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|  | JOB DESCRIPTION | FormJD1 |
| JOB TITLE: ICT Digital Portfolio and Change Manager  | **POST NUMBER:**  |
| **REPORTS TO** (Job Title):  | Head of ICT |
| **DEPARTMENT:** ICT within CCS  | GRADE: 12 |
| **JE REF:** | 0174 | PANEL DATE: | 07/12/2021 |
| **1.** | **MAIN PURPOSE OF JOB*** Initiate and manage the process of ICT change across City of York Council (CYC) in relation to strategy and policy development, implementation of technology and digitised services leading to revised operating models and services.
* Managing stakeholders and their expectation by communicating, assessing quality and identifying ways to, become more efficient and improve performance and by acting as broker between the business areas, partners, suppliers and ICT and the council whilst realising the ambitions of the councils corporate plan.
* Provide expert strategic input on key digital methodologies, technologies and trends, positioning CYC to fully exploit the digital economy and drive value around improved digital service and product design.
* Turning strategy into structured, prioritised, organised portfolios and accountable for the implementation of all ICT projects, providing effective team leadership.
* Lead the broader multi-disciplined CYC digital product development function, ensuring outputs are cyber secure, accessible and usable and fully meet user need and corporate strategic and operational requirements.
* Lead the CYC Business Engagement, Development and User Design Teams, providing strategic, budgetary and operational control to deliver value-driven, user-centred digital outcomes and experiences for all customers and business-users across the local authority and partner space.
* Initiate and own critical iterative user research and design processes, delivering empathetic and value-centric insights to inform compelling digital service transformation and digital product delivery in support of key corporate strategic priorities.
* Establishes constructive and effective working relationships with the senior business stakeholders to ensure seamless handover of projects.
* Monitor programmes and projects and the resolution of issues whilst providing a corporate overview of progress
* Advocate and provide exemplars for best practise digital process and solutions design and identify and drive through change that fosters sustainable digital migration and reduced digital exclusion.

**Responsible for:-*** Stakeholder Management
* Digital Solutions Development
* User Centred process design, development and management
* Project Management
* Technical Analysis
* Service Portfolio Management
* Service Measurement & Reporting
* Test and Release Management
* Strategic Planning
* Commercial negotiation and influencing
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| **2.** | **KEY TASKS:** |
|  | Instil the principles of modern product and service design in CYC project and programme activities, drawing on the Government Digital Service (GDS) design approach to ensure outputs are fit for purpose, user-centred and drive value. |
|  | Manage the ICT resourcing plans and project budgets, ensuring staff/specialists with the right skill set are appropriately deployed across the programme. |
|  | Instil the principles of multi-disciplined and self-managing team working in design and development functions. |
|  | Identify and exploit emerging digital methodologies and technologies on an on-going basis, communicating advantages and creating value-led business and user cases in support off their adoption. |
|  | Provide direction and guidance for service areas on the development and review of their strategies and policies where these contribute to the digitisation and modernisation of services, ensuring they are confluent with organisational direction and that there is appropriate connectivity with existing strategies and policies, in particular the council priorities. |
|  | Identify and oversee solutions development exploiting key emerging technologies including Artificial Intelligence (AI) / Machine Learning (ML), Robotic Process Automation (RPA), Internet of Things (IoT) and so on. |
|  | Set organisational strategy governing the direction and conduct of project management in ICT. Authorises the management of large-scale projects. Takes full responsibility for the definition, documentation and successful completion of complex projects, ensuring that realistic project, quality and risk plans are prepared, maintained, mitigated against and that a change control procedure is in place. Ensures monitoring and control of resources, revenue and capital costs against the project budget and manages expectations of all project stakeholders. |
|  | Ensure that there is a CYC perspective on how the new technical capabilities will be delivered to the business, including ensuring that planning around key business cycles and ensure that the Initiation of the business implementation plan, including all the activities that the business needs to do to prepare for new technical components and technologies are carried out.  |
|  | Work with the ICT Infrastructure and Security Manager to lead the creation or review of an information systems strategy to support the strategic requirements of the business.  |
|  | Plan, direct and coordinate tasks to initiate the implementation of ICT/CYC interrelated projects from contract/proposal initiation to final operational stage; Ensures that the programme is managed to realise business benefits. Ensures the governance arrangements, supported by comprehensive reporting.  |
