

NHS England

Job description and person specification

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| **Position** | | | |
| **Job title** | Lead Performance Analyst | **Directorate/ Region** | Transformation Directorate |
| **Pay band** | **AFC Band 8c** | **Responsible to** | NHS App and NHS Website Cluster Team Lead(s) |
| **Salary** |  | **Accountable to** | [will be completed pending the role] |
| **Tenure** | Permanent | **Responsible for** | Responsible for performance analytics across the NHS App, NHS Login and NHS Website. Directly manages Senior Performance Analysts across these teams. Responsible for the direction of the performance analytics capability across channels. |
| **Funding Arrangements** | Programme Funded | **Base** | Flexible working arrangements with regular attendance  at London/Leeds office. Some travel will be required throughout England. |
| **Our Organisation** | | **NHS England Values and Behaviours** | |
| NHS England leads the NHS in England to deliver high quality care for all. We support NHS organisations to deliver better outcomes for our patients and communities, work to get the best possible value for taxpayers, and drive improvement across the NHS.    Through our [seven regional teams](https://gbr01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.england.nhs.uk%2Fabout%2Fregional-area-teams%2F&data=05%7C01%7Calison.cory1%40nhs.net%7Cc9cc27e275314200093308db509102dd%7C37c354b285b047f5b22207b48d774ee3%7C0%7C0%7C638192355960225664%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=3M3AvlWdOm9JDG2%2FC9vVyag8f2tL06DHCCa94HwJIjM%3D&reserved=0), NHS England supports local [integrated care systems](https://gbr01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.england.nhs.uk%2Fintegratedcare%2Fwhat-is-integrated-care%2F&data=05%7C01%7Calison.cory1%40nhs.net%7Cc9cc27e275314200093308db509102dd%7C37c354b285b047f5b22207b48d774ee3%7C0%7C0%7C638192355960225664%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=wRvbGtzVtNwbvq1LPaYML9%2B6C6JfwbQO9dUot%2BUeb2g%3D&reserved=0), made up of public services that provide health and care – NHS organisations, primary care professionals, local councils, social care providers and the community, voluntary and social enterprise sector – to improve the health of the population, improve the quality of care, tackle inequalities and deliver care more efficiently. | | Having listened to our staff over the last year, we aim to create a healthy and high performing organisation, underpinned by the NHS Constitution values:   * Working together for patients * Respect and dignity * Commitment to quality of care * Compassion * Improving lives * Everyone counts   Our people all have a part to play in helping to shape and develop our culture and in embedding and living these values.  Our behaviors: leading by example:   * We prioritise patients in every decision we take. * We listen and learn. * We are evidence-based. * We are open and transparent. * We are inclusive. * We strive for improvement | |

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| **Service and team** | **About the role** |
| Product and Platforms takes responsibility for the nationally required digital products of the new NHS England, working closely with the business areas across the NHS that own related services. We enable a consistent approach to digital products, underpinning technology strategy, and digital transformation, supporting the best outcomes for health and care.  This increases efficiency by:   * focusing effort on the highest value outcomes across products * making the most of the digital capabilities we have across our whole organisation * a broader view of end users and their connected journeys through health and care * reduced duplication and consistent processes that minimise teams’ administrative burden * building shared services that are needed across many products and services for internally and externally built services.   Together, we design, build and maintain integrated, interoperable services that aim for high levels of performance, availability, and reusability, leveraging open standards and application programming interfaces (APIs).  The highest value outcomes are defined in partnership with other directorates, organisations and the wider system, efficiently meeting business and user needs with shared capabilities, and enabling products where appropriate.  In line with the NHS England Operating Framework, we work alongside the Digital Enablement team and NHSE regional teams to understand the needs of frontline services and support them in making the most of our national products and services.  We operate with a product mindset that has four main characteristics:   * Delivering the right thing: To have a clear evidence-based understanding of the outcomes that products should achieve (and avoid) for users, and to continuously monitor product success, review priorities and evaluate new opportunities in terms of those real-world outcomes to ensure we're delivering the right thing, in the right order. * Empowered Teams: Managing products through multi-disciplinary teams who are empowered to continuously make the changes that deliver the most value for users (rather than through discrete, self-contained change products or solution-led initiatives). * Continuously improving: Emphasises continuous, collective learning about users within teams - using a mix of qualitative and quantitative methods to understand users, their needs and the context in which they use our products, rapid iterative change where possible, regularly testing assumption and using that insight to inform priorities for future product development. * Understanding user needs: Using user-centred design practices to ensure our products and services are useful, usable, accessible and equitable to the users to ultimately deliver the desired outcomes.   