



## SCOTTISH AMBULANCE SERVICE

### JOB DESCRIPTION

1. JOB IDENTIFICATION	
JOB TITLE	Head of Business Intelligence
JOB DESCRIPTION REFERENCE	
DEPARTMENT	Operational Delivery
NO OF JOB HOLDERS	1
DATE JOB DESCRIPTION AGREED	

## 2. JOB PURPOSE

As a member of the Directorate's senior team, play a key role in developing and implementing the strategic direction and policy of the Scottish Ambulance Service (SAS). Ensure close and effective working relationships with leaders in NHS Scotland, Scottish Government and partner organisations. Ensure that SAS delivers effective services in line with NHS priorities.

Provide leadership and expertise to one of SASs' major service areas, combining strategic focus whilst determining and leading the delivery of the intermediate objectives.

Direct and control the resources (budget and staffing) of the Business Intelligence Unit in order to develop and deliver high quality and innovative information services and maintain an appropriately skilled and motivated workforce.

Provide expert professional advice to stakeholders, key partners and staff in order to optimise best value from the use of Scotland's health data.

To provide strategic leadership for Information Governance across SAS, providing assurance to the Board regarding the performance of SAS in line with governance and accountability structures.

To inform and advise SAS, partners and employees on their data protection and security obligations by fulfilling the duties and responsibilities of Data Protection Officer (DPO) in accordance with requirements of the United Kingdom General Data Protection Regulation (UKGDPR) and Data Protection Act 2018 (DPA 2018).

## 3. DIMENSIONS

The post holder will lead one of SAS's major service areas, comprising up to 20 highly qualified staff. The post holder has prime responsibility for a total budget (capital and revenue) of up to £1.0m, covering staff, contracts, equipment, supplies and expenses.

Staffing may include senior managers, statisticians/analysts, data managers and support staff.

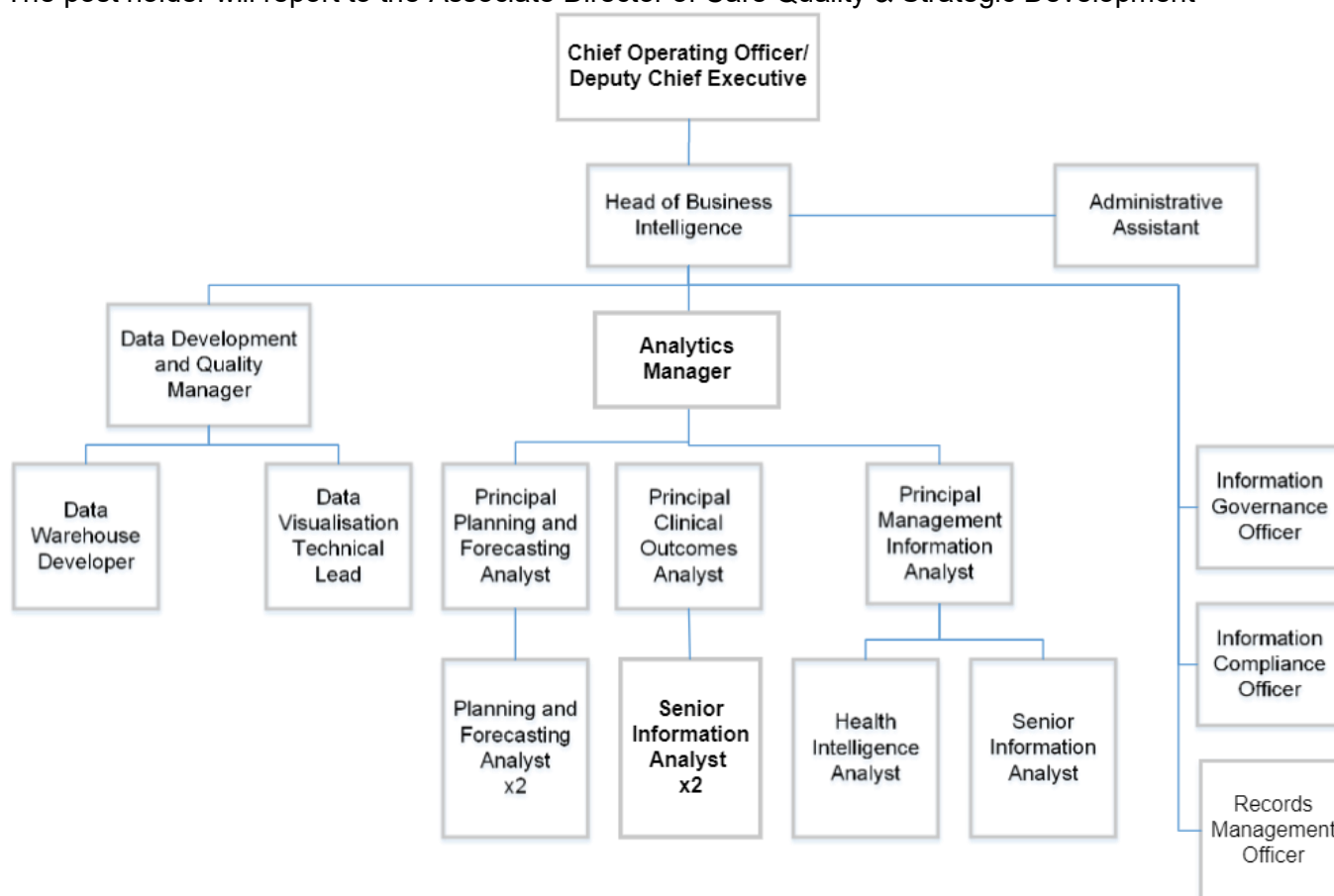
Customers include: Scottish Government (SG), NHS Boards (and other NHS Organisations), Local Authorities; professional bodies such as Royal Colleges, the Scottish Parliament, other partner organisations, the media, the public, commercial organisations and research bodies.

For new projects, a level of workforce flexibility will be required, and it is expected that staff in the Business Development, Planning & Commissioning, National Information Delivery and Data Management will work jointly in short life teams, as necessary. The post-holder must manage the conflicting demands that this entails, negotiating and influencing customers in terms of timescales and deadlines.

The DPO is an autonomous independent expert advisor on data protection regulations and practices including information security risks. Data subjects will be able to contact the DPO with regards to issues to the processing of their personal data and the DPO will act as the direct point of contact between SAS and the UK Information Commissioners Office (ICO).

## 4. ORGANISATIONAL POSITION

The post holder will report to the Associate Director of Care Quality & Strategic Development



## 5. MAIN TASKS, DUTIES AND RESPONSIBILITIES

Direct and manage the Business Intelligence Unit to ensure it meets the requirements of SAS and its various Service Areas, responsible for the development and delivery of high quality specialist services to support the strategic aims of SAS and its NHS Scotland partners. Ensure that policies, procedures and standards, are developed and implemented, covering all aspects of financial, information and staff governance, and professional statistical standards.

The overarching responsibility of this role is to inform, influence and direct SAS on all aspects of Information Governance and fulfil the statutory role of Data Protection Officer (DPO) for SAS.

Contribute to national and local strategy and policy developments by building and maintaining deep partnerships with customers and stakeholders in the Scottish Government, NHS Scotland and partner organisations. Promote and embed information-based, and evidence-based, policy making, evaluation and decision making.

Recruit, lead, manage, motivate, and develop high quality staff to ensure they are able to meet new challenges and are adaptable to the significant continuing technological and cultural changes taking place within NHS Scotland and its partners, and have the required skills, knowledge and behaviours to respond to this. Responsible for developing staff to have a strong understanding of the operating context of their stakeholders.

As a member of SAS's senior team, contribute to the development and agreement of the Division's long term strategic plan (typically 10 years) and key priorities. Ensure robust stakeholder engagement in the development of the strategy so that the organisation continues to be aligned

with, and relevant to, stakeholder needs.

Develop robust financial, workforce and annual operational business plans to ensure agreed service and performance levels are met. Utilise best practice in corporate and operational planning, governance and risk management, and business performance management reporting.

Prepare, negotiate and obtain budgetary agreement from internal and external sponsors, ensuring that active controls are set to monitor ongoing expenditure, and taking corrective action to ensure that spend remains within agreed levels.

Lead and manage change and ongoing service improvement against a background where expert/stakeholder opinion may differ. Identify and drive forward initiatives for modernisation and quality improvement along with productivity gain. Ensure SAS demonstrates value for money and achieves cash releasing efficiency savings whilst maintaining and improving service levels and customer satisfaction. Develop innovative solutions to evolving requirements for information and make best use of current technology, data processing and security, and statistical methodologies.

Represent SAS as service expert, participating in national policy forums to ensure that relevant information is made available for the development, modernising, policy making and planning of NHS Scotland and partner organisations.

Provide national leadership for the ongoing development, modernisation and integration of key information systems by working with a wide range of clinical and managerial stakeholders, thus ensuring that SAS's products and services develop to meet the changing needs of NHS Scotland, the Scottish Government and partner organisations.

## **6 EQUIPMENT AND MACHINERY**

- Prolonged use of computer and printer equipment on a daily basis
- Use of laptop and projector for training purposes
- Use of photocopier/scanner/Fax machine/office filing systems
- Use of mobile phone/landline

## 7. SYSTEMS

Accountable for the operation, development and quality assurance of SAS information systems under the remit of own Service Area, delegating authority to direct reports as required.

Initiate, lead and manage the design and development of new data sets and databases, championing the use of latest technology and statistical methodologies, often in uncharted territory e.g. the need use web based technology to meet the eHealth Strategy.

Responsible for working with stakeholders (e.g. Scottish Government policy leads, clinicians) and/or project sponsors to define and develop clear, detailed specifications of requirements, using specialist knowledge and expertise for new developments in order to monitor government policy or support new national initiatives including the National Information and Intelligence Strategy and to ensure proposals meet current NHS Scotland National IM & T policies.

To promote the integration of approaches to timely data capture and analysis, championing consistency and interoperability in data collection systems and the reuse of clinical data for indirect uses; thus avoiding duplication of effort while promoting the use of established quality controlled national systems.

Use of SAS financial reporting systems to monitor budgets and determine costing for new services.

Ensure staff work, store and transmit data in accordance with data protection, freedom of information and confidentiality principles.

## 8. DECISIONS AND JUDGEMENTS

The Post holder is responsible for providing high level strategic and operational leadership for two of SAS's major Service Areas. The post holder is fully accountable for the delivery of business objectives, management of performance, and quality of deliverables in their area.

The post holder has autonomy to determine strategy, allocate resources and methods for achieving business objectives. Strategic objectives, policy planning and specific projects can be set over varying time frames from annual business planning to 10 year strategic planning. The post-holder ensures appropriate governance is in place for aspects of their business plans, including stakeholder engagement, performance and quality management, and management of risk.

He /she participates in the formal Regional performance appraisal scheme with annual objective setting and takes a proactive approach in the formulation of a personal development plan which supports the maintenance of the deep multidisciplinary knowledge required.

## 9. COMMUNICATIONS AND RELATIONSHIPS

### Internal

Director, Associate Directors, other Heads of Service, and other senior managers on an informal basis to gain business intelligence, influence support for innovative solutions, to share vision, approach, objectives, progress, funding / budgets, staffing resource requirements and matters relative to the various projects. On a more formal basis attend annual and 6 monthly cross Division strategic and priority setting meetings.

Regular meetings with Senior Managers, Principal Analysts/Statisticians/Information Development

Managers and other staff in Business Intelligence Unit to discuss priorities and monitor progress and performance towards business plan objectives.

The post holder is required to have effective working relationships with NSS Board Executive Directors to ensure that existing cross divisional programmes of work are effectively planned and managed, that opportunities for collaboration are fully explored and that resources required from other areas of NSS can be utilised to maximise effectiveness and value for money.

The post holder will support and advise all professional staff throughout the organisation and also provide Information Governance advice at the highest corporate level.

### **External**

The post holder is required to build effective working relationships with a wide range of external stakeholders, in line with the divisional customer engagement strategy and plan, including Scottish Government Directors and Divisional Heads, NHS Board Chief Executives, Local Authority Directors, senior clinicians and heads of other partner organisations such as Audit Scotland. These relationships are essential to ensure that existing products and services are meeting stakeholder requirements, are fully funded and that proposals for new work are fully discussed, resources negotiated and future strategies developed. In addition a key role of the post holder is to establish effective partnership working with representatives from a range of professional and staff side bodies.

The post-holder is required to chair / attend national groups relative to specific projects e.g. development of national data collection systems; development of statistical methodology to inform government policy, information governance policy development etc.

