Children's, Adults and Public Health Intelligence
Career progression framework
April 2025

Job Title	Range	Duties	Level A (Developing)	Level B (Practising)	Level C (Accomplished)
Intelligence Analyst	Range 4	**Data management and data quality:** Regularly update core datasets from various internal and external sources including databases and spreadsheets. Develop processes and build reports to clean data and ensure information is accessible and retrievable by others. Scrutinise datasets for data quality, implement checks to identify errors or omissions in data, and resolve any data issues to maintain accuracy and reliability. **Performance monitoring:** Create, maintain, and develop performance dashboards and reports to support the organisation to understand its performance and attend workshops or one-to-one consultations to provide support, advice and guidance to the Service Area. **Statutory returns and information requests:** Complete the timely and accurate delivery of data and information in the required format for statutory and mandatory returns. Support the response to Freedom of Information (FOI) requests and Subject Access Requests (SARs) ensuring these are delivered in accordance with the legal timeframes. **Data analysis and data protection:** Conduct data analysis to identify trends, patterns, and insights, summarising findings to ensure that all operational and strategic decisions are evidence-based. Adhere to data protection regulations and council policies by following established	Required for this level (in addition to all previous levels, where applicable) **Sector Specific framework:** National Competency Framework (NCF) for Data Professionals in Health and Care	In addition to level A **Sector Specific framework:** National Competency Framework (NCF) for Data Professionals in Health and Care	In addition to levels A and B **Sector Specific framework:** National Competency Framework (NCF) for Data Professionals in Health and Care
			Qualifications • Good general level of education (minimum of five GCSEs grade 4-9/A*-C or equivalent, including Maths and English).	**Qualifications**	**Qualifications**
			Knowledge • Understanding of data types and how to summarise data. • Understanding of basic analytical concepts and how to perform simple calculations. • Knowledge of how to create basic charts and graphs using common software tools like Excel. • An awareness of confidentiality, GDPR Legislation and Data Protection procedures. • An awareness of equality, diversity and inclusion.	**Knowledge** • Understanding of relevant data sources; their types, source, context, storage and 'owners'. • Understanding of whether data is 'fit for purpose' and can sense check data and analysis. • Knowledge of how to plot data visually to display snapshots, time series and variance. • Understanding of how performance can be described, monitored and influenced by data, and the importance of performance measurement to the business and its objectives. • Functional knowledge of relevant tools, applications and systems used, such as R, SQL, Power BI, Excel, and case management databases. • Knowledge of the key data protection principles. • Understanding of when data can be accessed and shared and know who in the organisation to approach for advice / approval.	**Knowledge** • Knowledge of Service Area data, including data sources, usage and recording practices, as well as an understanding of key workflows and processes. • Knowledge of Service Area interventions, services, policies, and strategies. • Basic understanding of legislation and statutory requirements relating to Service Area. • Basic understanding of inspection frameworks and their importance in Service Area. • Understanding of the legislation that applies to requests for information, including FOIs and SARs. • Understanding of the timeliness of data and the need for data to flow with minimal interaction. • Understanding of the role of descriptive analytics and the difference between this and inferential / predictive analysis. • Understand how geographical data can be displayed to show geographical features such as simple choropleth mapping using appropriate tools. • Foundational understanding of social, economic, and health inequalities.
			Experience • Basic experience using data analysis tools and software, such as Excel, SQL, R, and Power BI, for data manipulation and reporting.	**Experience** • Experience working within a performance or business improvement environment.	**Experience** • Experience leading small-scale projects, coordinating tasks, and ensuring project milestones are met.

protocols for data security and privacy in all assigned projects. **Joint Strategic Needs Assessment (JSNA):** Contribute timely data and information to keep the JSNA up to date, ensuring the current and future health and social care needs of the local community are identified, summarised and accessible for stakeholders. **Presentation and communication:** Deliver data presentations in a clear, meaningful, and engaging manner, both verbally and in writing, tailored to accommodate both technical and non-technical audiences. **Innovation and excellence:** Keep up to date with the latest data sources, emerging analytical tools, and current national evidence to produce innovative intelligence that reflects recommended methodologies. **Training and development:** Assist the training and development of colleagues across the directorate in fundamental information and intelligence skills, sharing knowledge and supporting them become proficient with data tools. Participate in the recruitment, induction and development of interns, apprentices and analysts, and deputising for the Senior Intelligence Analyst as required.	• Experience working as part of a team, contributing to project tasks and deliverables. • Proven experience working autonomously, with access to advice and guidance when necessary. • Experience of dealing with work-related pressure, for example, from deadlines, interruptions, or conflicting demand. • Experience of supervising others and being able to provide guidance and direction to others.	• Experience working with Service Area data sources to support accurate and insightful analyses. • Experience assisting with the completion of statutory returns, ensuring accuracy and compliance. • Experience supporting the processing of requests for information, including FOI requests and SARs, ensuring responses are accurate and timely.	• Experience being responsible for the completion of statutory activities. • Experience being the lead contact for an area of work for both internal and external partners. • Experience supporting services with the design, review, and implementation of processes related to data flows. • Basic experience independently applying the principles of GDPR and information governance in data handling and analysis. • Experience ensuring that inequalities data is considered and included in all analyses where available.
