

JOB DESCRIPTION

1. JOB DETAILS

Job Title	National Portfolio Director – National Business Services
Immediate Senior Officer/ Line Manager	Senior Responsible Owner / Director of Finance Corporate Governance & Legal Services
Department	National Business Services
Directorate	Finance, Corporate Governance and Legal Services
Location	Pan-Scotland, with national travel
CAJE Reference	NPFCGLSS018

2. JOB PURPOSE

The National Portfolio Director will provide executive-level national leadership for the NHS Scotland Business Services Portfolio, including the Business Systems Programme, a critical national transformation initiative across NHS Boards in Scotland to replace legacy corporate systems and establish a single integrated Enterprise Resource Planning (ERP) platform across NHS Scotland. The programme will enable transformation of key corporate functions, including Finance, Human Resources, Payroll, Procurement and associated business services, supporting greater consistency, efficiency, improved data quality and reporting, strengthened workforce planning and financial management, and a foundation for future shared services and wider public sector reform opportunities.

The postholder will act as NHS Scotland's senior lead negotiator, strategic influencer, system integrator and portfolio leader for the Business Services Portfolio. Operating at national system level, the postholder will create and sustain the conditions required for successful delivery by securing executive commitment, brokering agreement across NHS Scotland Boards and partners, with responsibility for national decision-making, and maintaining strategic stakeholder alignment, ERP-informed decision-making, portfolio governance, prioritisation and integrated assurance.

The postholder will be responsible for maintaining delivery confidence across a complex, multi-organisation portfolio. This includes oversight of ERP procurement completion, commercial and supplier relationships, contract management, delivery assurance, organisational readiness, change adoption, programme capability and benefits realisation. The role will require the postholder to ensure that leadership capacity, specialist capability and delivery resources are aligned to programme requirements, with risks, gaps and dependencies identified and escalated through appropriate governance routes.

The National Portfolio Director will set the strategic direction, deliver discipline and governance expectations required to ensure the Technical ERP Delivery Programme, Business Services Transformation Programme, associated business-as-usual programmes, governance structures, assurance functions and stakeholder communities operate as a single portfolio with shared objectives, clear accountabilities and collective ownership of outcomes. This will include National eRoosting, Payroll Systems, Workforce and Finance systems, alongside the wider ERP-enabled transformation.

The postholder will bring significant ERP and enterprise transformation expertise, enabling them to act as an intelligent client, provide informed executive challenge, assess delivery confidence and advise on key strategic decisions while drawing on specialist technical expertise from the Client-Side Partner, System Integrator and technical delivery teams. The role combines national portfolio leadership, service integration, ERP-enabled transformation and whole-system influence, with particular emphasis on strategic negotiation,

commercial oversight, change readiness, governance, assurance and the realisation of benefits across NHS Scotland.

3. DIMENSIONS

Public Services Delivery Scotland has been commissioned by Scottish Government to provide the strategic leadership, accountability and delivery oversight required to support successful implementation of the NHS Scotland Business Systems Transformation Programme on behalf of NHS Boards. As the lead delivery organisation, Public Service Delivery Scotland will be responsible for maintaining robust governance and assurance arrangements, concluding the ERP procurement process, overseeing commercial and supplier management, supporting organisational readiness and change management, and ensuring regular reporting on programme progress, risks, dependencies and benefits realisation. Through these responsibilities, Public Service Delivery Scotland will support coordinated and sustainable programme delivery and contribute to the wider transformation of corporate services across NHS Scotland.

NHS Scotland consists of 21 Health Boards and is responsible for meeting the health needs of Scotland's 5.5 million population. The National Business Services Portfolio is a nationally significant digital and business transformation portfolio, requiring all Health Boards to adopt a single cloud-based ERP solution and align finance, procurement, HR and payroll services around common national processes, standards and ways of working.

