing priorities and make difficult decisions ;
4. the confidence to question information and explanations supplied by others, who may be experts in their field;
5. the ability to influence and persuade others articulating a balanced, not personal, view and to engage in constructive debate without being adversarial or losing respect and goodwill;

6. the ability to take an objective view, seeing issues from all perspectives, especially external and user perspectives;
7. the ability to recognise key influencers and the skills in engaging and involving them;
8. the ability to communicate effectively, listening to others and actively sharing information; and the ability to demonstrate how your skills and abilities can actively contribute to the work of the governing body and how this will enable you to participate effectively as a team member.

Core Personal Experience

1. previous experience of working in a collective decision-making group such as a board or committee, or high-level awareness of 'board-level' working; and
2. a track record in securing or supporting improvements for patients or the wider public.

Regulations will require the Accountable Officer to be a member of the governing body. The Accountable Officer will need to meet the core requirements as described for governing body members. There are, however, very specific responsibilities associated with this role which are highlighted below.

The following section describes the broad knowledge and understanding across a number of key areas. None of these is about an in-depth knowledge, for which Accountable Officers will be able to ensure they place the right people around them who have expertise in these areas. It is simply that the Accountable Officer will need to put him/herself in the position of understanding the fundamentals in order to take on the responsibility of setting strategic direction and making key decisions which will come with this role.

Candidates will not be expected to have all of this knowledge and understanding at the start of the diagnostic and assessment process but will need to demonstrate the insight and ability to develop this in the period up to April 2013.

Additional Specific Role Outline

Subject to the Health and Social Care Bill, the Accountable Officer of a CCG is charged with ensuring that their CCG:

1. complies with its:
 - i. duty to exercise its functions effectively, efficiently and economically;
 - ii. duty to exercise its functions with a view to securing continuous improvement in the quality of services provided to individuals for , or in connection with, the prevention, diagnosis or treatment of illness;
 - iii. financial obligations, including information requests ;
 - iv. obligations relating to accounting and auditing; and
 - v. duty to provide information to the NHS Commissioning Board, following requests from Secretary of State.
2. performs its functions in a way which provides good value for money.

The Accountable Officer is responsible for ensuring that the CCG fulfils its duties to exercise its functions effectively, efficiently and economically thus ensuring improvement in the quality of services and the health of the local population whilst maintaining value for money. The Accountable Officer will, at all times, ensure that the

regularity and propriety of expenditure is discharged, and that arrangements are put in place to ensure that good practice (as identified through such agencies as the Audit Commission and the National Audit Office) is embodied and that safeguarding of funds is ensured through effective financial and management systems.

The Accountable Officer, working closely with the Chair of the governing body, will ensure that proper constitutional, governance and development arrangements are put in place to assure the members (through the governing body) of the organisation's ongoing capability and capacity to meet its duties and responsibilities. This will include arrangements for the ongoing development of its members and staff.

Specific Attributes and Competencies

1. demonstrable ability to exercise sound judgement ;
2. the ability to understand the limits of his or her management competencies and the wisdom to seek advice when these are reached;
3. an understanding of corporate governance as a key element of integrated governance and of the responsibilities that the Accountable Officer role needs to ensure these are discharged to a high standard;
4. The capability to secure the full range of management expertise, through their senior team, to ensure that the day-to-day management of all aspects of the CCG's business can be discharged;
5. an understanding of the role of the Accountable Officer in setting and developing the culture of the organisation and leading the wider organisational development in the context of engagement with key stakeholders ;
6. the ability to oversee the development of an organisational vision and values for the organisation;
7. a working knowledge of general employment law good employment practices;
8. a basic understanding of current legal requirements and good practice in equality and discrimination;
9. financially literate with the ability to review critically, challenge and effectively utilise financial information, including financial statements for decision-making;
10. an understanding of the principles of value for money and an ability to challenge performance on this basis;
11. an understanding of the requirements of effective financial governance and probity;
12. a broad understanding of the NHS financial regime and an ability to develop capability within the CCG to enable interpretation of relevant legislation and accountability frameworks;
13. an ability to understand the CCG's risk environment including knowledge and understanding of the strategies that have been adopted by the CCG and the risks inherent in any transformation strategies;
14. good understanding of the role of effective communications and engagement with patients, public, workforce and stakeholders in achieving/delivering CCG objectives and maintaining the reputation of the NHS and CCG;

