

## JOB DESCRIPTION

<b>JOB DETAILS</b>	
<b>Job Title</b>	Head of Strategy, Engagement and Inclusion
<b>Reports to</b>	RRDN Strategic Development Director
<b>Band</b>	Band 8b
<b>Department/Directorate</b>	Research & Development
<b>Base</b>	The contractual base can be either Truro, Plymouth, Exeter or Taunton, with regular travel to local and regional offices required
<b>Accountable for:</b>	Corporate Services Manager 8a; Study Participation Inclusion Senior Manger 8a; Communication's Manager 7

**JOB PURPOSE**

The Head of Strategy, Engagement and Inclusion will have overall responsibility for coordinating and delivering regional responses to key RDN strategies, ensuring all engagement and inclusion opportunities are considered synergistically, supported and optimised for all stakeholders. This role will be pivotal in leading a consistent approach to engaging participants and communities with the vision of the RDN and providing intelligence to support the strategic development of RDN services. The Head of Strategy, Engagement and Inclusion will have the opportunity to work at national and superregional level to ensure the function of a single RDN organisation in providing a consistent experience for stakeholders. This role will be pivotal in developing regional strategies to deliver key national research in health and care priorities and analysing data underpinning increased capacity and capability in research delivery, across all specialties and settings.

This role will have oversight of Strategy, Communications, and Study Participation Inclusion (i.e. stakeholder engagement, Public Engagement, Digital Engagement and Research Inclusion) domains, and line management of the Study Participation Inclusion Senior Manager, the Communications Manager and Corporate Services Manager. Line management of staff members will include undertaking staff reviews to identify training and development needs, and establishing how those needs will be met, and managing performance against agreed objectives. The postholder will ensure the same review processes take place for all staff with the defined function via appropriate line management arrangements and that skills and capabilities exist to meet current and future business needs.

- KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES**
- STRATEGIC LEADERSHIP**
- Lead the development of regional implementation plans for the delivery of national RDN strategies
- Lead the regional delivery of national NIHR and RDN engagement services to increase and broaden participation in research and enhance effective delivery of studies
  - Embed a consistent approach to inclusion throughout the RDN services, that aligns with the NIHR Research Inclusion strategy
  - Seek new and innovative ways to increase research capacity and capability through stakeholder engagement and horizon scanning
  - Provide multifaceted intelligence into RDN via the Strategic Development Director
  - Provide management of the regional delivery of RDN and NIHR strategies for communication and reputation management
  - Manage the delivery of RDN strategies for PPIE and NIHR Research Inclusion
  - Have oversight of design and maintenance of stakeholder mapping intelligence
  - Provide vision and structure to co-align and deliver inclusive engagement strategies
  - Provide senior leadership and strategic oversight within the RRDN team
  - Provide strategic intelligence to developing capacity and capability within the regional health and care research ecosystem

- Contribute to the development, implementation and review of RDN strategies
- Motivate and inspire teams by being a visible leader and acting as a role model for others
- Act as an ambassador for the RDN and wider NIHR

#### **CONTINUOUS IMPROVEMENT**

- Develop and implement strategies and systems for quality assurance, to include providing feedback, development and support as necessary
- Maintain a working knowledge of current legislation regarding participation in research including Good Clinical Practice, Research Governance and Data Protection
- Support education events to ensure staff receive appropriate training to support study delivery
- As a leader, act as a conduit for sharing best practice for all aspects of research delivery across research teams within the RDN
- Promote the RDN as a learning organisation that uses the knowledge and skills of all members to improve performance and generate helpful and shared outputs and contribute to service improvement programmes
- Support the engagement from providers of NHS services, research participants and staff involved in portfolio research and relevant stakeholders in consultations about way to improve RDN Services and Functions
- Contribute to national training programmes, led by the NIHR RDN Coordinating Centre, as required
- Actively contribute to continuous improvement activities

#### **CORPORATE GOVERNANCE**

- Oversight of emerging capacity opportunities and scope existing governance arrangements of new research sites, liaising with the Study Support Service and Agile Research Delivery Team to ensure appropriate support and training is provided

#### **KEY WORKING RELATIONSHIPS**

The post holder is required to deal effectively with staff of all levels throughout the Trust as and when they encounter on a day to day basis

In addition, the post holder will deal with the wider healthcare community, external organisations and the public.