The Citizen Experience team’s aim is to empower people to self-serve and self-care by providing access to information and services directly through digital means. In doing so, we aim to deliver improved experience of the NHS for people, improved health outcomes and efficiencies for the system.  We work closely with colleagues across NHS England and other partners alongside NHS regions, integrated care boards (ICBs), Trusts and providers and with representatives of patients, suppliers and charities.  The team is responsible for a number of major transformation workstreams, and its senior leaders are responsible for the strategy and delivery of the following:  1. NHS App  2. NHS.uk  3. NHS login  As a member of both the NHS App and NHS Website cluster teams the Lead Performance Analyst will lead performance analytics across teams, lead on joined up initiatives such as cross domain tracking ensuring we understand and can clearly report on performance across the channels. | As a Lead Performance Analyst, the post holder will work as part of a dynamic team in delivering an effective service supporting managers and staff across Digital Citizen. The post holder will lead the provision of an efficient, effective and high quality professional and well co-ordinated performance analytics service capable of meeting all statutory, regulatory and NHS requirements ensuring alignment with the activity of the organisation.  The post holder will be responsible for:   * Leading on the strategy of compiling measurement frameworks and reporting to drive outcomes in the outcome teams as well as ensuring join up between outcome teams to enable a laddering up. This post holder will work with the CX team to ensure these outcomes contribute to value drivers. * Managing the team’s performance analytics function, including developing and managing the team’s annual business plan, progress and dashboard reporting and risk and issue management. * Managing teams of multiple performance analysts embedded in outcome teams across the National Digital Channels. * Setting the direction for performance analytics tooling and make related technology decisions in line with the strategy and budgets of the area. * Ensuring performance analytics is embedded in outcome teams throughout the product lifecycle. * Compiling and presenting actionable insight and lead by example on the insight process, bringing together the quantitative analytics while working with UR colleagues to combine this with qualitative insight to tell a full story stakeholders and outcome teams can deliver on. * Defining current processes, facilitate discussions and advise colleagues as to how best practice might be adopted in the definition of future processes, document those processes as they are agreed and oversee their delivery. * Administrating analytics technology, both across the National Digital Channels and the wider NHS, including user access and tag management across 20+ installations while managing new installation requests, current using Adobe Analytics, Adobe Launch and Microsoft Clarity. * Supporting teams building data warehouses, combining multiple data structures together to output reports and insight to get a full picture of the user across the National Digital Channels. * Developing and implementing systems to ensure information is properly managed and best practice is shared across the team, Directorate and the wider NHS organisations as appropriate. * Taking a lead in the coordination of training and development and recruitment activity for performance analytics across the Department or Directorate. * Oversight and management of all aspects of the department budgets.   . |
| **Key job specifics and responsibilities** | **Key accountabilities** |
| Improving quality and outcomes  * Alignment of performance analytics strategy and planning in line with the business goals. * Optimisation of performance analytics approaches through an understanding of evolving business needs and technology capabilities, including the analytics tooling to support performance analytics across multiple programmes. * Work with analysts embedded in multi-disciplinary outcome teams to provide measurements, measurement frameworks and insight to drive a culture of continuous improvement. * Management of the risks associated with analytics databases and tools through appropriate standards and information governance policies. * Responsible for projects and research into the changing needs of new analytics products within the organisation. * Manage and maintain the tag management solution across multiple programmes of work to ensure data collected is fit for purpose and new collection data points are added when needed.  