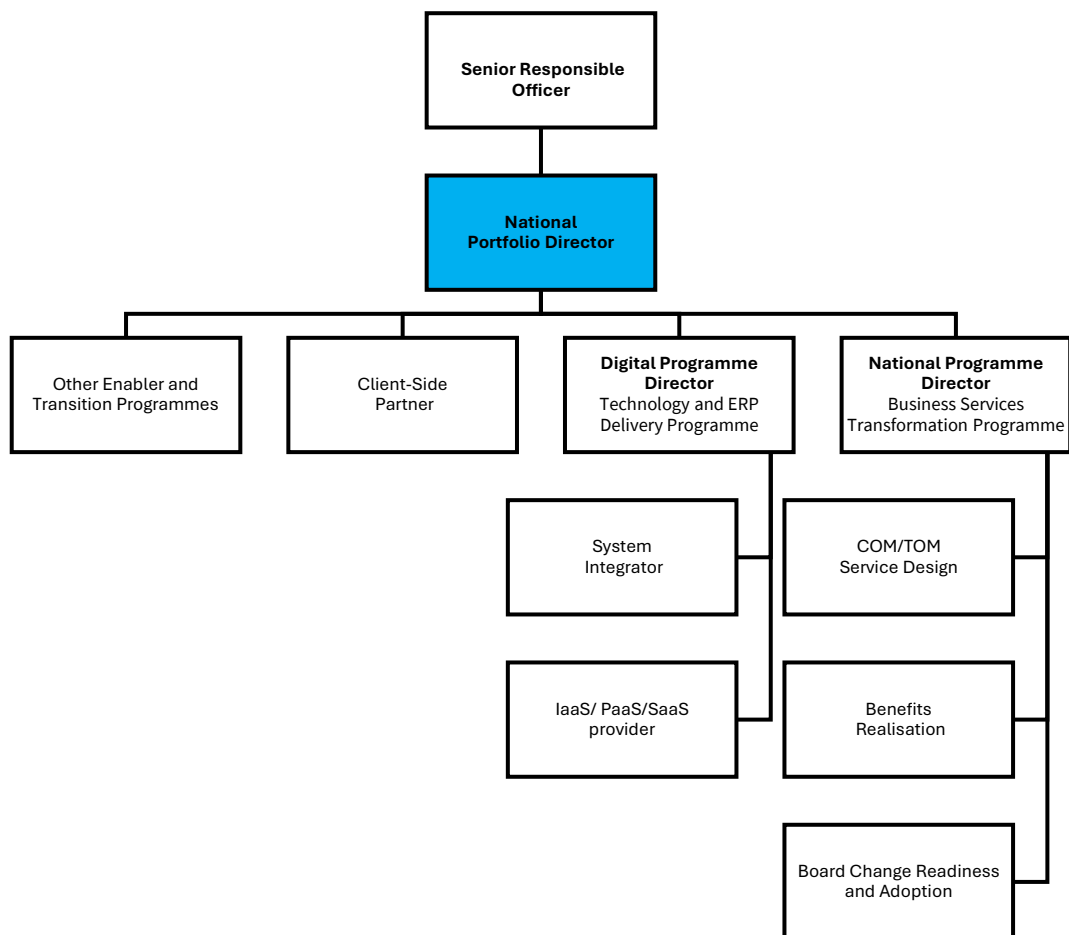
The Portfolio's ambition is to deliver national, at-scale business services that enable excellence, improve consistency, strengthen public value and release efficiencies that can be reinvested in frontline care. Delivery requires executive-level leadership across a highly complex system, balancing national direction with local service variation, Board accountability, professional requirements, supplier commitments, workforce impacts and Scottish Government expectations.

The scale of change is significant. The Portfolio must integrate national technical capability with diverse local services, operating models, workforce practices, data environments and customer expectations across Scotland. Success will depend on strong portfolio leadership, strategic negotiation, cross-Board alignment, effective governance, integrated assurance and the ability to secure collective ownership of outcomes across NHS Scotland and its delivery partners.

The postholder will provide senior portfolio leadership and strategic direction for a substantial multi-disciplinary delivery resource, comprising approximately 80 WTE, alongside local delivery resources of approximately 120 WTE at programme peak. The role will be responsible for ensuring that these resources are aligned to national portfolio priorities, governed effectively and deployed to support delivery confidence across NHS Scotland.