This will include verbal, written and electronic media.

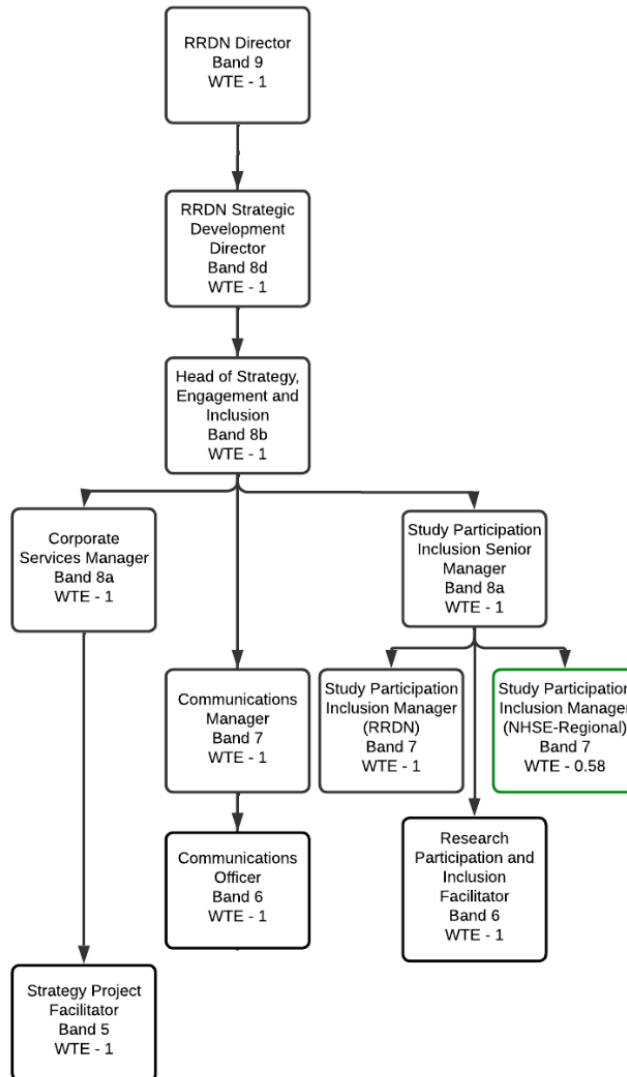
Of particular importance are working relationships with:

- Head of Partner Liaison and Planning
- Life Science Key Account Manager
- Data and Analytics team
- RDN Heads of Strategy, Engagement and Inclusion
- Senior leaders within the Public Engagement Directorate (RDNCC)
- Senior leaders within the Strategic Development Directorate (RDNCC)
- NIHR Research Inclusion team and leads within other NIHR Organisations
- Regional voluntary, charity and community sector organisations and other partners in the research delivery system

Direct Reports:

- Study Participation Inclusion Senior Manager
- Communications Manager
- Corporate Services Manager

**ORGANISATIONAL CHART**



**FREEDOM TO ACT**

- The post holder will work autonomously within general policies and procedures guided by national policy and regulations and the Trust’s own policies in relation to ensuring the delivery of the RRDN.
- The post holder will ensure national policy is reflected in the RRDN business processes.

**COMMUNICATION/RELATIONSHIP SKILLS & STAKEHOLDER MANAGEMENT**

- Coordinate communications and public engagement activities within the RRDN, providing line management and developmental support to the team as needed
- Identify, establish and maintain working relationships with the relevant stakeholders and partners e.g. Clinical Trials Units, NIHR Research Support Service, Trust and regional R&D Directorates, commissioning bodies, patients, carers and the public and other relevant groups/individuals and provide a communication infrastructure for the RDN supported research
- Operational oversight to ensure the positive reputation of the RDN and NIHR and escalate any reputational issues as needed

**ANALYTICAL/JUDGEMENTAL SKILLS/PERFORMANCE MANAGEMENT**

- Actively engage with and advise on opportunities for enhanced delivery of the NIHR Portfolio