15. ability to develop a clear and compelling organisational narrative that describes the future strategy of the CCG, and to communicate this narrative and progress to a wide range of audiences ; and
16. ability to communicate complex clinical issues in laypersons language at public meetings and through media interviews.

Specific Further Leadership Quality

Setting direction - effective leadership requires individuals to contribute to the strategy and aspirations of the organisation and act in a manner consistent with its values.

Specific Understanding and Skills

1. sound understanding of good governance;
2. in-depth understanding of health and care, and an appreciation of the broad social, political and economic trends influencing them;
3. capability to understand and analyse complex issues, drawing on the breadth of data that needs to inform CCG deliberations and decision-making; and the wisdom to ensure that it is used ethically to balance competing priorities and make difficult decisions;
4. has the confidence to question information and explanations supplied by others, who may be experts in their field;
5. has the ability to influence and persuade others articulating a balanced, not personal, view and to engage in constructive debate without being adversarial or losing respect and goodwill;
6. has the ability to take an objective view, seeing issues from all perspectives and especially external and user perspectives;
7. strong skills in recognising key influencers and the capability to engage them effectively in the CCG's business;
8. excellent interpersonal and communication skills, and experience in engaging GPs and other health and care professionals , alongside patients in commissioning that improves quality and secures value for money; and
9. sufficient understanding of NHS finance and other key organisational issues, such as HR and risk management, to discharge the overall responsibilities of Accountable Officer.

Further Points

The NHS Commissioning Board will formally confirm the appointment of the nominated Accountable Officer as part of the CCG's application to the NHS Commissioning Board to be established.

1 The Council for Healthcare Regulatory Excellence is consulting on Standards for members of NHS boards and governing bodies in England, through to 10 April 2012. These Standards build on work already done in this area, including by the National Leadership Council, and they are consistent with the Nolan Principles of Public Life and other regulatory frameworks that apply to people working in the NHS.

**South Sefton Clinical Commissioning Group
Southport and Formby Clinical Commissioning Group**

The proposed standards cover three domains: technical competence and ability to carry out the job, personal behaviours and accountability and business practices including financial probity. The consultation document can be found at [www.chre.org.uk/img/pics/library/Standards for consultation Final.pdf](http://www.chre.org.uk/img/pics/library/Standards%20for%20consultation%20Final.pdf)

ROLE SPECIFICATION

JOB INFORMATION		
	Job Title:	Accountable Officer
	Organisation	South Sefton CCG & Southport and Formby CCG
	Responsible to;	Chair of both CCG Governing Bodies
	Accountable to:	Chair of both CCG Governing Bodies
	Base Location:	TBC
	AfC Band:	VSMF – subject to national guidance

Job Summary

Clinical commissioning requires a new type of managerial leader – one who understands how to maximise clinical leadership in decision making at strategic and operational levels, respecting the value clinicians bring in order to secure solutions and implement changes which optimise care for patients.

This will be true of all managerial posts in South Sefton CCG and Southport and Formby CCG, and is particularly apt for the Accountable Officer and members of the Senior Management Team. The development of relationships with Governing Body members and clinical leads at Locality and practice levels will be key to securing the service improvements required.

Health systems are facing significant challenges over the next decade, yet both Southport and Formby CCG and South Sefton CCG have ambitious visions for what they want to achieve. In order to deliver this, the Accountable Officer will also need to be externally focused, building effective relationships with NHS Trusts, the Local Authority, Health and Wellbeing Board, HealthWatch, the voluntary and community sector, our patients and the public.