The postholder will hold senior accountability for strategic oversight, prioritisation and assurance of an implementation budget in the region of £180m, ensuring that investment decisions, delivery plans and benefits realisation are aligned to national objectives, financial governance requirements and agreed portfolio outcomes.

4. ORGANISATION CHART



The Portfolio Director also maintains key strategic and assurance relationships with NHS Scotland Boards, Scottish Government, the Sub National Oversight Board, Client-Side Partner, System Integrator, professional leadership groups, staff-side representatives, trade unions and other delivery partners. These relationships are primarily influence, assurance and delivery coordination relationships rather than direct line management arrangements.

5. ROLE OF THE DEPARTMENT

National Business Services provides the national leadership, delivery coordination and assurance arrangements required to transform core business services across NHS Scotland. The department acts as the lead delivery function for the Business Services Portfolio, including the Business Systems Programme, supporting the replacement of legacy corporate systems and the implementation of a single integrated Enterprise Resource Planning platform across Finance, Human Resources, Payroll, Procurement and associated business services.

The department is responsible for creating the conditions for successful national delivery by aligning NHS Scotland Boards, Scottish Government, professional communities, suppliers, staff-side representatives and delivery partners around common objectives, standards, processes and outcomes. It provides strategic portfolio governance, integrated assurance, programme coordination, commercial oversight and

stakeholder engagement to ensure that technical delivery, organisational change, service transformation, workforce readiness and benefits realisation are progressed as a coherent national programme.

Through this role, National Business Services supports NHS Scotland to deliver greater consistency, efficiency, improved data quality and reporting, strengthened workforce planning and financial management, and a foundation for future shared services and wider public sector reform opportunities. It also provides the leadership, controls and reporting required to support delivery confidence, manage strategic risks and dependencies, and provide assurance to the Senior Responsible Owner, Portfolio Board, Scottish Government and national oversight arrangements.

6. KEY RESULT AREAS

Strategic Portfolio Integration

1. Create and sustain the strategic, organisational and governance conditions required for successful delivery of the National Business Services Portfolio across NHS Scotland.
2. Ensure the Portfolio operates as a coherent, integrated national transformation, rather than a collection of individual programmes, projects or initiatives.
3. Maintain strategic alignment between portfolio objectives, national policy expectations, governance, delivery priorities, benefits realisation, risk appetite and stakeholder requirements.
4. Provide senior leadership across critical interfaces between NHS Scotland Boards, Scottish Government, Public Service Delivery Scotland, suppliers, professional groups, staff-side representatives and governance structures.
5. Ensure technical ERP delivery, organisational change, service transformation, workforce readiness and benefits activity remain integrated, sequenced and mutually reinforcing.

Executive Stakeholder Leadership and Negotiation

6. Act as the Portfolio's principal senior negotiator and strategic influencer, securing the commitment, decisions and alignment required to enable delivery.
7. Build and maintain trusted, influential relationships with Board Chief Executives, Scottish Government, national leaders, professional communities, suppliers and other key stakeholders.
8. Secure commitment to portfolio objectives across NHS Scotland Boards and professional groups with differing priorities, operating contexts and interests.
9. Broker agreement where competing requirements, priorities, risks or constraints have the potential to affect portfolio delivery, pace or benefits realisation.
10. Lead the resolution of strategic issues requiring executive intervention, cross-organisational agreement or national-level decision-making.
11. Represent the Portfolio with credibility and authority at executive, national and whole-system forums.
12. Support the Senior Responsible Owner function, either directly or through agreed delegated arrangements, ensuring effective executive decision-making, escalation, accountability and sponsorship.

ERP and Business Transformation Leadership

13. Apply substantial ERP and enterprise transformation expertise to support strategic portfolio decision-making and delivery confidence.
14. Act as an informed client and intelligent customer on behalf of NHS Scotland, ensuring technical, commercial and delivery advice is appropriately challenged and understood.
15. Provide credible senior challenge to technical proposals, delivery plans, risks, assumptions and dependencies.
16. Ensure technical decisions remain aligned to portfolio objectives, business outcomes, service transformation and benefits realisation.