- Lead engagement with requests from stakeholders and RDN to assist with troubleshooting study and portfolio performance
- Regularly compare and collate information to identify strengths and weaknesses between RDN research sites within the designated Settings and Specialties to support the sites through relevant improvement and efficiency driving measures

### **LIFE SCIENCES INDUSTRY**

- Actively collaborate with the RDN Life Sciences teams and Study Support Service to promote new RDN research sites and those with increased capacity to stakeholders and customers
- Champion RDN Life Science Industry research and the importance and contribution of industry to NHS and social care
- Identify barriers to participation in research and develop strategies with clinicians, providers of NHS services, patients, carers and public and others to overcome these barriers and increase trial participation
- Support the Strategic Development Director to drive forward the NIHR RDN Industry Strategy within the RRDN to align with national objectives and local priorities
- Support the work of the Life Science Key Account Manager and ensure there is a single RDN approach to engaging with commercial customers including Medtech and SMEs

### **BUSINESS PLANNING/ORGANISATIONAL SKILLS**

- Offer strategic leadership of engagement and inclusion to research delivery sites, contributing to their strategic planning (including the development of three-year strategies).
- Lead the implementation and cascade of a range of national strategic directives within the region and the local RRDN, reporting on local learnings, successes and challenges.
- Lead on local business planning for Engagement, Inclusion and project management ensuring effective implementation and reporting.
- Co-ordinate engagement with and adherence to annual planning and reporting requirements
- Propose key innovative opportunities for increasing capacity across the RDN
- Lead and contribute to the development of strategic plans and be involved in the evaluation of any impact
- Exploit data mapping and intelligence tools to map population health and ensure the RDN is supporting engagement with different groups within this

### **PATIENT/CLIENT CARE**

- Demonstrate advanced understanding of the needs of regional research participants, carers and public and ensure the research landscape evolves to meet those needs
- Support the regional delivery of national NIHR and RDN engagement services to increase and broaden participation in research and enhance effective delivery of studies
- Ensure that strategic planning includes a broad group of stakeholders, prioritising patient participant inclusion
- Work with sponsors, participants, under-served communities, stakeholders and potential participants across the region to support effective recruitment and retention into studies, and capacity in the research system, including through national initiatives such as Be Part of Research
- Oversight of regional patient, carer and public engagement and provide support and line management to the team as needed

### **POLICY/SERVICE DEVELOPMENT**

- Lead and coordinate continuous improvement engagement across the RRDN and ensure outputs and successes are shared across RDN
- Embed a consistent approach to inclusion throughout the RDN services, that aligns with the NIHR Research Inclusion strategy

### **FINANCIAL MANAGEMENT/PHYSICAL RESOURCES**

- Oversight of Public Engagement ring fenced budget and associated reporting, ensuring that spend is aligned to budgetary planning and allocations

- Participate in Annual Financial Planning and strategic funding reviews and allocations
- Proactively manage and review resource allocation, identifying areas of potential cost savings
- Support the Strategic Development Director in the development of financial bids, plans and reporting for new and emerging strategic initiatives

### **HUMAN RESOURCES/OPERATIONAL MANAGEMENT**

- Leadership of and line management of the engagement and inclusion team, which will include undertaking staff reviews to identify training and development needs, and establishing how those needs will be met, and managing performance against agreed objectives
- Ensure adherence to all RDN approaches and frameworks, and employers policies by all staff in the domains this role oversees
- Work with the Head of Partner Liaison and Planning to ensure strategic and operational oversight of the functions of the RRDN
- Operational oversight for activities relating to Strategy, Communications and Study Participation Inclusion (i.e. stakeholder engagement, Public Engagement and Inclusion)
- Oversee local delivery of recruitment to RDN registries including Be Part of Research, Join Dementia Research and the service provided to the public and to researchers

### **INFORMATION RESOURCES & ADMINISTRATION**

- Report on and present complex data with clarity to senior forums including at Board Level
- Utilise and support data mapping and intelligence tools to map population health and ensure RDN is supporting engagement with under-represented specialties, settings and communities

### **RESEARCH AND DEVELOPMENT/ ROLE OF THE NIHR RESEARCH DELIVERY NETWORK**

From October 2024, the current NIHR Clinical Research Network will be changing to become the NIHR Research Delivery Network (RDN). The RDN will build on the successes of the CRN in supporting the effective and efficient initiation and delivery of funded research across the health and care system in England for the benefit of patients, the health and care system and the economy. The RDN will support:

- Clinical trials and other well-designed health and social care research studies (including studies that are delivered outside of an NHS setting);
- Public health studies that require the recruitment of individuals within an NHS setting (that is, acute, ambulance, mental health, community or primary care) or an episode of care which involves contact with the NHS.

