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**PUBLIC HEALTH SCOTLAND**

**JOB DESCRIPTION**

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| **1. JOB DETAILS** |  |
| Job title: | **Service Manager – Business Operations** |
| Immediate senior officer/line manager: | Head of Governance and Resources |
| Department(s): | Governance and Resources |
| Directorate : | Strategy, Governance and Performance |
| Location | Edinburgh and Glasgow |
| CAJE reference | NPPHSS042 |

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| **2. JOB PURPOSE** |
| Public Health Scotland (PHS) has been established to provide the national level professional leadership to deliver a world-class public health system for Scotland. As a Service Lead, the postholder will play a key role in developing and leading teams to implement the strategic direction and policy of Public Health Scotland that will deliver that world-class public health system.  As a senior leader in the Governance and Resources Team, the postholder will ensure that PHS has an effective People Support and Development service that delivers on the internal workforce development requirements for PHS. Coupled with this the postholder will be responsible for engaging with a wide range of partners in support of the leading role that PHS has in the wider Scottish Public Health workforce development space. This aspect includes the delivery of various workforce development interventions for the wider Scottish Public Health sector. The postholder will manage and control the resources, budget and staffing required to deliver the objectives of the Business Operations service and to provide professional advice and expert interpretation to stakeholders, customers and staff.  The postholder will lead and determine the strategic direction for the innovation and development of high quality Business Operations services to support the requirements of PHS’s stakeholders both internally and externally. Further be responsible for operationalising and delivery of these services in an impactful way to support Public Health Scotland’s objectives. As a senior manager, lead on the development of the Service Area’s strategy, and delivery of the business plan over a period of 3-5 years. |

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| **3. DIMENSIONS** |  |
| The post-holder will manage around 20-30 staff (typically split over multiple teams in 2-3 portfolio areas).  The post-holder has responsibility for making budget proposals both from a pays and non-pays perspective to the Head of Service for approval.  The post leads and directs corporately on all PHS internal workforce development services, external public health workforce development services, supporting new initiatives to support PHS as an Anchor Institution; services to support health and wellbeing; and equality, diversity, inclusion and human rights.  External relationships include: Scottish Government, 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 .  As PHS is a developing organisation operating in a complex and fast changing environment, a level of workforce flexibility will be required and it is expected that all staff in PHS will work jointly in short life and virtual teams, as necessary. The post-holder must manage the conflicting demands that this entails, negotiating and influencing customers in terms of timescales and deadlines. | |