	Skills • Proficient in the use of Microsoft packages including Word, Excel, Outlook and Teams with good numeracy and computer literacy skills. • Strong verbal and written communication skills, with the ability to convey complex information clearly and effectively. • Able to follow and interpret guidance to ensure compliance and accuracy of work. • Can perform data extraction and manipulation. • Ability to recognise basic issues of data quality and act with guidance to prevent or counteract them. • Can apply basic techniques to transform data into information for the target audience. • Comfortable conducting simple analyses using descriptive statistics. • Can actively engage in meetings by asking insightful questions and sharing valuable information or analysis, making a positive contribution. • Can take responsibility for regular tasks and effectively plan workload. • Demonstrates professional values at all times.	**Skills** • Can independently manage workload and seek support for prioritisation when needed. • Able to use a chosen tool to create or manipulate data sets and create basic visualisations, such as R, Python, Excel, or SQL. • Able to use specific visualisation software, such as Power BI, to produce basic visualisations, including histograms, bar charts and box plots. • Can summarise data and explain what different measures mean. • Can recognise patterns, outliers, data quality issues and assess whether data and analysis align with established practice and expectations. • Able to interpret analysis produced by others and communicate it with stakeholders. • Able to select the appropriate media to communicate findings and can shape communications relevant to the audience and their needs. • Aware of the stringent data governance requirements in the service area and able to follow all data security procedures as directed locally and nationally. • Able to build instructions into working using own initiative whilst confirming changes with senior colleagues. • Can participate in meetings, representing the intelligence team, making meaningful contributions, and providing feedback to the team. • Able to actively engage with members of the department in an enthusiastic but patient manner.	**Skills** • Able to approach data and analysis with curiosity, asking insightful questions about the data, its context and the analysis itself. • Able to work with the requestor of the analysis to understand the underlying question and explain it to colleagues. • Able to define the context for findings and can give appropriate recommendations. • Able to identify sources of information to help complete assigned projects whilst using initiative to show the most efficient way to complete daily tasks. • Can identify where automation would improve processes. • Can follow and contribute to practices and procedures describing the production of regular analyses and reports. • Can confidently deliver data related presentations to colleagues in the Service Area. • Seeks opportunities to share knowledge and skills with colleagues. • Can oversee, co-ordinate or train other employees where required. • Able to demonstrate mindfulness of other people's pressures and priorities. • Can present an openness, aptitude, and willingness to learn and seek out opportunities to do so. • Proactive in defining and managing workload. • Shows exceptional integrity in professional conduct. • Able to confidently represent and deputise for the Senior Intelligence Analyst as required.

Senior Intelligence Analyst	Range 5	**Performance monitoring and data quality:** Support and liaise on the creation, maintenance, and development of performance dashboards and reports to support the organisation to understand its performance and enhance decision making. Work with Service Area to ensure the accuracy, reliability, and integrity of data by implementing and overseeing rigorous quality control processes. Propose corrective solutions to ensure accurate and up-to-date information. **Statutory returns and information requests:** Ensure the timely delivery of data and information in the required format for statutory and mandatory returns. Interpret guidance and communicate changes to data collections to ensure accurate implementation and reporting. Support the response to Freedom of Information (FOI) requests and Subject Access Requests (SARs) ensuring these are delivered in accordance with the legal timeframes. **Data analysis and communication:** Conduct in-depth analysis to identify trends, patterns, and insights translating data into actionable recommendations for stakeholders to ensure that decisions are evidence-based. Deliver data presentations to all organisational levels in a clear, meaningful and engaging manner, both verbally and in writing, tailored to accommodate both technical and non-technical audiences. **Data protection**: Ensure compliance with data protection regulation and council policies by implementing best practices for data security, privacy, and governance throughout analytical processes. **Joint Strategic Needs Assessment (JSNA):** Lead on the update of data and products, such as profiles and infographics, for the JSNA to ensure the current and future health and social care needs of the local	Required for this level (in addition to all previous levels, where applicable) **Sector Specific framework:** National Competency Framework (NCF) for Data Professionals in Health and Care	In addition to level A **Sector Specific framework:** National Competency Framework (NCF) for Data Professionals in Health and Care	In addition to levels A and B **Sector Specific framework:** National Competency Framework (NCF) for Data Professionals in Health and Care
			Qualifications If no or limited experience: • Educated to degree level in related discipline. If relevant work experience (minimum of 2 years): • Good general level of education (minimum of 2 A levels, or equivalent, in related disciplines such as maths).	**Qualifications**	**Qualifications**
			Knowledge • Understand statistical and analytical concepts and techniques. • Knowledge of the key data protection principles and processes, such as including Data Protection Impact Assessments (DPIAs). • Understand the impact of small numbers on identifiability of data. • Understand the relational structure of the data in Power BI. • Understand variability and how it affects the data being analysed. • A good understanding of equality, diversity and inclusion.	**Knowledge** • In-depth knowledge of Service Area data, including data sources, usage and recording practices, as well as a thorough understanding of key workflows and processes. • Knowledge of Service Area interventions, services, policies, and strategies. • Good knowledge of relevant tools, applications and systems used, such as R, SQL, Power BI, Excel and case management systems. • Understand when data can be accessed and shared and know who to approach for advice or approval. • Understand different geographies and how they can be displayed using point mapping, density mapping, choropleth, isoline maps, etc. • Understand how geographical boundaries relate to each other. • Understand how descriptive statistics, such as prevalence and incidence, are interdependent. • Knowledge of the difference between data analytics automation and data flow automation.	**Knowledge** • Knowledge of explicative (explanatory) statistical skills. • Thorough understanding of legislation and statutory requirements relating to Service Area. • Knowledge of inspection frameworks and their relevance to Service Area and ability to support in preparation. • Thorough understanding of the legislation that applies to requests for information, including FOIs and SARs. • Knowledge of the interrelationship between services and service areas, and ensure analysis is complementary. • Understand the business context and how the results of analysis will be perceived. • Comprehensive understanding of service operations, plans and strategies, and can effectively support the service in reviewing and developing them. • Thorough understanding of social, economic, and health inequalities.