The RDN is a new organisation with new structures, governance and ways of working. Study delivery in England will be supported through 12 NIHR Regional Research Delivery Networks (RRDNs). These will work with the national Coordinating Centre (RDNCC) and the Department of Health and Care to provide a joint RDN leadership function via the RDN Board, so that the NIHR RDN as a whole, functions as a single, transparent organisation with a shared vision and purpose. Royal Devon University Healthcare NHS Foundation Trust will be the Host Organisation for the South West Peninsula RRDN region.

The NIHR RRDNs will have three key roles which it will fulfil via new models of service delivery and functions, to:

- provide support to research sites to enable the effective and efficient initiation and delivery of funded research across the health and care system in England;
- enable the strategic development of new and more effective research delivery capability and capacity. This will include bringing research to under-served regions and communities with major health and care needs;
- work jointly with the Coordinating Centre in the strategic oversight of the NIHR RDN. This will ensure that the Portfolio is maintained as a cohort of high-quality, fully-funded, viable and deliverable studies. It will also ensure that the NIHR RDN as a whole serves the research delivery needs of investigators and R&D teams and is responsive to the changing domestic and global environment for health and care, life sciences and health research.

The NIHR RRDNs will need to develop excellent relationships with the organisations commissioning and providing health and social care across their regions, which are mapped onto NHS regions and Integrated Care Systems. They will help support research undertaken by those providers and at sites

across the region, and promote research meeting the needs of local populations. NIHR RRDNs will work together with an RDN Coordinating Centre to support health and care research delivery for the benefit of patients, the health and care system and the economy as a whole.

**PHYSICAL SKILLS**

Keyboard skills, use of IT equipment, including equipment used for delivering presentations.

**PHYSICAL EFFORT**

Light physical effort for short periods. Use of computer continuously for prolonged periods on most days, i.e. frequent requirement to work in a restricted position. Travel across the RRDN geography and nationwide

**MENTAL EFFORT**

Frequent concentration; work pattern unpredictable. Concentration required for investigating problems, analysis of performance data and policies. Interruptions requiring immediate response

**EMOTIONAL EFFORT**

Operate with emotional intelligence in delivering challenging information and lead sensitive performance related conversations with stakeholders and staff

**WORKING CONDITIONS**

Exposure to unpleasant conditions is rare. Frequent travel to meetings within the RRDN area and nationally

**OTHER RESPONSIBILITIES**

Take part in regular performance appraisal.

Undertake any training required in order to maintain competency including mandatory training, e.g. Manual Handling

Contribute to and work within a safe working environment

You are expected to comply with Trust Infection Control Policies and conduct him/herself at all times in such a manner as to minimise the risk of healthcare associated infection

As an employee of the Trust, it is a contractual duty that you abide by any relevant code of professional conduct and/or practice applicable to you. A breach of this requirement may result in action being taken against you (in accordance with the Trust's disciplinary policy) up to and including dismissal.

You must also take responsibility for your workplace health and wellbeing:

- When required, gain support from Occupational Health, Human Resources or other sources.
- Familiarise yourself with the health and wellbeing support available from policies and/or Occupational Health.
- Follow the Trust's health and wellbeing vision of healthy body, healthy mind, healthy you.
- Undertake a Display Screen Equipment assessment (DES) if appropriate to role.
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**APPLICABLE TO MANAGERS ONLY**

Leading the team effectively and supporting their wellbeing by:

- Championing health and wellbeing.
- Encouraging and support staff engagement in delivery of the service.
- Encouraging staff to comment on development and delivery of the service.
- Ensuring during 1:1's / supervision with employees you always check how they are.

**GENERAL**

**DISCLOSURE AND BARRING SERVICE CHECKS**

This post has been identified as involving access to vulnerable adults and/or children and in line with Trust policy successful applicants will be required to undertake a Disclosure & Barring Service Disclosure Check.

