

## Job description

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| <b>Service Area:</b> | Digital, Data and Technology (DDaT)          |
| <b>Job Title:</b>    | <b>Head of DDaT Delivery and Consultancy</b> |
| <b>Band:</b>         | 8c   |
| <b>Location:</b>     | Any NHSBSA location with regular travel      |

## Job purpose

As a key member of the DDaT Leadership Team, the post holder will be responsible and accountable for the end-to-end delivery, and management of, a complex portfolio of public facing and national DDaT services, potentially serving millions of users and delivering high-profile and critical services to the nation. You will work in a consultative capacity with an internal client area for the provision of all DDaT services and capabilities, advising, designing, and implementing DDaT solutions and services at a strategic level for our clients.

You will lead on solution design and engagement delivery on products and services across DDaT, engaging with senior client stakeholders (director level) to manage delivery expectations, risks and issue resolutions. You will anticipate, balance, and manage change that comes from government priorities, policy, user research, data and learnings from the development process across your portfolio of services, hunting out and leading opportunities through active discussions with clients, industry leaders, local and global innovators.

A role model for the delivery management community building capability and excellence in the profession, ensuring that the professional development of others is supported. You will actively participate in achieving the NHSBSA purpose and goals through the development of an organisational and directorate culture that is open and empowers innovation and champions on-going service development and improvement.

You will work with Service Owners, sponsors and across other government organisations to identify and shape the strategic direction of services and oversee and lead several delivery teams through networks and teams of delivery managers. The role requires strong experience combining leadership, consultancy, and the effective use of delivery methodologies (agile and waterfall), whilst using your own initiative and judgement to achieve objectives and ensure delivery with minimal guidance.

#### **Fundamental to the role is a focus on:**

- Defining the strategic vision for a portfolio of national at scale services, identifying overarching service visions and improvements and landing the value created/benefits of delivery.
- Partnering with peers in commercial, finance and HR along with Directors, Service Owners, sponsors, and external stakeholders including the Department of Health and Social Care.
- Building effective working relationships across senior customers and stakeholders at Director level both inside the organisation and externally
- Accountable for the implementation of new services often at pace and to deliver services of national significance.
- Use experience and expertise to guide and provide a consultative advice to commissioners and other external organisations in the delivery DDaT services.
- Stand up teams quickly and begin to deliver tangible benefits to users within short timescales.
- Communicating sensitive and potentially contentious information appropriately
- Negotiating elements of complex programmes and deliverables
- Creating an environment which enables delivery at pace, removing blockers and challenging “the norm” to improve.
- Facilitating a team ‘mindset’ conducive to effective multidisciplinary work: ensuring full participation and commitment from all team members and mature relationships with stakeholders
- Enabling the team to focus on priorities as agreed by the Service Owner
- Accountable for supporting the NHSBSA vision to be the ‘delivery partner of choice’.
- Alignment of services to the organisation’s strategy and strategic objectives
- Supporting future DDaT strategic direction and ensuring opportunities for service development and service growth are identified.
- Work closely with Service Owners to effectively forecast, plan and budget for the delivery of a portfolio of services ensuring the necessary governance is in place.

- Be an active member of the DDaT Leadership Team, working to develop, shape and promote the directorate.

### **In this role, you are accountable for**

1. Delivery of national services and multiple products in-line with the sponsors and the organisations strategy and goals.
2. Providing leadership and mentoring to Delivery Managers working within your portfolio.
3. Providing leadership of multidisciplinary scrum team/s.
4. Be an agile expert for internal and external stakeholders. Help foster a culture of continuous learning and improvement in the team and the wider organisation.
5. Identifying, creating, embedding, and maintaining motivated and self-organising teams.
6. Identifying blockers to delivery and to facilitate the team to overcome them.
7. Working with Commercial Business Partners to ensure appropriate contracts are in place to support delivery of our services.
8. Manage budget and tracks spending and forecasts regularly and accurately for multi-million GBP programmes, including staff, non-staff costs and benefits delivery. Act as escalation point and resolve large or high risk commercial management issues and create or influence complex budgets across an organisation, product or programme view.
9. Tracking and reporting of progress across the accountable portfolio of services
10. Responsible and accountable for standing up teams and maintaining people profile going forward to meet service delivery need through addressing gaps appropriately.
11. Establish, own and maintaining proactive relationships with senior external and internal stakeholders, and other delivery teams.
12. Leading the Delivery Manager community ensuring the development of best practice and continued learning.
13. On-going learning, personal and professional development and the development of the DDaT as a whole
14. Building the capability of others in leading in a delivery environment
15. Playing your agreed part in developing the organisation and Directorate as a whole.
16. Act up for the Chief Digital, Data and Technology Officer as required.

### **In addition to the above accountabilities, as post holder you are expected to**

1. Undertake additional duties and responsibilities in line with the purpose of your role and as agreed by your line manager.
2. Demonstrate NHSBSA values and core capabilities in all aspects of your work.
3. Encourage an environment where your own and colleagues' safety and well-being is promoted.
4. Contribute to a culture which values diversity and inclusion.
5. Follow NHSBSA policies, procedures, and protocols as they apply to your role.