			Experience • Proven experience of working autonomously and as part of a team, with access to advice and guidance when necessary. • Experience dealing with work-related pressure, for example, from deadlines, interruptions, or conflicting demand. • Experience in creating detailed analysis, comprehensive reports, and interactive dashboards. • Experience presenting complex data insights to both technical and non-technical stakeholders.	**Experience** • Experience working within a performance or business improvement environment. • Proven expertise in leveraging Service Area data sources to conduct complex analyses and generate comprehensive reports. • Proven experience in leading and supporting analytical projects from initiation to completion, including planning, execution, and reporting, while consistently delivering timely and high-quality outputs.	**Experience** • Hands-on experience with more complex analytical techniques and statistical methods. • Intermediate experience independently applying the principles of GDPR and information governance, including supporting colleagues with DPIAs. • Experience integrating inequalities data into more complex analyses and reports, and leading efforts to advocate for better data recording on inclusion.

		community are identified, summarised, and accessible for stakeholders. **Stakeholder engagement and project management:** Support internal and external stakeholders to understand their analytical needs, define project goals, provide advice, and deliver data-driven solutions. Lead analytical projects from inception to completion with the support of senior colleagues, ensuring timely delivery and high-quality projects that meet business requirements and objectives.	• Experience of overseeing the work of others and providing training, guidance and direction.	• Intermediate experience using data analysis tools and software, such as Excel, SQL, R, and Power BI, for data analysis and visualisation. • Proven experience completing multiple statutory returns, ensuring timely and accurate submissions. • Proven experience supporting services to reply to requests for information, including FOIs and SARs, ensuring accuracy and compliance with legal requirements. • Experience managing and training junior analysts and fostering their professional development.	• Experience working with cross-functional teams, including but not limited to Public Health, Children and Adults, ICT, Finance, etc., to integrate data insights across the organisation. • Experience of developing and supporting others to complete statutory returns. • Experience supporting research, evaluations and/or needs assessments. • Experience of influencing peers and senior managers.

| | | **Innovation and excellence:** Keep up to date with the latest data sources, emerging analytical tools, and current national evidence, implementing best practice to produce innovative analysis and reporting and enhance effectiveness and efficiency. Support in the training and development of others across the directorate in information and intelligence skills to disseminate knowledge and best practice.

Management and development: Monitor the performance of team members, conduct performance reviews, provide feedback, identify development needs and opportunities, arrange appropriate training, mentor team members to aid their professional development and support the recruitment processes and induction of new team members, and deputising for the Principal Intelligence Analyst as required. | **Skills**
• Proficient in the use of Microsoft packages including Word, Excel, Outlook and Team and be numerate, computer and data literate.
• Strong verbal and written communication skills to convey complex information clearly and effectively.
• Can extract data from multiple sources and can identify if the data is accurate and fit for purpose.
• Can identify a broad range of data quality issues and perform data cleansing and consistency checks.
• Can apply a range of techniques to transform data into valid and purposeful information.
• Can import data into underlying data models in Power BI.
• Able to describe data in an unambiguous fashion.
• Can present analysis with visualisations to give clear messages.
• Can translate technical concepts to a non-technical audience and are comfortable presenting appropriate recommendations.
• Can shape communications relevant to the audience and their requirements using appropriate language and with awareness of bias and possible issues with commonly misunderstood terms.
• Can understand and utilise the appropriate media to communicate findings.
• Can adopt the most appropriate tool for the tasks.
• Able to ensure work is completed to a high standard. | **Skills**
• Able to work with the requestor of the analysis to understand the underlying question and apply knowledge to plan the preferred approach to the analysis.
• Can participate in discussions determining which performance measures are appropriate and can turn business needs and goals into performance measures.
• Can make use of appropriate information to help analyse a range of common problem.
• Able to employ a number of problem-solving techniques (e.g. root cause analysis) to identify the reason for unexpected problems and utilise a range of skills to solve these.