Both Clinical Commissioning Groups in Sefton start from a position of real strength and are seeking authorisation in Wave 2, with a view to be fully established by April 2013. It is built on a history of clinical leadership in commissioning, bringing innovation to strategic and operational levels, and resulting in real service improvements for patients.

There are four localities in South Sefton CCG and four in Southport and Formby CCG which enables meaningful involvement of all practices and local communities in decision making. Each locality has specific health needs and there are significant variations in health inequalities within each CCG in Sefton.

Both Southport and Formby CCG and South Sefton CCG's "Plan on a Page" highlight the following key goals, which the successful candidate will be responsible for delivering on behalf of the Board:-

- Improve health and reduce inequalities of practice populations
- Ensure that our population receives the best possible, high quality outcomes
- Ensure that the services we commission deliver good value for money
- Involve patients and the public in decisions we make to commission care on their behalf
- Develop an effective organisation to secure authorisation as a statutory body for April 2013 and achieve success in the longer term

The post holder must have the ability to be able to successfully manage the demands of

delivering the role of Accountable Officer across both CCGs.

Key Responsibilities

Main purpose of the post for each CCG:-

- To oversee the development of a new culture that ensures the voice of the member practices is heard and the interests of patients and the community remain at the heart of discussions and decisions to result in improvements in health and health services .
- To provide leadership and innovation to develop and implement both short and long term strategies and ensure that agreed plans are effectively delivered.
- To ensure that the CCG exercises its functions effectively, efficiently, economically, with good governance and in accordance with the terms of the CCG constitution as agreed by its members, this means delivery of a substantial QIPP (Quality, Innovation, Productivity and Prevention) agenda to address the significant financial deficit and secure sustainable financial balance.
- To drive implementation of key strategies and new models of care required to meet the QIPP challenge.

Principal Duties and Responsibilities

- Ensures that there is clear strategic direction and vision for the CCG in conjunction with the Governing Body and keep this under regular review.
- Provides leadership within the CCG, developing and supporting the senior management as an effectively working group, enabling it to work corporately to deliver strategic and operational plans.
- Leads transition to clinical lead commissioning in collaboration with CCG member practices and health and wellbeing commissioner and health care services provider partners.
- Responsible for ensuring that the CCG effectively fulfils its duties to ensure improvement in the quality of services and the health of the local population whilst maintain value for money.
- Leads programmes to deliver continuous quality improvement and better value outcomes for patients.
- Effectively commission all delegated services and robustly performance manage those services against agreed performance targets, deploying the full range of commissioning support capabilities resources by the CCG and taking remedial action where necessary.
- Where appropriate, ensure that performance targets are set and achieved, taking appropriate remedial action as required.
- Reviews and maintains compliance with good practice in safeguarding policies and practice for children and adults.
- Ensures as all times that the regularity and propriety of expenditure is discharged, and that arrangements are put in place to ensure that good practice (as identified through such agencies as the Audit Commission and the National Audit Office) is embodied and that safeguarding of funds is ensured through effective financial and management systems.
- Develop relationships with the local authority to ensure joint planning and integrated commissioning of Health and Social Care services to enable the most effective utilisation of resources for the benefit of the local population.
- Work with the Health and Well Being Board to enable development of cost effective and appropriate health services.
- Working closely with the Chair of the Governing Body, ensures that proper constitutional, governance and development arrangements are put in place to assure the members (through the Governing Body) of the organisation's ongoing capability and capacity to meet its duties and responsibilities.
- Ensures that the CCG operates in a way that maintains high standards of public

service, public accountability and probity.