17. Hold the System Integrator, technology vendor and technical delivery partners to account for delivery against contractual commitments, milestone evidence, implementation plans and agreed quality standards.
18. Advise the SRO, Portfolio Board and Scottish Government on the strategic implications of major technical, commercial, contractual and delivery decisions.
19. Work closely with the CSP, System Integrator and Programme Directors to maintain delivery confidence through clear accountability across NHS Scotland, Boards, suppliers and partners for technical decisions, client-side obligations and delivery dependencies

Portfolio Governance and Assurance

20. Lead and continuously strengthen portfolio governance arrangements to ensure clear accountability, effective control, timely escalation and evidence-based decision-making across the Portfolio.
21. Provide senior oversight of portfolio performance, delivery confidence, benefits realisation, risks, issues, dependencies and constraints, ensuring these are visible to the SRO, Portfolio Board and relevant governance forums.
22. Ensure assurance activity is integrated across technical delivery, business change, service transformation, supplier delivery, commercial commitments and benefits realisation, with clear ownership of actions and outcomes.
23. Champion transparent, proportionate and evidence-based reporting that enables the Portfolio Board to understand delivery confidence, key decisions required, areas of concern and the implications of emerging risks.
24. Set expectations for portfolio controls, decision thresholds, escalation routes, assurance responsibilities and governance discipline across programmes, suppliers and delivery partners.
25. Ensure governance and assurance arrangements remain aligned to national objectives, public value, affordability, delivery confidence and the realisation of agreed portfolio outcomes

Portfolio Prioritisation and Resource Alignment

26. Lead portfolio prioritisation to maximise delivery confidence, public value, benefits realisation and alignment with national objectives.
27. Facilitate senior decisions on sequencing, dependencies, resources, investment and delivery trade-offs.
28. Ensure portfolio capacity, capability, affordability and resource requirements are understood, prioritised and addressed.
29. Provide leadership where competing demands require portfolio-level decisions, executive agreement or escalation to the SRO and Portfolio Board.

Strategic Risk, Dependency and Constraint Management

30. Maintain strategic oversight of portfolio-level risks, dependencies, constraints and delivery threats.
31. Resolve issues that cannot be addressed within individual programmes or ensure they are escalated with clear options and recommendations.
32. Identify emerging barriers to delivery and intervene early to secure resolution, maintain pace and protect portfolio outcomes.
33. Lead resolution of cross-organisational dependencies requiring agreement between NHS Scotland Boards, Board Chief Executives, Scottish Government, national professional leadership groups, suppliers and delivery partners.
34. Broker decisions where competing priorities, resources or perspectives threaten delivery confidence, pace, affordability or achievement of portfolio outcomes.
35. Escalate strategic risks and unresolved issues to the SRO and Portfolio Board with clear impact assessment, options appraisal and recommended action.
36. Initiating research, surveys and audits as appropriate to deliver the Business Systems Transformation Programme. This involves applying specialist expertise in corporate services transformation and leading practice to support the delivery of the Business Systems Transformation Programme. The postholder will lead stakeholder engagement and service improvement activities, gathering and analysing information on service requirements, operational challenges and user

needs to inform programme design, implementation and the achievement of national programme outcomes.

Change Management, Readiness and Adoption

37. Maintain strategic oversight of the national change management and readiness programme on behalf of NHS Scotland to support successful implementation of the Business Systems Transformation Programme.
38. Work with NHS Boards, staff representatives, trade unions, professional groups and delivery partners to support organisational readiness, stakeholder adoption and operational transition.
39. Ensure the capabilities, capacity and leadership required for transformation are identified, mobilised and maintained across national and local delivery structures.
40. Provide regular assurance through agreed governance arrangements, including the Sub National Oversight Board where appropriate, that readiness activities are progressing in line with agreed milestones.
41. Identify and escalate readiness risks, workforce dependencies, adoption barriers or capability gaps that may affect programme delivery, cost, pace, service continuity or benefits realisation.

