

# MY JOB: Head of Data & Analytics



## To:

Lead the strategic direction and operational delivery of all data-related functions across Turning Point. This is a senior leadership role, combining technical expertise in data engineering, analytics and artificial intelligence (AI) with strong people management and leadership capabilities. Reporting to the CIO, you will take ownership of Turning Point's data, analytics and insight strategy, ensuring that data is effectively harnessed to support strategic decision-making, operational efficiency for today and tomorrow, service performance and innovation.

## WHAT I AM ACCOUNTABLE FOR:

### Data Strategy & Governance:

- Develop, implement and continuously improve an overarching data strategy and data governance framework that aligns with Turning Point's strategic objectives and mission. Working in collaboration with business leaders including legal, regulatory and compliance functions, ensure alignment with best practice and organisational objectives.

### Leadership & People Management:

- Lead, mentor and develop a high-performing data, analytics and insights team, promoting a culture of continuous service improvement, innovation and learning. Develop talent for today and tomorrow through succession, workforce planning and talent management. Act as an ambassador for data across Turning Point, encouraging data literacy and fostering a data-engaged mindset and influencing the leadership agenda with insights and recommendations.

### Data Engineering & Infrastructure:

- Oversee the design, development and maintenance of data architectures, pipelines, platforms and efficient data integrations that enable effective data management and real-time analytics. Creating a 'Centre of Excellence', ensure the data infrastructure supports a variety of use cases, including predictive analytics, machine learning and AI applications.

### Analytics and AI Capabilities:

- Lead the development and implementation of advanced analytics, AI and machine learning solutions that deliver actionable insights, organisational efficiencies and optimise decision-making. Collaborate with operational, performance and clinical teams to identify opportunities for leveraging analytics to enhance client outcomes and service performance.

### Data-Engaged Culture and Collaboration:

- Work closely with senior stakeholders to embed responsible data ownership, data-driven decision-making processes and data quality improvement throughout Turning Point. Partner with clinical, operational and IMT teams to ensure data supports innovation in service performance, efficiencies, cost optimisation and client outcomes. Serve as the bridge between technical and non-technical teams, ensuring data insights are accessible, understandable and actionable.

### Innovation & Roadmaps:

- Stay abreast of emerging trends, technologies and best practices in data, analytics, AI, and health and social care tech. Ensure the organisation is prepared to leverage new and emerging technologies, such as AI and machine learning, to drive innovation, support research and improve client outcomes. Fostering partnerships with external data providers, academic institutions and industry leaders to stay at the forefront of data and insight innovation.

## HOW I OPERATE:

### Values Led Leadership

- You will believe that everyone has the potential to grow, learn and make choices. Empathetic and mission-driven, you are aligned with the values of our health and social care purpose.
- You will communicate in an authentic and confident way, that blends support and challenge. With a collaborative and inclusive leadership style, and a strong focus on teamwork and knowledge sharing.
- You will embrace change even when it is complex and uncomfortable. Bringing an analytical mindset, you will have a strong attention to detail and a commitment to data integrity.
- You will treat others and those we support as individuals however difficult and challenging.
- You will deliver better outcomes by encouraging ideas and new thinking, bringing vision and strategic thinking on data, inspiring and motivating teams.
- You will commit to building a stronger and financially viable Turning Point, working closely across the 'Heads of' community to effectively run the business on a day-to-day basis.

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## WHAT I NEED:

- Degree in Data Science, Computer Science, Statistics or related advanced degrees (MSc, PhD) are preferred however demonstrable learning and on the job training and experience in associated fields are equally relevant.
- Various professional qualifications in data management, insight and performance, data engineering, AI or advanced analytics are advantageous.
- Experience in the health and social care sector is highly desirable.
- **Leadership & People Management:**
  - Proven experience in leading and developing data teams, with a focus on fostering collaboration, innovation and continuous learning, both within the function and across other teams.
  - Ability to influence and drive change at a leadership level, promoting a data- and insights-engaged culture across the organisation.
- **Technical Expertise:**
  - Solid technical background in data engineering including the design and management of data pipelines, databases, cloud-based architectures and data products. Experience in automation and data processing is also desired.
  - Strong experience with data governance, data quality practices, privacy and regulatory compliance ideally within a health and social care context.
  - Expertise in advanced analytics, including AI, machine learning and predictive analytics in a healthcare or related field.
- **Strategic Thinking:**
  - Experience in defining through the engagement of others and executing data strategies that align with broader organisational goals.
  - Ability to balance long-term data strategy with short-term operational needs.
- **Communication & Stakeholder Engagement:**
  - Excellent interpersonal and communication skills, with the ability to translate complex technical concepts into accessible insights for non-technical stakeholders.
  - Strong presentation and influencing skills, with the ability to build engaging and effective relationships across all parts/levels of the organisation.
- **Innovation & Problem-Solving:**
  - Demonstrable ability to identify and implement innovative data and insight solutions that enhance service performance and operational efficiency.
  - A passion for driving forward the role of data and AI in transforming health and social care.

# Job expectations – supplementary sheet



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### WHAT I DO:

- Whilst reporting into the CIO you will act as the de facto Chief Data Officer (CDO) for the organisation.
- This role will serve as a great stepping stone for someone who wishes to progress their career into a CDO role, equally it is highly relevant for current CDOs, Heads of Data, Heads of Performance or Heads of Information who bring an outcomes-based focus for data and insights.
- The role will cover data governance, architecture, engineering, analytics, integration and AI. It will also involve cross-functional collaboration to embed data-engaged decision-making across all levels of the organisation, aligning with our mission to deliver best in class health and social care.
- The role will not start from a blank piece of paper and will be required to bring together a fragmented eco-system of technologies, data governance and capability. The role will build on what is already working well and through direct and matrix management of key people, drive the required change and improvements across structures, infrastructure, technology, tooling, capability and processes.
- The role will need to establish clear ways of working across previously separate groups, with clear processes and engagement for effective working to underpin service performance and delivery of operational improvement.
- The role will need to be able to build a highly performant function that invests in skills and professional development of our people and is effectively integrated with other organisational functions.
- This role leans more towards the 'business-focussed' rather than the 'technical'. With the ability to influence and organisationally position data as a strategic enabler and with an outcome-focussed mindset. Whilst a depth in technical understanding is needed, this role will have the accountability to build a strong technical data capability within the function.
- This role will need depth and strength with associated experience in establishing good corporate data governance and ensure a pragmatic yet robust focus on driving data quality improvements is delivered across the organisation.
- The role will ensure we deliver real tangible progress, implementing quick wins and early benefits whilst we define a corporate data & analytics strategy and start to prioritise activity into a longer-term plan, fully aligned with organisational outcomes.
- The role will seek to establish the core foundations of a strong data function, with a clear focus on outcomes, whilst formalising and maturing capability around data products and providing fully integrated and effective ways of managing data across the organisation.
- The role will work very closely with the IMT leadership, operational service performance and service delivery teams, the Operating Board of Directors, other key central 'Heads of' and the wider Turning Point leadership team.