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| **4. ORGANISATION CHART** |
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| **5. ROLE OF THE DEPARTMENT** |
| Public Health Scotland is responsible for leading and enabling the drive to improve health and wellbeing and reduce health inequalities across Scotland.  We deliver:   * strong public health leadership across the whole public health system in Scotland * high quality, effective and supportive health improvement, health protection and healthcare public health functions.   We are:   * intelligence, data and evidence led; * have a key role in enabling and supporting delivery at local level.   We deliver leadership roles in relation to:   * public health research; * innovation to improve population health and wellbeing; * supporting the broad public health workforce across Scotland. * PHS is a values driven organisation and we expect all our staff to role model our values in everything they do.   Public Health Scotland is made up of four directorates. These are:  Directorate of Digital & Data Innovation  Directorate of Board Clinical and Protecting Health  Directorate of Place and Wellbeing  Directorate of Strategy, Governance and Performance  PHS is a values driven organisation and we expect all our staff to role model our values in everything they do.    This post sits within the Strategy, Governance and Performance (SGP) directorate  The role of the Strategy, Governance and Performance (SGP) Directorate is to lead in the development, implementation, assessment and improvement of our Strategic Plan – a Scotland where everybody thrives, through annual operational plans, directorate plans and the delivery of our Transformation plan.    The directorate provides critical internal and external functions for Public Health Scotland with responsibility for strategic planning, performance, marketing, communications and resources (people, finance and infrastructure) and drives the organisation to deliver, with impact, an ambitious transformation. |
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| **6. KEY RESULT AREAS** |
| 1. Direct and manage multiple teams within the Business Operations area, ensuring that all staff have the skills and competencies required to deliver high quality, compliant business operations solutions to Public Health Scotland. 2. Establish relationships with relevant key stakeholders (e.g. senior policy makers, clinicians, other health professionals, NHS managers, other senior managers in PHS) and participate in national forums to ensure that relevant information is made available for the development, modernising, policy making and planning of Public Health in Scotland. Further, to keep abreast of initiatives in policy, at both an international, UK and Scottish level to ensure that Public Health Scotland remains a sector leader in Public Health business operations. 3. Prepare and obtain agreement for a budget in line with the Business Operations Area’s business plan for own area(s) of responsibility and monitor and control ongoing expenditure, taking corrective action to ensure that spend remains within agreed levels and business objectives are met. Proactively seek opportunities for new work, in line with SGP’s purpose, and negotiate and secure adequate funding. 4. Set all key priorities for the Business Operations area including the annual and longer-term strategic business planning process, allocating financial and people resources within the framework of business planning and Service Area’s objectives, monitoring own business area(s) performance against the longer term Strategic Plan and taking corrective action as necessary to ensure the Service Area’s targets are achieved within available resources. 5. Direct and be accountable for the provision, maintenance and development of high quality, relevant Business Operations solutions both internally and externally ensuring that they are reviewed and enhanced, in response to and in collaboration with, the NHS in Scotland and Scottish Government and focussing on the needs of stakeholders and other key strategic frameworks or policies. Represent PHS as service lead on working groups and steering groups and presenting and participating in workshops, seminars and conferences to promote the services offered by PHS. 6. Deploy staff working within own business area as necessary to support short term project teams outwith their usual area, working with staff from other areas of the organisation to take forward short-life development projects. Negotiate with other Service Managers and individual Heads of Service about priorities and resources required, and balancing the needs of any specific project/specialist service with the overall requirements of the service. 7. Direct and oversee specific projects involving Business Operations. This will involve working closely with stakeholders across the NHS and beyond, usually as a member or a chair of a working party or steering group. 8. Initiate and develop policies, procedures and standards, for use across the PHS or Service Area, in respect of effective and compliant business operations. 9. Champion change, innovation and ongoing service improvement in the organisation and the sector, against a background where expert/ stakeholder opinion may differ. This includes using performance feedback, collaborative working, management of transition and continual critical evaluation of what works best and what is most effective in delivering the organisation’s strategic outcomes. 10. Recruit, lead, manage, motivate and develop high quality staff within the Business Operations functions to ensure they are able to meet new challenges and are adaptable to the significant continuing technological and cultural changes taking place within Public Health Scotland and its partners, and have the required skills, knowledge and behaviours to respond to this. Act as a role model for respect and integrity as a leader in PHS, visible to the team and staff across the organisation. Responsible for developing yourself and your staff to have a strong understanding of the operating context of your stakeholders. 11. Develop robust annual operational business plans for Business Operations to ensure agreed service and performance levels are met. Utilise best practice in corporate and operational planning, governance and risk management, and business performance reporting. Responsible for the delivery of relevant Service Delivery Plan objectives. 12. Control and manage the physical and financial resources and budgets of the Business Operations service area to ensure that there is capacity to deliver business objectives in a way that achieves best value and ensures effective identification and management of risk. Ensure that active controls are set to monitor ongoing expenditure, and taking corrective action to ensure that spend remains within agreed levels.      1. Identify and drive forward initiatives for modernisation and quality improvement along with productivity gain within the Business Operations area and, as part of the PHS wider leadership cohort, across the organisation. Ensure PHS demonstrates value for money and achieves cash releasing efficiency savings whilst maintaining and improving service levels and stakeholder satisfaction. 2. Represent PHS as a service expert, participating, presenting and actively contributing specialist knowledge and expertise at national forums to ensure that relevant information is made available for the development, modernising, policy making and planning of PHS and partner organisations.      1. Proactively promote PHS’s services, products and reputation – both internally and externally - including through discussions with the Scottish Government, NHS Scotland and partner organisations in line with their priorities. |