Excellent written and oral communication skills are required since the post holder will be required to present proposals, persuade stakeholders to invest and fund projects and explain highly complex technical topics in a way that can be understood by non technical or lay audience. Key elements include attending and presenting at workshops, conferences and meetings; representing SAS on national strategy groups and debating policy and strategy relating to data protection, statistical developments; newsletters and a website that presents interpretation of national data, archived newsletters and meeting reports. This will include responding to media enquiries and dealing with representatives from political parties.

## **10. PHYSICAL, MENTAL AND EMOTIONAL DEMANDS OF THE JOB**

### **Physical Effort:**

Frequent requirement for sitting at a keyboard e.g.- 2-3 hours at a time with (appropriate breaks). Requirement to carry heavy equipment to internal and external meetings (e.g. laptop and/or projector). Frequent travel required which may include driving between 2 and 3 hours; also travel by train and by air.

### **Mental Effort:**

Strong element of unpredictability in working day. The ability to make sound judgements, deal with unpredictable interruptions and meet deadlines, using own initiative. Requirement for post-holder to change from one task to another, prioritising effectively and adjusting plans

Substantial mental effort required in terms of problem solving, juggling demands, and negotiating and influencing senior, Executive level customers in respect of competing priorities

Sustained concentration, 2-3 hours at a time required to create and review complex analyses and reports.

Frequently required to work to tight deadlines.

Ability to sustain mental effort and attention required to chair strategic working groups, ensuring

discussions remain focussed and balance of views extracted.

Regular requirement to develop, deliver and debate presentations to senior management and professionals.

Ability to quickly assess customer requirements and mentally associate these with current or emerging statistical/information methodologies.

**Emotional effort:**

Frequent exposure to strongly held, conflicting stakeholder views and resistance to change. Required to deal with these with skill and diplomacy to build rapport and gain co-operation and compliance.

Required to handle and resolve conflict and challenging behaviour during meetings or discussions, especially where these are related to service development or strategic matters.

Occasional exposure to distressing or emotional circumstances in relation to staff discipline and grievance matters.

## **11. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB**

Build a culture of quality, continuous improvement and development that ensures the information products and services are not just fit for purpose but demonstrate value for money and develop in line with the demands of stakeholders, changes in models of service delivery, exploit technological advances and anticipate future needs, within the constraints of time, resources and workforce skills.

Deliver necessary but sometimes unwelcome change which may impact on ways of working with stakeholder organisations and SAS. Influence and reach agreement where there may be strong differences of opinion across stakeholder groups about the development of specific products and services.

## **12. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB**

Educated to a masters level or equivalent experience within information, business administrative health field.

Significant demonstrable experience in a number of key areas including:

- senior management experience, covering all aspects of informatics and information governance including performance, data and risk management, within a large complex organisation preferably within the NHS or public sector.
- management of major projects and initiatives, with a deep knowledge of the breadth of information service issues within health and health care. Proven experience of project management and/or acting in an advisory capacity in a statistical or research environment is essential.
- Proven skills in leading and managing specialist, multi-disciplinary, high calibre staff. Post-holders are expected to keep abreast of, and contribute to changes to, relevant policies and guidelines which impact on their staff (e.g. PIN guidelines, HR policies) or the way their business is delivered (e.g. Freedom of Information Act).
- Wide ranging knowledge of the strategic direction and priorities for the NHS Scotland and have the necessary vision, experience and influencing skills to drive strategic information

development. This requires comprehensive knowledge of, and experience in dealing with, information sources for health and social care and modern technology to deliver solutions.

- Extensive knowledge and experience of working in the field of Information Governance at a strategic level. This requires in depth and practical knowledge of the relevant acts and legislation which underpins the regulations to which SAS must adhere including Data Protection, Freedom of Information, Public Records etc.

Excellent communication skills, including the ability to simplify and communicate complexity, and the maturity to operate at all levels within NHS, and other care service providers, including voluntary groups.

The post holder should have vision and imagination and should be change, action and results oriented.

### 13. JOB DESCRIPTION AGREEMENT

Job Holder's Signature: \_\_\_\_\_ Date \_\_\_\_\_

Head of Department Signature: \_\_\_\_\_ Date \_\_\_\_\_