



## Job Description

<b>Job Title</b>	Assistant Director of Operations, Resilience
<b>Band</b>	8C
<b>Location</b>	London Ambulance Service HQ, Cody Road, London E16
<b>Reporting to</b>	Deputy Director of Operations, Central Operations

### Job Purpose

As a member of the Operations Senior Leadership Team to be accountable for:

- delivering day-to-day excellent high quality clinical and emergency care services through the Emergency Planning team by configuring resources, achieving the required contractual targets and (in turn) holding individuals and teams accountable for delivering their KPIs and objectives;
- developing and leading the planning and delivery of live incident and priority management, working closely with sector delivery teams, control services and key external NHS partners, particularly emergency department (EDs).
- establishing an effective pan-London emergency response service, including through the HART and CBRN teams, for complex terrorist and firearms incidents to ensure the Trust is capable of responding without interrupting core business
- configuring resources, achieving the required contractual targets and (in turn) holding individuals and teams accountable for delivering their KPIs and objectives
- delivering day-to-day excellent high quality clinical and emergency care services by configuring resources, achieving the required contractual targets and (in turn) holding individuals and teams accountable for delivering their KPIs and objectives;
- representing the Director of Operations when required; being the 'public face' of the LAS and enhancing the reputation and profile of the Service;
- making the most effective decisions on behalf of the LAS that affect patient care, the public, staff and the Service using well-informed judgement and when necessary in collaboration with a range of stakeholders;
- working with external agencies and communities to build relationships and proactively deliver appropriate responses to meet the challenges and needs of patients, locally determined care pathways, other emergency, social and health care services;
- advising strategic gold commanders, as required on emergencies and serious and catastrophic incidents on a rota, covering days, nights and weekends;
- being a role model leader by demonstrating effective and appropriate behaviours in both day-to-day operations and in high risk, difficult and distressing situations; being flexible by demonstrating appropriate leadership styles and adapting communication to match the situation and audience; wearing uniform when appropriate and required;
- managing a budget of £30m+ and holding managers and teams accountable for expenditure.

### Key Result Areas & Performance Indicators

- Meeting (and where possible improving) key performance, quality and personal targets contributing to the achievement of the Resilience Service Plan.
- 100% of Annual Performance Reviews, appraisals and Personal Development Plans completed to time and in line with the agreed policy.

- Improving employee satisfaction results as measured by the Staff Survey, notably engagement and communications.
- Improving staff retention, attendance and performance management of individual staff.
- Meeting patient and internal complaints targets; focusing on continuous improvement by actively implementing those improvements learned from outcomes.
- Achieving budget and financial targets and making efficiencies where appropriate.

### Key Relationships & Stakeholders

- Chief Executive and the Executive Management Team (EMT)
- Director of Operations (DO)
- Senior Management Team (SMT)
- Deputy and Assistant Directors of Operations
- Heads of Functions, senior management colleagues
- Other management teams and staff
- Individual and London clusters of NHS Clinical Commissioning Groups (CCGs), NHS England
- Emergency Departments (EDs) and hospitals
- Local Authorities (LAs) including Social Care
- The Police, Fire Service and other emergency and clinical services
- LAS Emergency Operations Centres (EOC)
- Support services
- Trade Unions
- Security Services
- Military
- The London Mayor’s Office
- HART and CBRN services elsewhere
- National emergency planning bodies
- HM Government

### Key Responsibilities

Strategy	Demonstrated by:
<p>Converting the Resilience Service Plan and central policies into operational strategies and implementing actions to achieve resilience, targets and objectives by:</p> <ul style="list-style-type: none"> <li>• devising and delivering the Resilience annual plan;</li> <li>• contributing to and implementing current and future strategy and Service Plans to improve the Service’s capacity to provide emergency responses;</li> <li>• developing strategies so Operations is able to respond rapidly and effectively to changes in patient care and demands, working practices, external and internal factors;</li> <li>• anticipating and defining the future scope and challenges of delivering emergency and other categories of health care;</li> </ul>	<p>Achievement of strategic and personal objectives and standards to contractual requirements between the LAS and its commissioners</p> <p>Strategic Perspective Planning &amp; Organising Quality Standards Organisational Sensitivity</p>