- Ensures that performance targets are set and achieved, taking appropriate remedial action as required.
- Ensures that the governing body and the CCG acts in the best interests with regard to the health of the local population at all times.
- Ensures that the CCG commissions the highest quality services with a view to securing the best possible outcomes for their patients within their resource allocation and maintains a consistent focus on quality, integration and innovation.
- Ensures that the CCG, when exercising its functions , acts with a view to securing that health services are provided in a way which promotes the NHS Constitution, that it is there to improve our health and wellbeing, supporting us to keep mentally and physically well, to get better when we are ill and when we cannot fully recover, to stay as well as we can to the end of life.
- Ensures that good governance remains central at all times.
- Ensure compliance with the Equality Act 2010 - in its staffing, public relations and commissioned services.
- Ensure fully compliance with other statutory requirements and economic regulations, also ensuring appropriate assurance and management processes are in place to ensure compliance of the commissioned services for which it is responsible.

Equal Opportunities / Diversity

The CCG is committed to an Equal Opportunities Policy which affirms that all staff should be afforded equality of treatment and opportunity in employment irrespective of sex, sexuality, age, marital status, ethnic origin or disability. All staff are required to observe this policy in their behaviour to other employees and service users.

PERSON SPECIFICATION

The Successful candidate will need to demonstrate they possess the core competencies, attributes, experience and personal qualities described in the Accountable Officer outline role in addition to those listed below.

Senior level management experience	<ul style="list-style-type: none"> • Ability to successfully deliver the Accountable Officer role for two CCGs. • Board level experience including working in a collective decision making group such as board or committee • Experience of senior level decision making and delivery in an ambiguous and changing environment • Understanding and experience of managing key organisational issues, eg NHS finance, HR, governance, quality, risk management etc. • Director level experience of performance management at an organisational and team level • Significant experience of commissioning and developing services in challenging environments • Significant experience of implementing innovative clinical service models. • Significant experience of improving the quality of patient care.
Leadership & motivating others	<ul style="list-style-type: none"> • Significant experience of working with clinicians to lead and implement service improvements • Experience of leading the business planning process • Experience of setting and developing the culture of an organisation and leading the wider organisation development • Experience of inspiring and motivating teams • Experience of clarifying and establishing organisational direction
Strategic thinking	<ul style="list-style-type: none"> • Able to create a compelling vision for the future and communicating this within, across and outside the organisation

	<ul style="list-style-type: none"> • Experience of setting strategic business goals (income, growth areas, challenges etc) • Able to think conceptually in order to plan flexibly for the longer terms and continually alert to finding ways to improve
Communication and influencing	<ul style="list-style-type: none"> • Able to develop a clear and compelling organisational narrative that describes the future strategy of the CCG, and to effectively communicate this to a wide range of audiences • Able to communicate complex clinical issues in laypersons language at public meetings and through media interviews. • Building close working relationships with key stakeholders and partners • Excellent interpersonal and communication skills, able to influence and persuade others articulating a balanced view and able to constructively question information from others. • Good understanding of the role of effective communications and engagement with patients, public workforce and stakeholders in achieving/delivering CCG objectives and maintaining the reputation of the NHS and CCG.
Knowledge & understanding	<ul style="list-style-type: none"> • Financially literate with the ability to review critically. challenge and effectively utilise financial and other information for decision making. • Able to understand the principles of value for money and challenge performance on this basis • Able to understand the requirements of good integrated governance and probity. • Able to understand the CCG's risk environment including knowledge and understanding of the strategies that have been adopted by the CCG and the risks inherent in any transformation strategies. • In-depth understanding of health and care, and an appreciation of the broad social, political and economic trends influencing them. • Able to understand and analyse complex issues, drawing on the breadth of data needed to inform CCG decision-making, able to balance competing priorities and make difficult decisions. • Sound understanding of the NHS principles and values as set out in the NHS Constitution. • Basic understanding of current legal requirements

**South Sefton Clinical Commissioning Group
Southport and Formby Clinical Commissioning Group**

	<p>and good practice in employment practices, equality and discrimination.</p> <ul style="list-style-type: none">• Sound understanding of general practice contracting to ensure the role of CCG in improving quality of general practice is maximised.
--	---