• Can identify problems arising from databases and processes and seek out remedies and preventative measures.
• Able to understand the limitations of the systems, both human and digital, from which the data arises and incorporate summary statistics to clarify the meaning of the data and variations within it.
• Able to review and update analysis production methods and documentation following any changes to data, processing or requirements and employ quality assurance techniques to ensure the validity of the results.
• Can plan ahead for further iterations of any analysis.
• Able to reverse-engineer existing analyses and replicate the method and results.
• Can proficiently use technologies/tools, such as R, Excel and SQL, to create, manipulate, and analyse data sets, and can develop sophisticated visualisations. | **Skills**
• Able to learn from mistakes and are confident in sharing those learnings.
• Can seek out development opportunities to learn both individually and as part of a team, sharing knowledge with peers, whilst building people skills into all aspects of daily routines.
• Can engage with team colleagues and the wider analytical community to learn about new tools and techniques.
• Can apply data governance requirements, anonymisation protocols, and follow all data security procedures as mandated.
• Able to apply further explicative statistical skills in order to interpret and describe data effectively.
• Can link to and produce data flow and process maps that show where automation would be beneficial.
• Can utilise associated modules and add-ins to tools, such as R, Python, Excel or SQL, in order to perform complex manipulation and visualisation, data linkage and data quality.
• Can lead meetings, ensuring productive discussions, clear outcomes, and effective follow-up actions.
• Effective line management skills with the ability to motivate and develop others professionally and sensitively.
• Able to confidently represent and deputise for the Principal Analyst as directed. |

			• Able to identify and complete tasks allocated by senior staff, documenting competency and learning in a professional body of work. • Capable of promoting the relevant professional values at all times and demonstrating compassion for both oneself and colleagues.	• Can code to a standard to conduct work independently, such as R, SQL, DAX, etc. • Can use tools to automate data processing tasks. • Can actively participate in meetings, representing the intelligence team, making meaningful contributions, and providing feedback to the team. • Able to develop and maintain positive professional relationships with internal and external colleagues, leveraging strong negotiation skills to achieve mutually beneficial outcomes. • Can proactively manage workload to ensure deadlines are met.	
Principal Intelligence Analyst	Range 6	**Performance monitoring and data quality:** Lead and coordinate the creation, maintenance, development, and monitoring of comprehensive performance dashboards and reports. Provide deeper and more meaningful insights and enable the organisation to better understand its performance, address inequalities, and enhance decision-making. Monitor and report on the quality of data to ensure its accuracy, reliability, and integrity. Provide feedback to practitioners and managers, emphasising the importance of high-quality data and collaborate with the service to drive continuous improvements, ensuring that analysis and reporting are based on robust data. **Advanced data analysis and insightful communication:** Apply advanced analytical and statistical techniques to conduct in-depth analysis and needs assessments to identify trends, patterns, inequalities and insights. Ensure compliance with data protection regulation and council policies by implementing best practices for data security, privacy, and governance throughout analytical processes. Deliver data presentations across all organisational levels, ensuring clarity, engagement, and accessibility for both technical and non-technical audiences.	Required for this level (in addition to all previous levels, where applicable) **Sector Specific framework:** National Competency Framework (NCF) for Data Professionals in Health and Care	In addition to level A **Sector Specific framework:** National Competency Framework (NCF) for Data Professionals in Health and Care	In addition to levels A and B **Sector Specific framework:** National Competency Framework (NCF) for Data Professionals in Health and Care
			Qualifications If no or limited experience: • Postgraduate or equivalent Level 7 qualification or above in a related discipline. If relevant work experience (minimum of 5 years): • Good general level of education (minimum of 2 A levels, or equivalent, in related disciplines such as maths).	**Qualifications**	**Qualifications**
			Knowledge • Understand the end-to-end lifecycle and characteristics of the data in the Service Area from origin to delivery to local and national consumers. • Understand when advanced inferential statistical techniques are needed and the different methods available. • Good knowledge of data security, data protection, GDPR legislation and best practice. • An awareness of the One Medway Council Plan. • A good understanding of equality, diversity and inclusion.	**Knowledge** • Extensive knowledge of data in Service Area, including data sources, usage and recording practices, with a comprehensive understanding of key workflows and processes, and the knowledge to identify and implement improvements. • Good knowledge of Service Area interventions, services, policies, and strategies. • Advanced understanding of legislation and statutory requirements relating to Service Area. • In-depth knowledge of inspection frameworks for Service Area. • Understands when data can be accessed and shared, and who to approach outside the organisation for advice.	**Knowledge** • Good knowledge of predictive, prescriptive and evaluative analytical techniques. • Understands key regression models, cluster analysis, factor analysis, principal component analysis etc. • Advanced understanding of service operations, plans and strategies, and can effectively lead the service in reviewing and developing them. • Deep understanding of the interrelationship between services and service areas, and ensures analysis is holistic and strategic. • In-depth knowledge of social, economic, and health inequalities, including their complexities and impacts.