## PERSON SPECIFICATION

<b>Job Title</b>	Head of Strategy, Engagement and Inclusion
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Requirements	Essential	Desirable
<b>QUALIFICATION/ SPECIAL TRAINING</b> Masters level qualification or equivalent experience Management qualification Project Management qualification or equivalent experience Evidence of continual professional development	E E E	D
<b>KNOWLEDGE/SKILLS</b> Professional operational and strategic leadership in a related field Management experience within the NHS with understanding of operations across all sectors relevant to the respective Health and Care systems Experience of working across complex organisational structures and effective matrix management Experience of business planning and robust financial management at an appropriate scale Knowledge of national systems, structures and processes for supporting clinical research (industry and academic sponsored) in the NHS Understanding of latest population-wide engagement techniques, including off and online Understanding of governance and legislative frameworks for clinical trials, including GCP Good understanding of quality assurance and performance management techniques Evidence of managing effective collaborations and partnerships Understanding of workforce planning Knowledge of utilising business intelligence solutions to work within a performance management framework	E E E E E E E E E E	D D
<b>EXPERIENCE</b> Good IT skills, particularly in use of Web applications, Google Workspace applications and MS Office applications Highly developed leadership, strategic thinking and planning skills with the ability to demonstrate these in highly political environments Ability to plan, manage, adjust and deliver highly complex projects, involving multiple agencies and individuals and a broad range of activities, to tight deadlines Ability to prepare and deliver presentations and business cases to diverse audiences at regional and national events Ability to analyse and interpret specialised, confidential research management information and ability to make judgements regarding a range of highly complex research management issues Ability to work autonomously Strong problem-solving skills Proven leadership skills, including leadership in the management of change Proven interpersonal skills to work with clinical and management colleagues at all levels across a range of organisations and the ability to develop strong working relationships with senior stakeholders Able to analyse performance of area of activity in relation to performance targets, strategic objectives and make appropriate suggestions	E E E E E E E E E	



<p><b>PERSONAL ATTRIBUTES</b></p> <p>Flexible approach to working and enthusiastic attitude towards challenges</p> <p>Attention to detail</p> <p>Acts as a champion for patients, carers, the public and their interests, ensuring the public voice has an impact on RDN activities</p> <p>Highly motivated, with the ability to influence and inspire others</p> <p>A strong visionary leader, who brings together ideas and expertise to deliver strategy</p> <p>A resilient and open individual demonstrating clear understanding of the RDN vision, routes for influencing strategy, engaging with diverse groups of people and continuous improvement</p> <p>Role models and works in accordance with the values of the RDN and the employing NHS trust</p>	<p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p>	
<p><b>OTHER REQUIREMENTS</b></p>		

		FREQUENCY			
		(Rare/ Occasional/ Moderate/ Frequent)			
WORKING CONDITIONS/HAZARDS		R	O	M	F
<b>Hazards/ Risks requiring Immunisation Screening</b>					
Laboratory specimens	N				
Contact with patients	Y/N				
Exposure Prone Procedures	N				
Blood/body fluids	N				
Laboratory specimens	N				
<b>Hazard/Risks requiring Respiratory Health Surveillance</b>					
Solvents (e.g. toluene, xylene, white spirit, acetone, formaldehyde and ethyl acetate)	N				
Respiratory sensitisers (e.g isocyanates)	N				
Chlorine based cleaning solutions (e.g. Chlorclean, Actichlor, Tristel)	N				
Animals	N				
Cytotoxic drugs	N				
<b>Risks requiring Other Health Surveillance</b>					
Radiation (>6mSv)	N				
Laser (Class 3R, 3B, 4)	N				
Dusty environment (>4mg/m3)	N				
Noise (over 80dBA)	N				
Hand held vibration tools (=>2.5 m/s2)	N				
<b>Other General Hazards/ Risks</b>					
VDU use (> 1 hour daily)	Y				X
Heavy manual handling (>10kg)	N				
Driving	Y			X	
Food handling	N				
Night working	N				
Electrical work	N				
Physical Effort	Y		X		
Mental Effort	Y		X		
Emotional Effort	Y		X		
Working in isolation	Y		X		
Challenging behaviour	Y			X	