7a. EQUIPMENT AND MACHINERY

Standard keyboard skills.

7b. SYSTEMS

The postholder will be required to produce, commission and assure high-quality reports, presentations, briefing materials, options appraisals and decision papers for the Business Services Portfolio Board, Senior Responsible Owner, Scottish Government, NHS Scotland Boards and senior stakeholders. These outputs will support strategic decision-making, delivery assurance, risk escalation, benefits realisation, financial oversight and whole-system alignment across the Portfolio.

8. ASSIGNMENT AND REVIEW OF WORK

Formal appraisal is undertaken by the Senior Responsible Owner on an annual cycle, through the agreement and review of performance objectives aligned to the Portfolio's strategic priorities, delivery milestones, assurance requirements and agreed outcomes. In addition, regular informal review and discussion will take place with the SRO on current developments, major risks, strategic issues and progress against key portfolio objectives.

The postholder reports to the Senior Responsible Owner and is accountable to the Business Services Portfolio Board for the strategic leadership, integration, governance and delivery confidence of the Portfolio. The postholder has leadership authority to portfolio direction, prioritisation, escalation and stakeholder alignment within agreed governance arrangements.

Work is largely self-generated, assigned and prioritised by the postholder in response to national portfolio priorities, Portfolio Board decisions, SRO direction, Scottish Government expectations, NHS Scotland Board requirements, supplier commitments and emerging risks or constraints. The postholder is responsible for determining the sequencing, escalation and resolution route for complex issues that span multiple organisations, programmes and stakeholder groups.

Any other duties connected to the programme as required.

9. DECISIONS AND JUDGEMENTS

The postholder operates with a significant degree of autonomy and freedom to act, working within the parameters of national policy, public sector governance, agreed portfolio objectives and the strategic direction set by Business Services Portfolio Board and or the Senior Responsible Owner (SRO). The postholder is expected to exercise independent judgement in determining how portfolio priorities are progressed, how strategic issues are resolved and how delivery confidence is maintained across a complex national system.

The role requires substantial independence of action, with the postholder responsible for interpreting national direction, assessing competing priorities, brokering senior agreement and determining the most appropriate service development where there are significant organisational, financial, technical, commercial or reputational implications.

The postholder provides senior portfolio leadership for the local interpretation and implementation of national guidance, agreed standards and portfolio decisions, ensuring that Boards, suppliers and delivery partners have access to the information, direction and assurance required to support effective implementation.

10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

Leading delivery through influence across a highly complex, multi-organisation national system. The postholder must secure and sustain executive commitment across NHS Scotland Boards, Scottish Government, suppliers, professional groups and delivery partners, while balancing national standardisation with local variation, operational pressures and differing organisational priorities.

This requires the postholder to maintain delivery confidence in a major ERP-enabled transformation, manage technical, commercial, workforce, governance and benefits-related risks, and broker agreement where there are competing views on pace, scope, affordability, sequencing or accountability. A key challenge is ensuring the Portfolio continues to operate as a coherent, integrated transformation with collective ownership of outcomes, rather than as a series of disconnected programmes or initiatives.

Securing agreement and maintaining commitment across NHS Scotland Boards, senior functional leaders and Scottish Government stakeholders who frequently have competing priorities, differing objectives and, at times, strong opposition to national decisions, delivery timescales, investment requirements or standardised approaches. The postholder must regularly negotiate complex and contentious issues, manage resistance and challenge at executive level, and use highly developed influencing, communication and interpersonal skills to build consensus, resolve conflict and maintain collective ownership of national portfolio outcomes despite having limited direct authority over key stakeholders.

11. COMMUNICATIONS AND RELATIONSHIPS

The Portfolio Director operates at executive and whole-system level, building and sustaining strategic relationships with Board Chief Executives, Scottish Government, national professional leadership communities, Executive Sponsors, suppliers and delivery partners. The role will use these relationships and use complex and sensitive information to negotiate priorities, secure alignment and commitment, influence national decision-making, resolve strategic barriers and ensure the collective ownership required for successful portfolio delivery.