Translate complex analyses into actionable insights and recommendations for diverse stakeholders facilitating intelligence-led decision-making and continuous improvement. **Summarising evidence and projecting demand:** Critically appraise and summarise complex literature, local and national policies, and academic publications with clarity and accuracy. Deliver concise, well-written reports that inform decision-making and policy development. Utilise historical data, service trends, and statistical models to anticipate future demand relating to activity, ensuring projections are accurate and reliable, minimising errors and discrepancies to optimise resource allocation and improved service delivery.		• Understands how data linkage and different types of analysis can re-identify or help anonymise data. • Knowledge of GDPR and consent to process data, including Data Protection Impact Assessments (DPIAs). • Advanced understanding of the legislation that applies to requests for information, FOIs and SARs. • Understands the limitations and assumptions behind each advanced inferential statistical technique. • Understands the role of predictive analytics and their difference from descriptive analytics. • Knowledge of APIs and how they may benefit automation. • Good understanding of the One Medway Council Plan to ensure alignment with workstreams.	
Joint Strategic Needs Assessment (JSNA): Coordinate and contribute to the update of accessible JSNA chapters and design new innovative products to identify and summarise the current and future health and social care needs of the local community. **Statutory returns, information requests and inspection compliance:** Manage the timely and accurate delivery of data and information in the required format for statutory and mandatory returns. Support the response to Freedom of Information (FOI) requests and Subject Access Requests (SARs) ensuring these are delivered in accordance with the legal timeframes. Support preparation efforts for inspections, ensure compliance during site visits, and assist in addressing findings. **Stakeholder engagement and project management:** Build and maintain strong relationships with internal and external stakeholders in multi-agency work to understand and meet their analytical needs, identify issues, and develop solutions. Lead and manage multiple complex analytical projects from	**Experience** • Experience in intelligence analysis or a related area, demonstrating a solid understanding of the field. • Extensive experience in independently managing and executing technically complex projects, resulting in insightful and robust analysis and reports. • Extensive experience in presenting complex data insights to both technical and non-technical stakeholders, ensuring clarity and actionable understanding. • Experience using specialist software and tools, such as Excel, SQL, R, and Power BI. • Experience mentoring, supervising, and training junior analysts, fostering their professional development and contributing to a high-performing team environment.	**Experience** • Extensive experience utilising Service Area data sources to drive informed decision-making and strategic insights. • Advanced experience using specialist software and tools, such as Excel, SQL, R, and Power BI, for complex data analysis, visualisation, and reporting, and developing innovative products for service performance monitoring and improvement. • Experience leading on the creation, maintenance, and development of performance dashboards and reports. • Hands-on experience with advanced analytical techniques and statistical methods. • Experience leading complex discussions with stakeholders about analytical projects and approaches. • Advanced experience independently applying the principles of GDPR and information governance, leading compliance efforts, supporting colleagues with DPIAs, and ensuring data protection standards are met. • Extensive experience managing statutory returns, ensuring compliance with regulatory requirements. • Extensive experience supporting requests for information, including FOIs and SARs, ensuring compliance with data protection laws. • Experience of managing staff, both professionally and pastorally, including setting	**Experience** • Experienced in leading the integration of inequalities data across all analytical projects, ensuring its consistent and accurate application, while advocating for enhanced data quality, recording, and reporting of inequalities data. • Experience coordinating and contributing to needs assessments, evaluations and/or research. • Experienced in supporting efforts to create a robust data culture within the service area. • Experience in helping to improve data literacy and analytical skills among practitioners and managers across the directorate. • Experience of providing specialist advice and guidance on advanced analytical and statistical techniques. • Experience implementing current methodologies and innovative approaches to enhance operational efficiency and effectiveness. • Extensive experience of coproduction with internal and external partners. • Extensive experience collaborating with cross-functional teams, including Public Health, Children and Adults, ICT, Finance, etc. • Experience influencing at all levels within the organisation. • Experience of supporting services before, during and after statutory inspections.