<ul style="list-style-type: none"> <li>designing strategies based on detailed knowledge and data analysis and in collaboration with key stakeholders;</li> <li>reviewing and monitoring strategies and plans to keep delivery on track so reducing the need for short term actions;</li> <li>challenging current strategies and plans; proactively identifying and implementing improvements at a Trust and local level.</li> </ul>	
<b>Operational Delivery</b>	<b>Demonstrated by:</b>
<p>Being accountable for delivering Service Plans meeting statutory and other Central Government requirements, contractual obligations, KPIs, and holding managers and teams to account by:</p> <ul style="list-style-type: none"> <li>working in collaboration with key stakeholders to provide a consistent, timely and integrated service;</li> <li>monitoring performance against targets;</li> <li>being proactive and reactive to situations that compromise achieving targets;</li> <li>ensuring the Trust develops best practice for emergency planning, and learns from incidents and planning preparation</li> <li>ensuring the Trust has effective capability to manage strategic threats identified by Government and other national agencies</li> <li>providing the DO, LAS EMT and others with accurate reports on performance and other information as required;</li> <li>integrating effective risk management into operational plans;</li> <li>delivering to Resilience budget targets; implementing efficiencies without compromising patient care, quality or staff welfare;</li> <li>promoting continuous improvement and learning from experience to provide best practices in resource and people management;</li> <li>using technology to improve systems, processes and patient care;</li> <li>working from the LAS HQ as a base and pan London as required.</li> </ul>	<p>Achievement of strategic and personal objectives and standards to contractual requirements between the LAS and its commissioners</p> <p>Leadership Quality Standards Organisational Sensitivity Decisiveness Planning &amp; Organising Judgement</p>

<b>Quality Care &amp; Governance</b>	<b>Demonstrated by:</b>
<p>Delivering high-quality patient care according to Trust standards and best practice to achieve the objectives of the Patient Care Development Strategy by:</p> <ul style="list-style-type: none"> <li>positioning and using the LAS systems and processes to audit and demonstrate clinical and quality governance;</li> <li>contributing to the development of and implementing Service-wide policies and procedures with the appropriate committees and groups taking into account the Resilience's capabilities and requirements;</li> <li>implementing assurance procedures for safe working for all staff and others affected by the work of the Service.</li> </ul>	<p>Achieving a place in the upper quartile of National Ambulance Quality Indicators.</p> <p>Quality Standards Judgement Strategic Perspective Leadership</p>

Stakeholder Relationships	Demonstrated by:
<p>Working and collaborating with key stakeholders and decision makers to deliver the LAS Corporate Strategy, be a leading health care partner and promote the positive reputation of the Service by:</p> <ul style="list-style-type: none"> <li>• identifying the key external stakeholders; initiating building and maintaining relationships to promote a unified delivery approach;</li> <li>• demonstrating that the LAS delivers its statutory and other obligations and represents value for money;</li> <li>• managing stakeholders expectations and proactively creating opportunities to improve, change and streamline services;</li> <li>• deputising for the Director of Operations, Deputy Director or Chief Executive at external stakeholder meetings as required;</li> <li>• representing the LAS in public and the media, including at major incidents and sometimes in hostile, contentious, or distressing situations.</li> </ul>	<p>Qualitative data including the Staff Survey, annual appraisals, feedback from stakeholders, colleagues, 360° feedback, NHS Leadership Academy tools as/when required.</p> <p>Leadership Communication Decisiveness Resilience Organisational Sensitivity Strategic Perspective</p>

People Management	Demonstrated by:
<p>Leading and managing teams of c50+ operational managers and staff. Being accountable for providing the Resilience teams with a capable, motivated, stable and engaged workforce and holding managers and teams accountable by:</p> <ul style="list-style-type: none"> <li>• being a role model of positive, inspirational and highly visible leadership; demonstrating the Service's values and adapting communication and style to match the situation and people;</li> <li>• contributing to and implementing a Resilience workforce plan including recruitment, retention and talent management;</li> <li>• managing the performance of individuals and teams effectively and consistently in line with Trust policy and procedures;</li> <li>• leading highly complex operational change projects that may be resisted by and unpopular with staff and/or stakeholders;</li> <li>• investigating and chairing conduct and attendance hearings when the potential outcome may be dismissal;</li> <li>• developing and applying best-practice employee relations in contentious and sensitive situations encouraging partnership working and collaboration with managers, staff and union representatives;</li> <li>• completing the appraisal processes to required deadlines and supporting the implementation of Personal Development Plans;</li> <li>• championing the development of managers and staff to achieve maximum potential within the LAS; working with Learning &amp; Development to create and deliver the required clinical, managerial, skills and behaviours training;</li> <li>• mentoring, coaching, supporting and developing managers personally; encouraging effective and constructive feedback and continuous improvement.</li> </ul>	<p>Qualitative data including the Staff Survey, annual appraisals, feedback from stakeholders, colleagues, 360° feedback, NHS Leadership Academy tools as/when required; Care Quality Commission, NHS Litigation Authority and competency framework levels;</p> <p>Leadership Quality Standards Communication Judgement Resilience</p>

<b>Resource Management</b>	<b>Demonstrated by:</b>
<p>Providing the resources to achieve operational, quality, patient care and workforce targets and standards by:</p> <ul style="list-style-type: none"> <li>● managing the budget of c£20m+ with sign off as delegated within the Trust Standing Financial Instructions and holding managers accountable for their budgets;</li> <li>● supplying the DO and Director of Finance with regular accounts of performance against budgets;</li> <li>● optimising the finance of Service assets – sites, vehicles, equipment, technology and demonstrating value for money.</li> </ul>	<p>Achievement of strategic and personal objectives and standards to contractual requirements between the LAS and its commissioners.</p> <p>Financial balance – capacity against plan; performance targets</p> <p>Judgement Planning &amp; Organising Strategic Perspective</p>
<b>Infection Prevention &amp; Control</b>	
<p>All Trust employees, whether involved directly or indirectly in the provision of healthcare, have a duty to co-operate with and implement Trust policies and procedures in preventing and controlling infection. This includes co-operation with colleagues and contractors also involved in the provision of healthcare.</p>	<p>So far as is necessary to enable the Trust to meet its obligations under the Health and Social Care Act 2008.</p>

## Person Specification

(A = application, T = test, I = interview)

<b>Qualifications, Accreditations, Education</b>		
	<b>Essential</b>	<b>Evidence</b>
Master's Degree, equivalent professional qualifications and/or substantial demonstrable experience in a similar role or setting.	√	<b>A</b>
A diploma, degree or other professional qualification in a relevant emergency preparedness/resilience subject	√	<b>A</b>
Gold commander and major incident management qualifications	√	
Full, driving licence, valid in the UK and with no more than 3 penalty points.	√	<b>A</b>
<b>Experience</b>		
Demonstrable current senior management experience at the same or similar level in an emergency service or operational resilience setting.	√	<b>A/I</b>
Delivering and improving operational performance at a senior level.	√	<b>A/I</b>
Devising and managing change programmes.	√	<b>A/T/I</b>
Negotiating and establishing effective partnerships with trade unions at a local level.	√	<b>A/I</b>
Managing high performing teams.	√	<b>A/I</b>
Investigating and chairing conduct and attendance hearings ...	√	<b>A</b>
Demonstrable experience of delivering successful, complex resilience work-streams or projects across regional boundaries	<b>Desirable</b>	<b>A/I</b>
... when the potential outcome may be dismissal.	<b>Desirable</b>	<b>A</b>
Previous or current working in the NHS or in emergency service settings.	<b>Desirable</b>	<b>A/I</b>
<b>Knowledge and Skills</b>		
Demonstrating continuous personal development including management, organisation development and change management.	√	<b>A/I</b>
Knowledge and understanding of Civil Contingencies Act and its implications	√	<b>A/I</b>
Planning and prioritising conflicting demands and often unpredictable work patterns.	√	<b>A/T/I</b>
Creating a clear vision and translating strategies into operational plans.	√	<b>A/T/I</b>
Managing budgets of c£25m.	√	<b>A</b>
Delivering services that demonstrate value for money and making economies where possible.	√	<b>T/I</b>
Receiving, interpreting and analysing complex data to increase understanding and inform decision making.	√	<b>T</b>
Presenting complex, sensitive or contentious information to internal and external groups.	√	<b>T/I</b>
Able to be trained to drive under 'blue light' conditions and complete a 'First Person on Scene' clinical course.	√	<b>A</b>

<b>Personal Abilities</b>		
	<b>Essential</b>	<b>Evidence</b>
Demonstrating role model leadership behaviours and adapting styles to match situations and audiences.	√	<b>T/I</b>
Being accountable for results and actions and in turn, holding others to account.	√	<b>A/I</b>
Leading, inspiring, motivating, developing and managing teams of managers and staff of c300-500 people day-to-day and in situations of: <ul style="list-style-type: none"> <li>- intense operational pressure;</li> <li>- large numbers of casualties ;</li> <li>- distressing emotional circumstances;</li> <li>- possible exposure to chemical, biological, radioactive, nuclear or explosive hazards.</li> </ul>	√	<b>I</b>

Communicating (orally and in writing), adapting the styles and messages to match the situation and audiences including delivering difficult information and at times, in distressing or emotional circumstances.	√	<b>T/I</b>
Effective persuading, influencing and negotiating skills to achieve beneficial outcomes.	√	<b>A/T/I</b>
Initiating, building and maintaining relationships with internal and external key stakeholders; developing partnerships and cooperative working.	√	<b>A/T/I</b>
Demonstrating a passion for the delivery of quality services.	√	<b>I</b>
Committing to be on the Gold On-Call rota that involves being at work and on duty for day, night and weekend cover.	√	<b>A</b>