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| **7. ASSIGNMENT AND REVIEW OF WORK** |
| Work for the postholder is generated from a broad framework determined in conjunction with the Head of Service and other members of the Senior Leadership Team in terms of delivering the strategic objectives in the business plan and also in response to customer demands.  Within this framework the postholder has autonomy and sets their own priorities, ways of approaching work, resolving issues, managing risks and using judgement appropriately e.g. when to escalate. They will formulate policies and procedures to ensure delivery of objectives.  For new programmes / projects, a level of workforce flexibility will be required and it is expected that staff will work across all the service areas and will work jointly in short life teams, as necessary. The postholder must manage the conflicting demands that this entails, negotiating and influencing customers in terms of the timescales and deadlines. They must ensure staff are appropriately trained and have the skills to support these demands.  They will participate in the formal PHS performance appraisal scheme with annual objective setting and takes a proactive approach in the formulation of a personal development plan. The postholder provides business performance reports (oral & written) for the area of responsibility on a monthly basis. The Head of Service in collaboration with the appropriate User Group(s) and Project Board(s) will undertake evaluation of results and objectives.  The Service Manager will deputise for the Head of Service as required. |
| **Typical Decisions and Judgements**   * Responsible for delivery of systems, processes and strategies that are highly complex and significantly impact on the organisation’s capacity and ability to perform: * Provide specialist advice to senior managers/directors/CEO, Board, Scottish Government and Ministers and to other bodies outwith Scotland over a wide range of specialist, complex and potentially politically sensitive matters; * Decisions relating to the budgets allocated to Service Area in order to ensure that corporate and financial objectives of the organisation are met and that governance arrangements and financial processes have been complied with; * Decisions that impact on the requirement for action or joint working from staff across the organisation in order to meet corporate objectives; * Resolving complex external partnership relationship issues that may be at risk; * Provide highly specialist advice to the Head of Service on area of expertise; * Budget holder for the Service Area including responsibility for reallocation of resources across work programmes within the team; * Negotiation and execution of a major/national projects/programmes of work in active partnership with internal and external stakeholders; and * Collaborate with national and international agencies on behalf of PHS to negotiate and agree areas of partnership working that have corporate impact on resource use and reputation |

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| **9. MOST CHALLENGING PARTS OF THE JOB** |
| Within a developing organisation operating in a complex environment, build a One PHS culture of excellence, innovation and collaborative working that ensures PHS 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.    PHS has been set up to deliver systematic change in ways of working across Scotland in the field of public health. Post holders will therefore need to maximise the impact of PHS by delivering necessary but sometimes unwelcome change which may affect ways of working in stakeholder organisations and PHS. This will involve influencing and reaching agreement where there may be strong differences of opinion across stakeholder groups about the development of specific products and services.  To build, sustain and optimise the potential of their multiple teams’ skills base, to deliver the information needs of the Scottish Government, NHSScotland and other key stakeholders in an environment where demands are continuously changing and competition for high calibre staff is strong.  Developing a coherent vision for all stakeholders, outlining how specialist health information and intelligence should be improved, and providing the leadership to deliver lasting improvements to Scotland’s health.  Participate in national (all-Scotland) policy forums to ensure that information is integral to the development, policy making and planning of NHSScotland. |

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| **10. COMMUNICATIONS AND WORKING RELATIONSHIPS** |
| Internal Director, Heads of Service, Consultants in Public Health Medicine 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 concerns relative to the various projects. On a more formal basis contribute to PHS-wide strategic and priority setting meetings.    Regular meetings with Information Consultants, Principal Information Analysts/Statisticians/ Principal Information Development Managers, Healthcare Scientists, Knowledge Services specialists and other staff in own Service Area to discuss priorities and monitor progress towards business plan objectives. External Liaise with project sponsors and their respective teams at Director/Senior Manager level within NHSScotland, the Scottish Government, other national/international partner organisations and other directorates within PHS in order to influence the decision making process, explore options, build good working relationships and to gain support for the preferred solution and recommended course of action offered within each programme/project.  The post-holder is required to chair/attend national groups relative to specific programmes/projects.  The audiences to be communicated with are diverse and the communication strategy of the Service Area will reflect this and be constantly under review. Key elements include attending and presenting at workshops, conferences and meetings; representing PHS on national strategy groups and debating policy and strategy relating to statistical developments; newsletters and a website that presents interpretation of national data, archived newsletters and meeting reports. |