Enabling patient and public involvement  * To act as a champion for patients and their interests and involve the public and patients in the policy development and decision-making of NHS England. * To ensure all public and patient contact with the office is of the highest professional standard. * To embed patient and public involvement within NHS England at all levels of decision making.  Promoting equality and reducing inequalities  * To uphold organisational policies and principles on the promotion of equality * To create an inclusive working environment where diversity is valued, everyone can contribute, and everyday action ensure we meet our duty to uphold and promote equality.  Partnership and cross boundary working  * To collaborate with other workstreams to map out analytics strategies and user journey touchpoints. * Engage with stakeholders to understand requirements. * Work with other team leaders to develop and manage all staff in the team, providing appropriate coaching and support. * Build and manage collaborative relationships across the health system, including internal and external policy and analytical teams, providers and clinical experts, and challenging external partners and stakeholders, to ensure analysis and insight are relevant to their needs. * Work with teams overseeing data warehouses and search engine optimisation to collaborate and utilise data outputs as part of reporting and insight and ensure data quality. * Collaborate with user research to deliver actionable insight, bringing together quantitative analytics with qualitative user research data.  Leadership for transformational change  * To model a collaborative and influencing style of working, negotiating with others to achieve the best outcomes. Embedding this approach across the Directorate. * Lead multiple performance analytics teams across the Directorate to ensure best practice is followed and aligned.  Using insight and evidence for improvement  * Devise and develop the strategic approach to measurement frameworks including targeted key performance indicators, forecasting and reporting dashboard methodologies. * Lead on best practices to develop actionable insight and bring together multiple pieces of insight to show an overall picture of the programme and present this to teams in a digestible format to multiple levels of stakeholders. * Analyse metrics aligned to the measurement frameworks to clearly articulate the factors that led to the final performance. * Proactively work with performance analytics teams to build an insight library for multiple product area, understanding the difference between user needs and the desires of the user. * Understand the multiple life stages of the product lifecycle and lead on adapting on-going reporting and insight to these stages.  Developing an excellent organisation  * To ensure the health, safety and wellbeing of all staff within the department * To ensure compliance with all confidentiality and governance requirements within the department. * To adhere to the NHS Managers Code of Conduct and any other relevant professional codes of conduct at all times. | **Key Functional Responsibilities**  **Operational**   * Working with the overall strategic objectives, devise, implement and monitor the strategy. Evaluate, interpret and locally implement best practice. * Provide overall management to the whole function. * Develop and implement qualitative and quantitative measures to determine performance against the organisational strategy. Report progress against the strategy through personal representation at senior management forums and by written reports. Tailoring delivery to meet the needs of the audience. * Ensure that best practice is developed and delivered at organisational and departmental levels. Challenge ways of working and persuade, motivate and influence other senior managers to realign their practice where necessary. * Ensure that appropriate strategies are employed in line with business objectives and that these are fully cascaded. * Personally lead, support and contribute to formal negotiations with senior level internal and external stakeholders, providing a high level of negotiating expertise to secure the most advantageous arrangements. * Advise on innovative opportunities and support all departments in their strategies and programmes to maximise service benefits. * Oversee the tracking of progress against plans and transition milestones, ensuring appropriate processes are in place to flag issues, risks and concerns with the relevant stakeholders. * Ensure the securing of value for money, assuring relevant factors such as quality and governance. * To monitor, interpret and quality assure progress against deliverables. Quality assurance and progress of deliverables to the NHS that often require adjustments specifically in relation to the complex corporate business agenda, strategic objectives and the business planning process. * To develop business plans and provide expert strategic and policy advice and guidance on all areas of the National Director’s portfolio. * Devise, manage and update policies and procedures, ensuring the adoption of best practice methodology, rules, standards and thresholds. * Supports the creation and locally implements the operational strategy and business plan, clearly identifying links to national, regional and local priorities and policy objectives. * Contributes to the development and implementation of general policy and service development. * Develops and implements strategies for improving performance and processes, ensuring stakeholders representation. * Drives and leads development and improvement of processes. * Drives process efficiency in the continuous development of the end-to- end cycle and its associated performance metrics. * Accountable for short, medium and long-term strategic business plans, achieving quality outcomes. * Responsible for linking people, resource and strategy to organisational strategy.  Financial and Physical Resources  * Budgetary responsibility for a function(s) and the services provided within that function. Evaluating value for money of new contracts, monitoring the performance of existing providers and ensuring that provider performance aligns, and comply, with contractual terms and condition. * Constantly strive for value for money and greater efficiency in the use of these budgets and to ensure that they operate in recurrent financial balance year on year, in a way that is compliant with Standing Orders and standing Financial Instruction.  People Management  * Support and line manage the Department or Function, building a collaborative working environment and an innovative culture. * Support an effective matrix approach to achieve NHS objectives, where appropriate across the NHS England. * To manage, motivate, inspire and develop staff within the team to ensure that they are able to deliver the employee relations cases responsibilities of NHS England. * Responsible for the recruitment and development of the Directorate staff, including undertaking appraisal, ensuring team and individual development and where appropriate progression of employee relations matters.   • Information Management  * Responsible for devising, developing and implementing appropriate information sharing systems. * Lead the creation, maintenance and review implementation, of information systems for collecting, evaluating and interpreting complex data. To inform short and medium and long term strategies. * Developing and presenting reports and insight, summarising status on issues, appraising outcomes, user journeys, user needs providing progress reports for senior staff or groups of staff as directed from time to time, tailoring content to meet the needs of the audience.  Research and DevelopmentEnsures the team are able to access best practice and current information within specialism, draining from experience and expertise in other fields and industries, ensuring the organisation and other stakeholder organisations, benefit from relevant innovations.Commissions Research and Development initiatives to secure cost and service improvements from alternative methods of operation, through new goods and services or re-engineering existing processes.Research and keep up to date on the performance analytics marketplace, ensuring that analytics tooling is the best possible fit for the organisation.Policy and Service Development  * To identify and assess opportunities for new services and threats to existing services and market developments. * Develop plans and seize opportunities, mitigate threats and deliver strategic objectives. Within own function making recommendations for service delivery. * Responsible for proposing and drafting changes, implementation and interpretation to policies, guidelines and service level agreements (SLA’s) which may impact service delivery and Sector. * Maintain a good knowledge of emerging policies from government departments, to assist in the thinking and definition of strategy discussions.  Key Working Relationships  * Regular contact with internal and external stakeholders, sensitive, complex, contentious and confidential issues. * Participate in relevant internal and external working groups/projects, services and initiatives to provide project, information and analytical advice and expertise. * Overseeing the team to develop and implement processes and systems that align to strategy. * Present verbal, written and numerical information and issues, explaining complexities, to a wide range of internal and external stakeholders. * To liaise with other Managers to share best practice. |

**Organisational structure**

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| **Person specification** | | | | |
| **Criteria** |  | **Essential** | **Desirable** | **Evidence\*** |
| **Qualifications** | Educated to Masters level or equivalent level or equivalent experience of working  at a senior level in specialist area. | √ |  | A/I |
|  | Certificate or in-depth knowledge of web analytics tools, such as Adobe Analytics at Adobe Certified Expert level, Google Analytics or equivalent.  Certificate or in-depth knowledge of tag management solutions, such as Adobe Launch at Adobe Certified Expert level, Google Tag Manager or equivalent.  Certificate or in-depth knowledge of visualisation software, such as PowerBI at Microsoft BI Data Analyst level, Tableau or equivalent. | √  √  √ |  |
| **Knowledge and experience** | Subject matter expertise across a number of key areas relating to performance analytics including; compiling actionable insight, administrating analytics tooling across multiple installations, cross-domain web analytics tracking and leading on analytics strategy.  Strong knowledge of GDPR, PECR and other applicable data protection regulations.  Experience of data warehouses and data linkage, bringing together web analytics data with other sources.  Experience with heatmapping and session recording tools such as Hotjar, Microsoft Clarity, or equivalent.  Knowledge of Splunk or equivalent web logging tools.  Knowledge of SQL, Azure, Synapse or equivalent databases for data acquisition and storage purposes.  Knowledge of SEO tools and techniques.  Knowledge of Javascript to create new tagging to enhance the analytics data collection.  Evidence of post qualifying and continuing professional development.  Demonstrable senior management experience.  Must have an understanding of the background to and aims of current healthcare  policy and appreciate the implications of this on engagement.  Should have an appreciation of the relationship between the Department of  Health, NHS England and individual provider and commissioning organisations.  Experience of delivering against competing priorities and deadlines while also  directing the work of teams/individuals.  Experience of budgetary responsible, including budget setting with evidence of  working knowledge of financial processes.  Management of staff/functions  Member of relevant professional body. | √  √  √  √ | √  √  √ | A/I |
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| **Skills Capabilities & Attributes** | Ability to take complex analytical data and utilise it to create a compelling story resulting in actionable insight.  Capable of telling a compelling story using data to inform delivery teams and stakeholders alike.  Demonstrable ability to work with multiple workstreams with differing and sometimes competing goals.  Provide and receive highly complex, sensitive and contentious information,  negotiate with senior stakeholders on difficult and controversial issues, and present complex and sensitive information to large and influential groups.  Persuade board and senior managers of the respective merits of different options,  innovation and new market opportunities.  Negotiate on difficult and very complex and detailed issues.  Strategic thinking – ability to anticipate and resolve problems before they arise.  Problem solving skills and ability to respond to sudden unexpected demands.  Ability to analyse complex facts and situations and develop a range of options.  Takes decisions on difficult and contentious issues where there may be a number  of courses of action.  Plans and organises a broad range of complex activities, formulating and  adjusting plans to reflect changing circumstances.  Inputs to strategic plans across NHS and within the specific teams.  Demonstrable ability to deliver at pace in complex environment.  Works with Stakeholders to develop performance improvement plans and to  develop plans for innovation and opening up the market.  Demonstrable experience of delivering results through the development and  management of teams to ensure success and use a range of levers in the  absence of direct line management responsibility.  Ability to build effective cross functional working relationships across a diverse  range of stakeholders to drive organisational agenda. | √  √  √  √  √  √  √  √  √  √  √  √  √  √  √  √ |  | A/I |
| **Values and behaviours** | Commitment to and focused on quality, promotes high standards in all they do .  Able to make a connection between their work and the benefit to patients and the  public.  Consistently thinks about how their work can help and support clinicians and  frontline staff deliver better outcomes for patients.  Works well with others, is positive and helpful, listens, involves, respects and  learns from the contribution of others.  Consistently looks to improve what they do, looks for successful tried and tested  ways of working, and also seeks out innovation.  Demonstrable commitment to partnership working with a range of external  organisations. | √  √  √  √  √  √ |  | A/I |
|  | Demonstrates knowledge and understanding of equality of opportunity and  diversity taking into account and being aware of how individual actions contribute  to and make a difference to the equality agenda.  Ensures staff for whom the post holder has line management responsibility uphold  and promote the equality and diversity agenda, and act in accordance with the  equality, diversity, and inclusion in the workplace policy.  Demonstrates knowledge and understanding of equality of opportunity and  diversity.  Self-awareness in terms of emotional intelligence, biases and personal triggers  with cultural sensitivity and awareness.  Values diversity and difference operates with integrity and openness. | √  √  √  √  √ |  |
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| **Other** | Ability to travel across multiple sites where required | √ |  | A/I |

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| \* Evidence will take place with reference to the following information: | |
| **A** | Application form |
| **I** | Interview |
| **T** | Test or Assessment |
| **C** | Certificate |

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| **KEY TO JOB DESCRIPTION AND PERSON SPECIFICATION COLOUR CODING** | | |
|  | Light Blue | JOB SPECIFIC INFORMATION: Text **can** be amended or additional information inserted |
|  | Dark Blue | ORGANISATION SPECIFIC INFORMATION: Text **should not** be amended |
|  | Black | NATIONAL GENERIC INFORMATION: Text **should not** be amended (denotes banding) |