	Skills	Skills	Skills
inception to completion with minimal supervision, ensuring timely delivery and high-quality projects that meet business and stakeholder requirements and objectives. **Innovation and promoting data skills:** Keep up to date with the latest data sources, emerging analytical tools, and current national evidence. Implement latest methodologies to produce innovative analysis and reporting and enhance effectiveness and efficiency. Promote a robust data culture within the Service Area, supporting the improvement of data literacy and analytical skills among practitioners and managers across the directorate, enabling informed intelligence led decision-making and strategic planning. **Management and development:** Monitor the performance of team members, conduct performance reviews, provide feedback, identify development needs and opportunities, arrange appropriate training, and mentor team members to aid their professional development. Support the recruitment processes and induction of new team members and deputise for the Intelligence Manager as required.	workloads and objectives, ensuring adherence to policies and procedures, and promoting their wellbeing. **Skills** • Proficient in the use of Microsoft packages including Word, Excel, Outlook, PowerPoint and Teams. • Advanced numeracy, computer literacy, and data literacy skills to handle complex datasets and analytical tools with proficiency. • Can work with the requestor of the analysis to examine the underlying question ensuring requests are appropriate and achievable, and apply knowledge to generate an approach to the analysis. • Can specify how data should be cleansed and prepared and ensure processes and documentation reflect this to ensure valid and replicable results. • Able to understand and can communicate the limitations of the data and how it can be enriched to deliver more relevant information. • Able to determine which tools and techniques to use to explore or solve a variety of business issues. • Able to apply a range of techniques to analyse data and provide insight. • Capable of identifying when geographical mapping is appropriate and can combine it with other visualisation methods to create greater impact. • Can produce dynamic maps based on changing data. • Able to understand how information can be misunderstood or misrepresented and understand how to convey uncertainty in findings. • Exceptional verbal and written communication with the ability to turn complex data analyses into clear and compelling messages and present those analyses with visualisations to communicate complex messages. • Able to summarise and communicate accurate information to diverse technical and non-technical audiences. • Able to tell a story using data. • Can proactively communicate findings and encourage utilisation of data for business decision-making. • Able to interpret predictive analysis produced by others and communicate with stakeholders.	**Skills** • Able to use advanced coding and debugging skills in tools, such as R, Python, Excel or SQL. • Can use underlying coding, such as mCODE, DAX, etc., to create the most efficient datasets to visualise. • Able to produce complex data models and visualisations in R, Python, Excel or SQL, whilst ensuring accurate linkage and data quality. • Able to link directly to source data using appropriate tools for data automation. • Capable of developing deeper expertise in relevant tools, applications and systems and can share knowledge with others. • Can produce indicators and metrics that clearly measure what is require. • Can apply reliability and validity assessments to descriptive and explanatory analysis. • Able to select the most appropriate methods of visualisation for descriptive and explanatory analysis. • Can integrate qualitative and quantitative data to augment analysis, develop complex models and devise hypotheses for testing. • Able to cultivate and sustain positive professional relationships with internal and external colleagues, leveraging advanced negotiation skills to achieve mutually beneficial outcomes. • Can communicate negative and positive information to stakeholders and knows how to facilitate discussions within multidisciplinary teams. • Can apply a range of statistical practices and advise on best practice and guide others to a high standard. • Able to share knowledge to help others develop analytical skills. • Able to assess your own training requirements and those of less experienced colleagues and proactively identify relevant learning opportunities. • Able to act as a role model and mentor junior colleagues or direct reports due to suitably advanced analytical skills and business awareness. • Capable of embracing opportunities to add to the variety of services the team provide.	**Skills** • Can apply deep understanding of business goals and can turn these into performance measures. • Able to deconstruct complex business issues and lead on the development of performance measurement regimes. • Ability to look beyond initial requirements, challenge assumptions and generate insight. • Able to give tactical and strategic recommendations that influence audiences. • Can proactively engage with stakeholders to explore their needs, search for complementary data sources, explore the limits of the available data and promote business decision-making based on the data. • Able to analyse the causes for a range of complex problems and utilise analytical techniques to solve them including developing new processes that have not previously been attempted. • Can apply the correct advanced inferential statistical techniques to the business questions and explain the limits and assumptions behind each technique. • Able to select and use the appropriate techniques in predictive analytics, including regression methods, and use them with different data types. • Able to peer-review colleagues' analysis to ensure quality and consistency. • Capable of engaging with the wider analytical community to seek out new tools and techniques and translate those to local applications. • Able to actively engage in the wider analytical community by networking and sharing work with peers. • Able to support colleagues in reflective practice, signpost opportunities to build their portfolio of work and advocate for professional registration. • Able to act as an advocate for professional values and standards and promote well-being amongst colleagues. • Able to confidently represent and deputise for the Intelligence Manger as required.

			• Effective line management skills with the ability to motivate, develop and direct others professionally and sensitively.	• Can confidently represent the intelligence team at meetings and boards, making meaningful contributions, providing insights, and feedback to the team.	