- Senior Responsible Owner and National Business Services Portfolio Board, providing strategic advice, delivery assurance and recommendations on key portfolio decisions
- NHS Scotland Board Chief Executives, securing executive commitment, cross-Board alignment and collective ownership of national portfolio outcomes. This includes leading highly sensitive discussions where Boards may strongly oppose national decisions, implementation timescales, funding allocations, service standardisation requirements or changes to local autonomy, requiring the postholder to negotiate agreement, manage significant challenge and resistance, and influence senior leaders with differing organisational priorities and objectives.
- NHS Scotland Board Directors of Finance, HR, Procurement and Payroll service leads, aligning functional priorities, service requirements, business change and adoption activity
- System Integrator and Client-Side Partner Executives, ensuring strategic supplier alignment, effective challenge, delivery accountability and resolution of key technical, commercial and implementation dependencies
- Scottish Government Health and Social Care Directorate Officials, maintaining alignment with national policy, investment expectations, governance requirements and public value objectives. This includes presenting and defending delivery recommendations, risk positions, investment requirements and implementation approaches where there is a highly emotive atmosphere, significant hostility and scrutiny from others, challenge or differing views regarding affordability, pace of change, programme performance, policy priorities or strategic direction, requiring highly developed communication and interpersonal skills to secure support, manage challenge and achieve consensus. The postholder, as subject matter expert, may be required to respond to Parliamentary Inquiries and or media enquiries. This will require the postholder to 'think on their feet' and respond effectively and at pace to quick fire interrogatory style questioning, which can often be confrontational or controversial and will require to be handled very sensitively due to the potential for adverse reputational impact on NHS Scotland wide, depending on the responses the postholder gives.
- Public Services Delivery Scotland and national technical delivery partners, integrating national delivery capability, technical assurance, service transition and operational readiness across the Portfolio
- Portfolio Management Office, ensuring robust portfolio controls, integrated reporting, assurance coordination, risk visibility and evidence-based decision support.

12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB

Physical Effort

The role does not require significant physical effort beyond that normally associated with a senior leadership office-based and hybrid role. The postholder will be required to undertake regular periods of desk-based work, including prolonged use of display screen equipment when reviewing documentation, preparing papers, attending virtual meetings and managing portfolio correspondence.

The role will involve frequent attendance at meetings, workshops, governance forums and stakeholder engagement sessions, both virtually and in person. Physical effort will therefore include sitting for extended periods, travelling between sites across Scotland, carrying a laptop or work materials, and moving between meeting locations.

Mental Effort

The role requires frequent and sustained periods of intense mental effort due to the scale, complexity and national significance of the Portfolio. The postholder will be required to assimilate, analyse and interpret complex information from multiple sources, including programme delivery data, ERP implementation plans, commercial and supplier information, financial reports, risk and assurance outputs, Board requirements, Scottish Government expectations and stakeholder feedback.

The postholder will need to maintain concentration when assessing strategic risks, dependencies, delivery confidence, affordability, sequencing, technical issues, benefits realisation and whole-system implications.

This will often require the postholder to translate complex technical, commercial and organisational information into clear options, recommendations and executive-level decisions for the SRO, Portfolio Board and national stakeholders.

The work pattern is occasionally unpredictable under extreme circumstances, with urgent escalations and the need to move rapidly between competing priorities, including supplier issues, Board concerns, governance requirements, ministerial or Scottish Government expectations, and emerging risks to delivery. The postholder will require have a high level of mental agility, judgement and resilience to maintain effective oversight, prioritisation and decision-making across the Portfolio.

Mental effort will be required intensely on a daily basis and will often be sustained over extended periods, particularly during key governance cycles, assurance reviews, implementation milestones, supplier negotiations, risk escalations and periods of heightened scrutiny or delivery pressure.

Emotional Effort

The role requires significant emotional effort due to the sustained responsibility for leading a high-profile national transformation across a complex multi-organisation system. The postholder will be required to remain resilient, composed and credible when managing competing executive expectations, challenging stakeholder positions, delivery pressures, supplier performance concerns and risks with potential financial, operational or reputational consequences.