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| **11. QUALIFICATIONS AND/OR EXPERIENCE SPECIFIED FOR THE POST** |
| Highly skilled graduate (or equivalent) with demonstrable experience in a relevant key specialist area in a large and functionally disparate organisation (preferably within a Business Operations role).  Examples of key specialist areas include Estates Management and Development, Health and Safety, and Organisational Compliance.    Significant experience in a management role with proven skills in the management and development of multi-disciplinary high calibre staff in the delivery of a customer focussed service and managing change are essential. Staff and team management skills required include planning, organising, delegating, appraisal and staff development.    Proven experience and knowledge of the way in which NHSScotland currently provides services and the way this will evolve in the future, demonstrating an understanding of the way in which high quality and effective business operations can support these services.    The post-holder should have excellent interpersonal, communication, influencing, negotiating and presentation skills to take forward the information agenda within NHSScotland and the development of relationships with key stakeholders across NHSScotland and beyond into partner organisations.  The postholder should have expert specialist knowledge in workforce development acquired through relevant degree level education, with an appropriate, relevant postgraduate qualification or equivalent experience.    Experience in the development and delivery of a range of Business Operations using innovative and engaging techniques for a variety of audiences. Experience of undertaking quality assurance and impact assessment with advanced experience of leading and facilitating ongoing learning.    Significant experience of working with leaders in complex environments coupled with experience of collaborative working across a complex stakeholder environment.    Experience of negotiating and influencing change and practice beyond directly managed staff and staff in the organisation, requiring outstanding interpersonal, influencing and written communication skills.    Management of large projects and initiatives that require a deep knowledge of how Business Operations acts as an enabler to deliver change and results.    Wide ranging knowledge of the strategic direction and priorities for PHS and have the necessary vision, experience and influencing skills to drive and deliver an effective Business Operations service.    Excellent communication skills, including the ability to analyse, simplify and present complexity into a way that can be understood across a wide range of settings and audiences, and the maturity to operate at all levels within the PHS.    The post holder should have vision and imagination and should be change, action and results oriented. |

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| **12. EQUIPMENT AND MACHINERY** |
| Standard office conditions and equipment.  Some elements of working at home are expected and will form part of the PHS future working environment.  Standard keyboard skills. |

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| **13. SYSTEMS** |
| * Computer software packages:   MS Word – documents, reports etc  MS Excel – statistics and spreadsheets  MS Powerpoint – presentations  MS Access – databases  Refworks – publications, databases  MS Outlook and NHS net – email communication  MS Lync and other video technology   * Web-based search engines – information search * Internal administrative systems e.g. timesheets, travel requests, training requests for self and in line manager role * Internal HR systems e.g. annual leave, personal development plans, eKSF – line management and personal development * Internal business planning tool - programme planning, performance management and reporting   Risk management systems - risk recording  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  Responsible for contributing and maintaining information resources relating to the topic area they are working in. |

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| **14 PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB** |
| **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**:  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 customers in respect of competing priorities within the Service Area to ensure sound judgements are made.  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 meetings, ensuring discussions remain focussed and balance of views extracted.  Regular requirement to develop, deliver and debate presentations to senior management and healthcare professionals.  Ability to quickly assess customer requirements and mentally associate these with current or emerging statistical methodologies.  **Emotional effort:**  Occasional exposure to distressing or emotional circumstances in relation to staff discipline and grievance matters.  Required to handle and resolve conflict and challenging behaviour during meetings or discussions, especially where these are related to service development or strategic matters. |

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| **15. JOB DESCRIPTION AGREEMENT** |  |
| Job Holder’s Signature: | Date: |
| Head of Department Signature: | Date: |
| HR Representative’s Signature: | Date: |