Intelligence Manager	Range 7	**Operational leadership:** Lead the Intelligence Team to deliver high-quality data, analysis, interpretation, and effective solutions. Ensure efficient daily operations by coordinating tasks and resources to meet organisational needs, while maintaining achievable and equitable workloads. Actively assess and address the team's training and development requirements, providing opportunities for skills and knowledge advancement in data analysis and intelligence. Foster a culture of continuous learning and improvement. Oversee the recruitment and induction of new team members, ensuring smooth transitions and successful integration. Manage the budget for the Intelligence Team ensuring efficient resource allocation for key initiatives and projects, and accurate forecasts are generated. Implement the service's strategic vision, translating it into actionable plans and activities. Deputise for the Head of Service as required. **Expert analytical advice and insightful communication:** Provide expert advice and guidance on appropriate analytical and statistical techniques, supervising their application within the team to conduct comprehensive analyses, projections, and impact assessments. Ensuring that all strategic, business planning, and financial decisions are based on robust data and evidence. Oversee and deliver data presentations across all organisational levels, ensuring clarity, engagement, and accessibility for both technical and non-technical audiences. Ensure complex analyses are translated into clear, actionable insights for diverse internal and external stakeholders, facilitating intelligence-led decision-making and continuous improvement.	Required for this level (in addition to all previous levels, where applicable) **Sector Specific framework:** National Competency Framework (NCF) for Data Professionals in Health and Care	In addition to level A **Sector Specific framework:** National Competency Framework (NCF) for Data Professionals in Health and Care	In addition to levels A and B **Sector Specific framework:** National Competency Framework (NCF) for Data Professionals in Health and Care
			Qualifications If no or limited experience: • Postgraduate or equivalent Level 7 qualification or above in a related discipline. If relevant work experience (minimum of 7 years): • Good general level of education (minimum of 2 A levels, or equivalent, in related disciplines such as maths).	**Qualifications**	**Qualifications**
			Knowledge • Understands when to apply advanced analytical and statistical techniques, knowledgeable about the various methods available, and can advise on their appropriate use. • Good knowledge of data security and applying data protection principles and legislation. • Knowledge of Service Area. • Basic understanding of project management principles. • Understanding of legislation and statutory requirements relating to Service Area. • Basic understanding of inspection frameworks relating to Service Area. • An awareness of the One Medway Council Plan • A good understanding of equality, diversity and inclusion.	**Knowledge** • Expert knowledge of Service Area data, including data sources, usage and recording practices, with a strategic understanding of key workflows and processes, and the capability to lead initiatives that enhance data integration and utilisation across the organisation. • Detailed knowledge of Service Area interventions, services, policies and strategies. • Expert understanding of legislation and statutory requirements relating to Service Area with the ability to advise on compliance and ensure adherence to standards. • Expert knowledge of the inspection frameworks relating to Service Area, including how to lead on preparation efforts, ensure compliance during site visits, and effectively act on findings. • Expert understanding of the legislation that applies to requests for information, including FOI requests and SARs. • Good understanding of the One Medway Council Plan to ensure alignment with workstreams.	**Knowledge** • Maintains a strong overarching knowledge of the data profession. • A comprehensive understanding of Service Area, including operations, plans and strategies, and its integration within the Directorate and Council. • Expert knowledge in inequalities data, with a thorough grasp of their complexities and far-reaching impacts and ability to provide strategic insights. • Expert knowledge of the development and implementation of data-driven strategies. • Advanced knowledge of predictive, prescriptive and evaluative analytical techniques.
			Experience • Substantial experience in intelligence analysis, demonstrating a solid understanding of the field.	**Experience** • Advanced proficiency in managing and interpreting Service Area data sources to guide strategic direction and policy development.	**Experience** • Experienced in executing strategic plans for data management and analytics, aligning with organisational goals.

		Stakeholder engagement and collaboration: Build and maintain productive relationships with key internal and external stakeholders to understand and meet their analytical needs. Promote a collaborative culture within the team and Directorate and ensure a cohesive and integrated intelligence service. **Performance monitoring and data quality assurance:** Oversee the creation, maintenance, and development of performance dashboards and reports ensuring these tools support the organisation in understanding and improving its performance. Monitor and report on the quality of data to ensure its accuracy, reliability, and integrity. Provide feedback to practitioners and managers, emphasising the importance of high-quality data and collaborate with the service to drive continuous improvements, ensuring that analysis and reporting are based on robust data.	• Extensive experience in overseeing and managing multiple complex projects simultaneously, delivering insightful and robust analytical products that align with organisational goals, while ensuring successful delivery within scope and time constraints. • Extensive experience of using specialist software and tools, such as Excel, R, SQL, and Power BI, for comprehensive data analysis, reporting, and decision support. • Expert experience applying the principles of GDPR and information governance, leading compliance efforts, ensuring the completion of DPIAs, and overseeing the implementation of data protection policies and procedures. • Proven experience in managing multiple staff members, including supervision, staff development, and workload management.	• Experienced in effectively leading a successful team of data analysts. • Experience of budget management. • Experience of providing specialist advice and guidance on advanced analytical and statistical techniques. • Extensive experience overseeing the creation, maintenance, and development of performance dashboards and reports that drives improvement. • Extensive experience managing the submission of statutory data returns, ensuring organisational compliance. • Experience of managing the submission and responses for data related to inspection frameworks. • Extensive experience managing requests for information, including FOI requests and SARs, ensuring organisational compliance and handling complex cases. • Experience of contributing to the development and implement of processes to ensure that data is handled according to the principles and requirements of GDPR, including through DPIAs and handling data breaches.	• Championed the use of inequalities data to inform decision-making and policy development. • Implemented industry standard methodologies and innovative approaches to enhance operational efficiency and effectiveness. • Led complex discussions with stakeholders about analytical projects and approaches. • Proven track record of engaging and collaborating effectively with colleagues and senior management. • Extensive experience leading cross-functional team projects, including Public Health, Children and Adults, ICT, Finance, etc., to integrate data insights across the organisation and drive strategic initiatives. • Led efforts to create a robust data culture within the service area. • Led on the improvement of data literacy and analytical skills among practitioners and managers across the directorate.