The postholder will frequently support difficult conversations, broker agreement where there are conflicting priorities, provide constructive challenge to senior leaders and suppliers, and communicate unwelcome messages relating to delivery confidence, affordability, sequencing, risk, performance or required changes in approach. The role requires a high degree of personal resilience, political sensitivity and emotional intelligence, particularly when maintaining trust and alignment across stakeholders with differing priorities or levels of readiness for change.

While the role does not normally involve direct exposure to distressing clinical situations, it involves regular exposure to emotionally demanding non-clinical circumstances, including resistance to change, escalation of significant risks, pressure to maintain delivery momentum and the need to lead with confidence during periods of uncertainty, scrutiny or challenge

Environmental and working conditions

Exposure to adverse environmental conditions and hazards are rare.

Frequent travel throughout Scotland to meet with the Senior Responsible Owner, National Business Services Portfolio Board, NHS Scotland Board Chief Executives, Directors of Finance, HR, Procurement and Payroll service leads, suppliers and delivery partners.

13. QUALIFICATIONS AND/OR EXPERIENCE SPECIFIED FOR THE POST

The job requires a highly credible and experienced senior leader with a strong background in both digital and business transformation portfolios as well as leadership skills to drive, understanding, vision, experience and political awareness necessary to provide direction to this new national transformation initiative for NHS Scotland.

Qualifications & Experience

Educated to Masters degree level or possessing equivalent experience gained through extensive senior leadership of major digital and business transformation portfolios. Holds a relevant professional qualification in programme or portfolio management, digital delivery, architecture, IT service management, information security, data management, ERP implementation or a relevant field.

Additionally, the postholder will have significant demonstrable experience in a number of key areas, including:

- Leading large-scale, complex digital transformation programmes that deliver strategic organisational change across multiple organisations, including the development of target operating

models, business process redesign, service modernisation and the realisation of measurable benefits and public value.

- Directing complex portfolios of interdependent programmes and projects, including responsibility for governance, prioritisation, assurance, risk management, benefits realisation, resource planning and the coordination of multiple stakeholders and delivery partners to achieve national objectives.
- Digital transformation,
- ERP delivery,
- Technical programme management,
- Enterprise architecture,
- Providing strategic leadership and assurance in relation to cyber security, information governance and risk management, ensuring that transformational programmes operate within appropriate security, regulatory and compliance frameworks while maintaining stakeholder confidence and public trust.
- Overseeing the planning and assurance of testing, service transition and operational readiness activities to ensure that new systems, services and ways of working can be implemented safely, effectively and with minimal disruption to business operations and service delivery.

Knowledge & Skills

- Excellent knowledge of and capability in portfolio governance, assurance, risk management and integrated performance reporting
- Excellent understanding of ERP-enabled transformation and the relationship between technology delivery, organisational change and benefits realisation
- Exceptional negotiation, influencing and stakeholder management skills
- Ability to build consensus and secure commitment across executive, professional and delivery communities
- Ability to translate complex technical, organisational and commercial issues into clear executive decisions and recommendations
- Excellent systems-thinking capability, with the ability to manage interdependencies across organisations, programmes and stakeholders
- Excellent commercial awareness and ability to constructively challenge suppliers and delivery partners.
- Knowledge of NHS Scotland governance, accountability and decision-making arrangements
- Understanding of public sector procurement and supplier management approaches.
- Credible and trusted senior leader with the ability to influence at Board, Executive and national level
- Resilient and politically astute, with sound judgement in complex and ambiguous environments
- Collaborative and inclusive leadership style, able to build alignment across diverse stakeholder groups
- Outcome-focused with an excellent commitment to public value, service improvement and successful delivery of benefits
- Demonstrates integrity, professionalism and the ability to lead through influence rather than hierarchy.

14. JOB DESCRIPTION AGREEMENT

A separate job description will need to be signed off by each postholder to whom the job description applies.

Postholder Signature:

Date:

Postholder Print:

Manager Signature:

Date:

Manager Print:

Manager Title: