

Job Title:	Surrey Special School Nursing Partnership Lead – Fixed Term
Accountable to:	Head of Specialist Children’s Community Nursing Services/Deputy Head of Service (Special School Nursing)
Professionally Accountable to:	Business Unit Head/Head of Specialist Children’s Community Nursing Services
Contract type:	Agenda for Change Band 7; Fixed Term 12 months, 30 hours per week/52 weeks

Accountable to

Head of Specialist Children’s Community Nursing Services / Deputy Head of Service (Special School Nursing)

Professionally Accountable to

Business Unit Head / Head of Specialist Children’s Community Nursing Services

Contract Type

Agenda for Change Band 7; Fixed Term 12 months, 30 hours per week / 52 weeks

Base

Hybrid working across Surrey, including community and health settings.

Job Purpose

The Service Redesign Lead will be responsible for leading and coordinating the redesign and implementation of the countywide Special School Nursing Service.

The post holder will lead the transition from an established school-based delivery model to a quadrant-based Hub and Spoke Model, ensuring the service is aligned to contractual, commissioning and population health requirements across Surrey.

Working collaboratively with Surrey County Council, Surrey Sussex Integrated Care Board (ICB), special schools, service users, families and the existing workforce, the post holder will ensure the safe and effective implementation of the new model whilst maintaining service quality, minimising disruption and ensuring delivery against agreed programme milestones.

The role will provide strategic leadership for the implementation of the Special School Nursing Service redesign, ensuring robust governance, workforce engagement, stakeholder involvement, risk management and delivery of agreed benefits and outcomes.

Key Responsibilities

Programme Leadership and Service Redesign

- Lead the end-to-end service redesign programme for the Special School Nursing Service.
- Develop and manage a detailed implementation plan to support the transition to the new quadrant-based Hub and Spoke Model.
- Ensure the programme delivers commissioned outcomes and contractual requirements.
- Identify, monitor and manage programme risks, issues, dependencies and mitigations.
- Establish programme governance structures, reporting arrangements and escalation processes.
- Provide regular progress reports to senior leadership teams, commissioners and programme boards.
- Ensure service redesign activity aligns with organisational strategy, NHS priorities and SEND agendas.

Stakeholder Engagement

- Develop effective working relationships with key stakeholders across the health, education and care system.
- Act as the primary operational lead for engagement with:
 - Surrey County Council
 - Surrey Sussex ICB
 - Special Schools
 - Parent and Carer Forums
 - Community Health Providers
 - Children and Young People's Services
- Facilitate workshops, engagement events and consultation activities.
- Ensure stakeholders are informed and involved throughout the service redesign process.
- Manage conflicting priorities and support consensus building across partner organisations.

Workforce Engagement and Service Redesign

- Lead workforce engagement and organisational change processes throughout implementation.

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- Work closely with managers, HR colleagues and staff-side representatives to support service redesign.
- Undertake workforce mapping and capacity reviews.
- Support the development of new operating procedures, roles and ways of working.
- Identify learning and development requirements to enable successful implementation of the new model.
- Promote staff wellbeing and engagement during periods of organisational change.

Service Redesign and Quality Improvement

- Review existing pathways, processes and service delivery models.
- Design future-state pathways that support equitable access across Surrey's quadrants.
- Support the development of standard operating procedures and service specifications.
- Ensure the new model improves accessibility, efficiency and patient experience.
- Apply quality improvement methodologies to support sustainable service change.
- Use data and intelligence to drive decision-making and monitor programme outcomes.

Governance and Risk Management

- Develop and maintain service redesign risk registers and action plans.
- Ensure robust clinical and operational governance arrangements are embedded throughout delivery.
- Undertake impact and risk assessments associated with service changes.
- Ensure compliance with NHS quality, safeguarding, information governance and health and safety standards.
- Manage incidents, concerns and escalations arising from programme implementation.
- Ensure all service redesign activity is supported by appropriate governance approvals.

Performance and Reporting

- Develop programme metrics and benefits realisation measures.
- Monitor programme performance against agreed milestones.
- Produce reports, briefings and presentations for senior leadership teams, commissioners and partnership boards.
- Analyse complex information to support strategic decision-making.
- Ensure accurate records and project documentation are maintained.

Financial and Resource Management

- Support effective utilisation of programme resources.
- Monitor expenditure against allocated project budgets where applicable.
- Identify opportunities for efficiencies and improved service delivery.

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- Ensure service redesign objectives are achieved within agreed resources.

Communication and Relationships

The post holder will be required to establish and maintain effective relationships with:

- Surrey County Council
- Surrey Sussex ICB
- Special School Headteachers and Senior Leadership Teams
- Nursing and Clinical Teams
- Children's Community Services
- Service Managers and Operational Leads
- HR and Organisational Development Teams
- Parent and Carer Representatives
- SEND Services
- Voluntary Sector Partners

Person Specification

Essential

- Degree-level qualification or equivalent experience in healthcare, nursing, education, service improvement, project management or a related field.
- Evidence of leading complex service redesign, change or improvement programmes.
- Experience of working across health, education and social care systems.
- Strong stakeholder engagement and partnership working skills.
- Experience of workforce planning, engagement and organisational change.
- Excellent communication, facilitation and presentation skills.
- Ability to analyse complex information and present clear recommendations.
- Experience of programme governance, risk management and reporting.
- Knowledge of SEND services and children's community services.
- Ability to work autonomously and manage competing priorities.

Desirable

- Project or programme management qualification (e.g. PRINCE2, MSP, APM).
- Quality improvement qualification or experience.
- Knowledge of Surrey's health and care system.
- Experience of implementing Hub and Spoke service models.
- Registered healthcare professional qualification.

Our values

Our values are our moral compass and core to our DNA. They underpin the way we deliver our services and treat those who use our services.

To many organisations values are just words which don't translate into reality of the day to day but our values flow through everything that we do, they define who we are, what we stand for and set the expectations of our colleagues, communities, customers and partners. They have been defined by our colleagues and have been integral to our journey so far and will be integral to our future as well.

We have three values which help us stand out from the crowd, not just because there's only three, but because they are unique to who we are. We care, we think, and we do.

Care	Think	Do
• Inspire • Understand • Communicate	• Challenge • Improve • Learn	• Accountability • Involve • Resilience

Confidentiality and Information Security

As our employee you will be required to uphold the confidentiality of all records held by the company, whether patients/service records or corporate information. This duty lasts indefinitely and will continue after you leave the company's employment.

All information which identifies living individuals in whatever form (paper/pictures, electronic data/images or voice) is covered by the 2018 Data Protection Act and should be managed in accordance with this legislation. This and all other information must be held in line with NHS national standards including the Records Management: NHS Code of Practice , NHS Constitution and HSCIC Code of Practice on Confidential Information and should only be accessed or disclosed lawfully. Monitoring of compliance will be undertaken by the Company. Failure to adhere to Information Governance policies and procedures may result in disciplinary action and, where applicable, criminal prosecution.

Information governance responsibilities

You are responsible for the following key aspects of Information Governance (not an exhaustive list):

- Completion of annual information governance training
- Reading applicable policies and procedures
- Understanding key responsibilities outlined in the Information Governance acceptable usage policies and procedures including NHS mandated encryption requirements
- Ensuring the security and confidentiality of all records and personal information assets

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- Maintaining timely and accurate record keeping and where appropriate, in accordance with professional guidelines
- Only using email accounts authorised by us. These should be used in accordance with the Sending and Transferring Information Securely Procedures and Acceptable Use Policies.
- Reporting information governance incidents and near misses on CIRIS or to the appropriate person e.g. line manager, Head of Information Governance, Information Security Lead
- Adherence to the clear desk/screen policy
- Only using approved equipment for conducting business

Governance

Clinical governance is a framework through which organisations delivering health and care services are accountable to continuously improving the quality of their services and safeguarding high standards of care by creating an environment in which clinical and other forms of care flourishes. Employees must be aware that clinical governance places a duty on all staff to ensure that the level of care services they deliver to patients is safe and high quality, and that they follow/comply with our policies and procedures.

Registered Health Professional

All staff who are a member of a professional body must comply with standards of professional practice/conduct. It is the post holder's responsibility to ensure they are both familiar with and adhere to these requirements.

Risk Management/Health & Safety

The post holder has a responsibility to themselves and others in relation to managing risk, health and safety and will be required to work within the policies and procedures laid down by the company. Staff are required to observe the Hygiene Code and demonstrate good infection control and hand hygiene.