		Statutory returns and inspection compliance: Coordinate the timely and accurate submission of statutory and mandatory data returns, interpret and communicate changes in data collection requirements to ensure compliance, and identify potential risks and develop solutions to mitigate them. Actively support the organisation's preparation for inspections, ensuring readiness and alignment with data requirements. **Data protection and information requests:** Ensure compliance with data protection regulations and organisational policies. Monitor and enforce best practices for data security, privacy, and governance, including Data Protection Impact Assessments (DPIAs). Provide expert advice and support on the completion of data elements for Freedom of Information (FOI) requests and Subject Access Requests (SAR), ensuring compliance with legislation and timely responses.	**Skills** • Able to appraise the accuracy and quality of a range of data ensuring that data is fit for the intended analysis and that the analytical products are suitable for their audience. • Can determine which tools and techniques to use to explore or solve a variety of business issues. • Able to solve complex analytical problems which require data or information from multiple sources. • Can explain data patterns and their implications on interpretation and promote data-driven decision-making. • Can present analysis and data visualisations in clear ways to communicate complex messages. • Able to communicate relevant, compelling stories using the most appropriate medium. • Able to produce original written material that is accessible, referenced and publishable, including the production of literature reviews. • Takes an active interest in all staff members' development and ensures that training opportunities are seized upon.	**Skills** • Advanced expertise in relevant tools, applications and systems and can share knowledge with others. • Able to align analysis to business needs and exploit technologies to automate repetitive outputs. • Able to ensure performance measurement frameworks are continuously aligned to business needs and strategy. • Can advise and support staff to select appropriate analytical techniques and create models that support the business strategy. • Able to guid colleagues to create and interpret strategic insights. • Able to look beyond initial requirements of a request, challenge assumptions and communicate insights effectively. • Able to confidently communicate positive and negative information, including difficult messages based on the data, while effectively managing stakeholder expectations. • Capable of effectively challenging inappropriate requests or changes through constructive negotiations and conflict management, offering	**Skills** • Capable of championing the importance of inequalities data recording and inclusion across the directorate, organisation and with external stakeholders. • Able to act as an advocate for professional standards and values within your field of expertise. • Can proactively listen to the needs of technical and business stakeholders and explain them to each other and can facilitate difficult discussions within your team and diverse senior stakeholders. • Able to seek out opportunities to work collaboratively with colleagues to pre-empt requests. • Can facilitate networking opportunities for your team, including those with external organisations. • Able to engage with the wider analytical community to share learning and knowledge which helps others develop analytical skills. • Able to understand changes within the service with a view to offering solutions to foreseen requirements and anticipate and plan for

		Joint Strategic Needs Assessment (JSNA): Manage the JSNA website, ensuring innovative and up-to-date content is presented in an accessible way. Communicate, explain, and interpret this information to stakeholders to ensure they understand the current and future health and social care needs of the local community. **Innovation and promoting data skills:** Monitor and integrate the latest data sources, analytical tools, and national evidence to stay at the forefront of industry standards, implementing recommended methodologies and innovative approaches to enhance operational efficiency, effectiveness, and intelligence capabilities. Promote efforts to create a robust data culture within the Service Area, improving data literacy and analytical skills among practitioners and managers across the directorate, enabling informed intelligence led decision-making and strategic planning.	• Can agree and control expenditure required for the effective running of the team. • Acts with care, empathy, and understanding, ensuring the team knows support is always available to them. • Consistently prioritise the wellbeing of colleagues, ensuring a supportive and healthy environment for everyone.	suitable alternatives to ensure optimal outcomes. • Able to apply and oversee a range of analytical and statistical practices, can advise on best practice and guide others to a high standard. • Can facilitate the development of systems and processes to improve the use of tools and techniques. • Able to support the development of systems to provide continuous availability of business-critical data. • Able to identify and mitigate risks to the data flows and processing capacity and implement improvements. • Capable of adapting and developing new or improved ways of working to support the team, directorate and wider analytical community. • Can identify development opportunities for the team, adopting innovations and practices learned from the wider analytics community. • Can foster a supportive yet challenging team culture that drives productivity and effectiveness. • Can appreciate the importance of trying new things and failing in a controlled environment into ways of working whilst always celebrating success. • Capable of ensuring that every team member feels valued and appreciated, fostering a positive and inclusive work environment. • Aware of the pressures faced by senior managers, as well as those in the team, and are able to work collaboratively to ease them. • Able to agree and control budget allocations, highlighting anomalies in expenditure and make suggestions for the reallocations of funding.	changes to any business or technical constraints. • Can apply innovative approaches to resolve business and team issues. • Can actively seek out emerging tools and techniques and find ways to apply them. • Able to design and test new techniques which can be replicated in other areas of analytics. • Can anticipate and remove blockages to the processing of data and influence senior stakeholders to facilitate the creation and flow of appropriate data. • Can proactively promote approaches to ensure data variability and standardisation are routinely used in analysis and explore how further metrics and statistics could enhance comprehension of the data. • Able to oversee the development and maintenance of performance measurement frameworks. • Can engage and influence a variety of stakeholders and shape strategic thinking with data-driven insights, providing complex recommendations at both tactical and strategic levels. • Able to participate in complex technical debates with other specialists whilst using accessible and accurate language. • Able to produce accurate projections based on current expenditure and foreseen developments within the Service Area. • Able to confidently represent and deputise for the Head of Service as required.