National Services Scotland



**JOB DESCRIPTION**

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| **1. JOB DETAILS** |  |
| Job Title: | Head of Business Support  |
| Immediate Senior Officer/Line Manager: | Development Services Manager  |
| Department(s): | Development Services  |
| Division: | National Services Division (NSD) |

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| **2. JOB PURPOSE** |
| To lead on development and strategic direction of business support services in line with the overall objectives of National Procurement (NP), National Services Division (NSD) and NHS Scotland Assure. Develop, inform, implement and monitor effective consistent business and management processes by negotiating with Directors, senior managers and service users, ensuring robust performance reporting that underpins the strategic and operational aims of NP. NSD and NHS Scotland Assure. Develop capacity to support the delivery of the complex services of the Directorates.Records Management and Equality and Diversity Lead for NP, NSD and NHS Scotland Assure. |

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| **3. DIMENSIONS** |  |
| The Directorates employ approximately 500 staff over 3 sites Gyle Square Edinburgh, Meridian Court Glasgow and the National Distribution Centre, Canderside. The postholder’s role and remit will include, but not be limited to, the following administrative duties including to facilitate the support of the directorates and corporate initiatives, organisation of meetings and events, preparation circulation of papers, minute taking, completion of reports, formatting of pre-typed documents, purchase ordering, booking of travel/accommodation, ordering of stationery, booking of meeting rooms etc |

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| **ORGANISATIONAL CHART** |

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| **5. ROLE OF THE DEPARTMENT** |
| The three directorates, National Procurement (NP), National Services Division (NSD) and NHS Scotland Assure, provides a complete range of procurement, commissioning and facilities services to a range of stakeholders including Health Boards, Scottish Government and the wider public sector. The three directorates will provide specific services and expert advice across its portfolio of activity. Outputs include specialist services commissioning, screening, national contracting, logistics, procurement systems, and professional advice and expertise about property, facilities, construction and equipment.Development Services are tasked with co-ordinating support services within the three directorates and providing high quality service to the other Directorates. Development Services will provide strategic leadership in its areas of operation, linking closely with NSS in the areas of business planning and strategy, service delivery and improvement and customer engagement as well as driving synergies across the three directorates.Development Services is the change agent for the three directorates supporting the drive for improved technology services, service development and identifying operational synergies.Development Services will also lead the three directorates in its role as a Procurement Centre of Expertise (CoE) and the development of a similar role for Facilities which can involve giving policy advice and support on a range of issues to the Scottish Government (SG).The Business Support team provides professional administration services which support the day to day ongoing work and projects delivered by the three directorates. The department also provides guidance and support to all Corporate Information Governance initiatives. |

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| **6. KEY RESULT AREAS** |
| 1. Lead, manage, motivate and develop a professional resilient team of skilled managers, administrators and executive staff enabling them to provide a proactive business support service whilst adapting to evolving organisational demands. Provide expert advice on professional administrative and corporate initiatives to National Procurement (NP), National Services Division (NSD) and NHS Scotland Assure and wider NSS including territorial boards. This will include establishing formal links with business support leads to share best practice and collaborative working.
2. The post-holder will be required to present and effectively communicate complex issues to groups and individuals both locally and nationally where there are significant barriers to acceptance. Interpersonal and communication skills will be required in challenging atmospheres. They will be required to negotiate, motivate and persuade individuals and groups in potentially emotive atmospheres where proposals may have direct consequences on existing service provision. Presenting at territorial Health Boards, NHS Scotland events representing National Procurement, promotional events such as P4H and the NHS Scotland Health Conference will occur throughout the year. The post-holder is required to develop and maintain relationships within and out-with the organisation. The post-holder will adopt a number of different communication techniques including written, oral and formal presentations as required.
3. There will be a frequent requirement to effectively communicate complex information, negotiate and interpret opinions and viewpoints of senior managers, directors and trade union representatives in situations where there may be conflicting opinions and evidence.
4. Manage and link processes that interact across the Directorates and wider NSS to form complete systems and establish and use effective methods to review and improve administrative and support services. Ensure appropriate policies and procedures and systems of work are implemented and reviewed on a regular basis to ensure optimum service delivery, continuing best practice and compliance with relevant statutory requirements.
5. Identify areas of service improvement, processes or resources where there are inconsistencies. Work in conjunction with directors and senior managers to facilitate development and consistency of processes and services that support the objectives of the Directorates and wider NSS in order to deliver effective and efficient practices. Initiate, develop and implement appropriate processes and associated Standard Operating Procedures to ensure adoption of best practice and consistent approach and monitor compliance.
6. Manage the service’s budget in line with Standard Financial Instructions, ensuring best use of resources. Participating in the implementation of the Directorates strategic and delivery plans, ensuring that targets and objectives are met to timescale and within available budget.
7. Set all key priorities and objectives for business support services through the Directorates annual and longer term strategic business planning process. Allocating financial and people resources within the framework of business planning and service area’s objectives whilst monitoring own business area performance against the Business Plan and taking corrective action as necessary to ensure the service area’s targets are achieved within available resources.
8. Provide resilience to NSS by identifying internal resources for contingency outwith the Directorates. Collaborating with other areas to progress development projects. Analysis of services, initiatives and business unit processes. Negotiate with Directors and senior managers to establish requirements whilst balancing the needs of any specific project/specialist service with the objectives of the Directorates.
9. Contribute to the creation, drafting and negotiation of effective, legally competent contractual arrangements between the Directorates and commercial contractors through a combination of departmental skills plus efficient use of legal, financial and other professional advisors. Ensures effective Risk Management is achieved through project management and by adherence to specialist policies and Standard Operating Procedures.
10. Lead in overseeing implementation and performance monitoring of Corporate/NHS policies and initiatives such as the TURAS Appraisal system, Business Classification Scheme, Freedom of Information and Equality and Diversity working with HR/Finance/NSS leads as appropriate.
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| **7. ASSIGNMENT AND REVIEW OF WORK AND DECISIONS AND JUDGEMENTS** |
| The post-holder has freedom to act which demands self-direction, problem solving, self-motivational and innovative skills. The post-holder is expected to anticipate and resolve relevant issues using their own initiative. They will formulate and implement policies and procedures within own area of responsibility to ensure delivery of objectives.The post-holder is required to employ a high level of judgment and reasoning on problems that involve analysis and interpretation of complex facts and undertaking options appraisal.The post holder will require to direct work and resources across the functions of the service, and make sound judgements, for example in relation to the deployment of resources and processes to ensure the directorates and business areas can perform efficiently*.* The postholder will be expected to be proactive, addressing issues as they arise or putting forward recommendations for service improvements and will identify areas where improvements or service developments are required.They will participate in the formal performance appraisal scheme with annual objective setting and take a proactive approach in the formulation of personal development plans. The post-holder provides business performance reports (oral and written) for the area of responsibility on a monthly basis.  |

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| **8. COMMUNICATIONS AND RELATIONSHIPS** |
| The post-holder will be required to present and effectively communicate complex issues to groups and individuals both locally and nationally where there are significant barriers to acceptance. Interpersonal and communication skills will be required in challenging atmospheres. They will be required to negotiate, motivate and persuade individuals and groups in potentially emotive atmospheres where proposals may have direct consequences on current service provision. For example, presenting to NSS staff groups, NHS Scotland events representing National Procurement, promotional events such as Denpro and the NHS Scotland Health Conference and to territorial health boards. The post-holder is required to develop and maintain relationships within and outwith the organisation. The post-holder will adopt a number of different communication techniques including written, oral and formal presentations, as required.Internal* Directors and Senior Management Team and their functional leads, ensuring efficient and effective service delivery.
* NSS Directors and Senior Management Team to ensure cooperative and integrated approach to service delivery and business resilience.
* Business Support Leads in NSS Divisions sharing knowledge, experience and best practice.
* NSS Divisional representatives on a wide range of governance and working groups including Communications, Equality & Diversity, Business Continuity etc.
* Trade Unions

External* Customers and potential customers from NHSS Boards
* UK and overseas non-commercial and commercial companies
* Regulatory bodies
* Internal/External Auditors
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| **9. MOST CHALLENGING PARTS OF THE JOB** |
| To maintain positive and constructive relationships with customers and team members whilst working through contentious issues, challenging existing ways of working and breaking down barriers while remaining mindful of stakeholder and staff needs during periods of significant change. Ability to be flexible and create capacity to manage constant and often conflicting demands through mature negotiation and prioritisation of workload and resources.Keeping up to date in a complex and rapidly changing environment where the needs of different customers may place conflicting demands on the service and developing innovative solutions that manage customer expectations. To convey complex information or concepts in such a way as to be understandable to staff that may not have experience in specialist areas (eg organisational change, shared services etc). |

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| **10. SYSTEMS**  |
| The post holder requires advanced knowledge of use and practical application of MS Office & Project software and other bespoke software tools to create, develop and maintain various data management systems including, for example, business administration and performance management systems.Use of digital IT systems such as Basecamp and Trello.Use of NSS financial reporting systemsUse of electronic risk registerEnsure staff work, store and transmit data in accordance with data protection, freedom of information and confidentiality principles.Good awareness and understanding of IT systems to keep up-to-date with new technology which may impact on the Directorates processes. |

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| 1. **PHYSICAL, MENTAL, EMOTIONAL EFFORT**
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| **Physical Effort**Frequent requirement for sitting at a key board 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**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 stakeholders in respect of competing priorities to ensure sound judgements are made.Sustained concentration, 2-3 hours at a time required to create and review complex analyses and reports or attend meetings with staff, stakeholders etc and develop and write reports, briefings, communications and operating procedures.Frequently required to work to tight deadlines.**Emotional Effort**Provide advice and support to staff and colleagues to maintain emotional stability through times of change and conflict.In dealing with competing demands and priorities the post holder is required to maintain composure and emotional resilience to ensure efficient and effective deployment of resources.Occasional exposure to distressing or emotional circumstances in relation to staff discipline, conflict or matters of personal sensitivity. |

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| **12. ENVIRONMENTAL/WORKING CONDITIONS & MACHINERY AND EQUIPMENT** |
| The post holder works within standard office conditions. There is no requirement to operate equipment or machinery beyond that found within a well equipped office e.g. telephone, computer, photocopier, printer and projector. |

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| **13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB** |
| **Qualifications/Experience*** Educated to degree level or equivalent, with relevant post graduate qualification.
* Able to demonstrate a sound knowledge and understanding of the broad framework within which the Directorates operate.
* Demonstrable experience at a senior managerial level within a medium/large diversified organisation with organisation-wide responsibility preferably within a relevant health service setting with experience in/or knowledge of relevant NHS systems/processes and will have an understanding of the political processes and demands which shape services and priorities.
* Well developed interpersonal and communication skills and the ability to combine complex logical and analytical thinking with excellent presentation skills
* Proven skills in the management and development of staff in the delivery of a high quality support service and sound experience of managing change.
* Ability to persuade and influence others, in particular senior managers and professionals, over whom the post holder has no line management authority.
* Experience of forging effective relationships with internal and external customers and stakeholders.
* Knowledge of and experience in the use of business administration and performance management/improvement tools.
* Proven experience in managing large scale projects.

 **Skills and knowledge** The person demonstrates the following:* Excellent interpersonal skills & network and relationship building
* Effective management abilities (of self and others)
* Excellent planning and organisational ability
* Effective communication, influencing and facilitating skills
* Problem solving abilities
* Strong and sound decision making
* Understanding of the potential impact to service and staff during periods of significant business re-engineering and change
* Analytical and reporting skills
* Formulation and delivery of training programmes
* Understanding of process re-engineering and/or change management
* Knowledge of project planning/management
* Financial/budgeting knowledge

BehavioursThe post holder is expected to lead by example at all times, demonstrate the highest standards of personal and professional conduct that support the NSS Values and Behaviours and respect the diversity that makes up a complex multi-disciplinary workforce.  |

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| **14. JOB DESCRIPTION AGREEMENT** |  |
| Job Holder’s Signature: | Date: |
| Head of Department Signature: | Date: |
| HR Representative’s Signature: | Date: |