## **Working relationships**

**Responsible to** Chief Digital, Data and Technology Officer

**Responsible for** Delivery Managers working within your portfolio

### **Key relationships and connections**

1. Service Delivery Directors (Director of Citizen Services, Director of Primary Care Services, Director of NHS Workforce Services)
2. Lead Delivery Managers
3. Senior Managers throughout the NHSBSA
4. Service stakeholders inside and outside of the business
5. Professional networks

# Person specification

**Service area** Digital, Data and Technology

**Job title** Head of DDaT Delivery and Consultancy

## Personal Qualities, Knowledge and Skills

### *Essential criteria*

1. A drive to deliver.
2. Innovation and creativity in the development of business solutions
3. Ability to manage varied and complex relationships to facilitate change and improvement.
4. Willingness to take responsibility to take action.
5. The ability to cope with ambiguity.
6. Tenacity and resilience

### *Desirable criteria*

- 1.

### *Demonstrated by*

1. Application/Interview

## Experience

### *Essential criteria*

A range of extensive experience in:

1. Leading delivery of digital services in a complex agile delivery environment including scaled agile.
2. Developing and implementing digital solutions to achieve transformational levels of change and efficiency in a complex organisation.
3. Strategic service design from inception through to delivery, working with senior stakeholders to design and then subsequently create digital services at a strategic level.
4. Successful management of business projects which have produced tangible benefits, for example, in terms of cost reduction, process improvement, product or service quality.
5. Working in a diverse service delivery organisation
6. Building productive and collaborative working relationships with internal and external stakeholders in order to arrive at mutually acceptable solutions to business issues.
7. Across a number of business areas and awareness of key financial, legal and HR principles that need to be taken into account when managing extensive change.

#### *Desirable criteria*

1. Delivery of National Digital Services in government from Discovery through to Live.
2. Experience of working with suppliers and procurement frameworks including Government Digital Marketplace
3. Experience of producing Business Cases in line with HM Treasury guidance

#### *Demonstrated by*

1. Application/Interview

### **Qualifications**

#### *Essential criteria*

1. Degree AND/OR Significant relevant experience of leading digital delivery

2. An appropriate recognised Agile methodology qualification

#### *Desirable criteria*

1. Masters in related discipline
2. Scrum Practitioner
3. Project Management qualification such as
4. PRINCE 2, MSP, P3O

#### *Demonstrated by*

1. Application/Interview/Certificates

### **Core capability (minimum level)**

Level 4 Comprising of:

1. **Communicating with Impact and Influence**
  - Actively promotes the NHSBSA's reputation externally and internally- publicises successes widely
  - Demonstrates a high level of emotional intelligence to build trust and inspire others
  - Involves people to engage them fully with the long-term strategic vision and purpose
  - Presents with conviction, confidence and clarity in the face of tough negotiations or challenges
  - Combines the complex viewpoints of others, recognise where compromise is necessary and broker agreement
2. **Improving and Innovating**
  - Considers the cumulative impact of implementing change on culture, structure, service and morale
  - Champions transformation and improvement, including identifying and embracing digital approaches
  - Challenges ineffective decision making, resourcing, structures and processes across the NHSBSA to create a lean, effective organisation
  - Encourages people to solve problems by empowering them to experiment, learn from, and share their experiences
  - Creates the environment that allows people to take measured risk in order to deliver better approaches and services
3. **Working Together**
  - Builds a strong network of collaborative relationships and partnerships across the NHS, DoH and beyond, to achieve NHSBSA objectives

- Supports others to create stronger networks which enhance their insight into stakeholders and drive improved outcomes
- Actively promotes diversity and equality of opportunity within the NHSBSA to create an environment where people can be themselves at work
- Ensures that equality issues are considered for all business and policy changes within their area
- Influences stakeholders to secure mutually beneficial outcomes

#### 4. **Enabling Performance and Potential**

- Promotes resilience in the organisation by being open and honest about challenges, and the actions required to address any unexpected developments
- Translates organisational strategy into business priorities, ensuring clear responsibilities and ownership
- Acts as a role model in supporting and energising individuals/teams to build confidence in their ability to deliver outcomes
- Champions work-based learning, self-development and talent management to enhance organisational capability

#### 5. **Making and Owning Decisions**

- Swiftly analyses complex and ambiguous data to provide clarity of thinking for others
- Makes decisions even when all information is not available and/or when under pressure
- Encourages others to move from analysis to action. Identifies decision bottlenecks and unblocks swiftly
- Brings issues to the surface quickly, focusing attention where it is needed to drive a resolution
- Uses a range of involvement/consultation methods to create and generate ownership for ideas for the business, without losing pace or compromising service delivery

#### 6. **Understanding the Bigger Picture**

- Anticipates economic, social, political, environmental and technological developments to keep own business activity relevant and targeted
- Ensures relevant issues relating to their business area are effectively fed into strategies
- Adopts a whole-organisation perspective to ensure alignment of their business activity with the long-term strategy of the NHSBSA and NHS
- Builds the capability in others to see the bigger picture in order to recognise opportunities to deliver greater value
- Uses knowledge and insight from the wider environment to produce robust analysis and decision making