Employees must be aware of the responsibilities placed on them by the Health & Safety at Work Act (1974) to ensure that the agreed safety procedures are carried out to maintain a safe environment for other employees, patients and visitors. It is essential to observe strict fire and security precautions at all times.

All staff must report accidents, incidents and near misses so that the company can learn from them and improve safety.

Safeguarding Children and Vulnerable Adults Responsibility

We are committed to safeguarding and promoting the welfare of children and adults at risk of harm and expects all employees to share this commitment.

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Medicines Management Responsibility

Nursing or registered healthcare professionals

Undertake all aspects of medicines management related activities in accordance within the company's medicines policies to ensure the safe, legal and appropriate use of medicines.

Skilled non-registered staff

Undertake all aspects of medicines management related activities in accordance with the company's medicines policy where appropriate training has been given and competencies have been achieved.

Policies and Procedures

All colleagues must comply with the Company Policies and Procedures which can be found on the company intranet.

General

We are committed to serving our community. We aim to make our services exemplary in both clinical and operational aspects. We will show leadership in identifying healthcare needs to which we can respond and in determining the most cost-effective way of doing so.

We recruit competent staff that we support in maintaining and extending their skills in accordance with the needs of the people we serve. We will recognise the commitment from our staff to meeting the needs of our patients.

The company recognises a "non-smoking" policy. Employees are not able to smoke anywhere within the premises or when outside on official business.

Equal Opportunities

It is the company's intention to be an employer of choice and ensure that no job applicants or employees are unfairly disadvantaged on the grounds of gender, disability, race, ethnic origin, colour, age, sexual orientation, religion or belief, trade union membership or any other factors that are not relevant to their capability or potential. To this end, the company has an Equality and Diversity policy and it is the responsibility of each employee to contribute to its success.

Job Description

Flexibility Statement

This job description is not exhaustive and may change as the post develops or changes to align with service needs. Any such changes will be discussed directly between the post holder and their line manager.

Person Specification

Qualifications

Essential

- Registered Healthcare Professional (NMC, HCPC or equivalent professional registration) or relevant degree-level qualification.
- Degree or equivalent experience in health, nursing, management or related field.
- Evidence of continuing professional development.
- Formal project management, leadership or quality improvement training, or equivalent experience.

Desirable

- PRINCE2, MSP, Agile or equivalent programme management qualification.
- Change management qualification.
- Postgraduate qualification in leadership, health service management or related field.

Experience

Essential

- Significant experience leading complex service transformation programmes within health, education or social care settings.
- Experience of stakeholder engagement across multiple organisations.
- Experience of managing change within clinical services.
- Experience of project planning, implementation and benefits realisation.
- Experience of risk management and governance processes.
- Experience of presenting reports and recommendations to senior leaders.

Desirable

- Experience working within children and young people's services.
- Experience within SEND services.
- Knowledge of special school nursing services.
- Experience of working with commissioners and contract requirements.

Knowledge

Essential

- Understanding of NHS operational and clinical governance frameworks.
- Knowledge of service redesign methodologies.

- Understanding of workforce transformation and organisational change processes.
- Knowledge of risk management principles.
- Understanding of partnership working across health, education and local authority systems.
- Understanding of equality, diversity and inclusion principles.

Desirable

- Knowledge of Surrey SEND partnerships and local systems.
- Understanding of Integrated Care Systems.
- Knowledge of children's community health contracts and commissioning.

Skills and Abilities

Essential

- Excellent programme and project management skills.
- Strong leadership and influencing abilities.
- Advanced communication and facilitation skills.
- Ability to negotiate and manage competing priorities.
- Excellent analytical and problem-solving skills.
- Ability to manage complex stakeholder relationships.
- Ability to work autonomously and maintain momentum in challenging environments.
- High-level report writing and presentation skills.
- Proficiency in Microsoft Office and project management tools.

Key Performance Indicators

- Delivery of agreed transformation milestones within programme timescales.
- Successful implementation of the quadrant-based Hub and Spoke Model.
- Compliance with contractual and commissioning requirements.
- Effective workforce transition with minimal disruption to service delivery.
- Positive stakeholder engagement and feedback.
- Delivery of programme benefits and quality outcomes.
- Maintenance of safe and effective clinical governance throughout implementation.
- Achievement of agreed risk mitigation and assurance measures