|  | Responsible for negotiations with 3rd party suppliers, partners, customers and ICT teams to develop challenging and affordable SLA’s and ensure performance delivery to agreed standards. Develop a culture of continuous improvement through the analysis of performance management information, trends and customer feedback.  |
|  | Promote the ICT change programme vision to CYC staff at all levels of the business operation, brings order to complex situations and keeps a focus on business objectives. Works with senior colleagues responsible for the CYC business operation to ensure that maximum improvements are made in the CYC business operations. |
|  | Initiate and influence key stakeholder relationships. Acts as a single point of contact for CYC senior stakeholders and ICT influencers. Supports effective business change by building relationships with and between senior strategists, planners, designers and operational business partners. Initiates procedures to improve relations and open communications with and between stakeholders.  |
| xi. | Maintain and communicate the council’s strategy for managing information, ensuring that uniformly recognised and accepted data definitions are developed and applied throughout the organisation via ICT systems that are developed and implemented in house. |
| xii. | Ensure the use of appropriate tools, including logical models of components and interfaces, to contribute to the development of systems architectures. Ensures the production of detailed component specifications and the translation into detailed designs for implementation of systems.  |
| xiii. | Within a business change programme, assists with the preparation of technical plans and cooperates with business assurance and project staff to ensure that appropriate technical resources are made available. Provides advice on technical aspects of system development and integration (including requests for changes, deviations from specifications, etc.) and ensures that relevant technical strategies, policies, standards and practices are applied correctly. |
| xiv | Recognise potential strategic application of ICT and initiates investigation and development of innovative methods of exploiting ICT assets, to the benefit of council and its customers. Plays an active role in improving the interface between the business and ICT. |
| xv | Identify alternative solutions, assess feasibility and recommend new approaches, typically seeking to exploit technology components. Evaluates the financial, cultural, technological, organisational and environmental factors that must be addressed in the change programme. Establishes requirements for the implementation of significant changes in the ICT Strategy, business functions and process, organisational roles and responsibilities and scope or nature of service delivery. |
| xvi | Provide input to the service continuity planning process and implements resulting plans. |
| xvii | Set direction and leads in the introduction and use of techniques, methodologies and tools, to match overall business requirements (both current and future), ensuring consistency across all user groups. |
| xviii | Identify and manage resources necessary for all stages (planning, estimation, execution and handover) of individual systems development projects to ensure that technical, financial and quality targets are met. |
| xix | Mobilise the strategy for resource management within systems development, authorises allocation of resources for programmes of systems development projects and maintains an overview of the contribution of the programmes to organisational success. |
| xx | Working with the other members of ICT DMT to set the organisation’s policy for the management of technical change in live services and ensures that the policy is reflected in practice.  |
| xxi | Responsible for the recruitment and resourcing of ICT practitioners, advising on the policy for recruitment and resourcing and ensuring integration with strategic human resources plans. |
| xxii | Responsible for ensuring that testing activities within a development project or programme takes place and takes preventative action when any associated risks become unacceptable.  |
| xxiii | Take full responsibility for budgeting, estimating, planning and objective setting. Plans and manages implementation of processes and procedures, tools and techniques for monitoring and managing the performance of automated systems and services, in respect of their contribution to business performance and benefits to the business, where the measure of success depends on achieving clearly stated business/financial goals and performance targets. Monitors performance and takes corrective action where necessary. |
| **3.** | **SUPERVISION / MANAGEMENT OF PEOPLE**No. reporting: – * Direct: 20

The post has full permanent accountability for the direct line management of staff who are responsible for the following functions:Technical Project Managers, Technical Programme Manager, Business Analysts, Development Team, User Design Team, Testing TeamDeputises for the Head of ICT Support and Head of ICT when required. |
| **4.** | **CREATIVITY & INNOVATION**This is a key leadership role within ICT which is responsible for driving forward the Council’s digitisation and technology modernisation.**The post holder will:*** Help set a long-term direction for the Council which addresses the ICT requirements of the City and Corporate Strategy and the Medium term Financial Strategy.
* The post holder must make constructive challenges to existing ways of doing things, identify new and improved ways of delivering CYC services utilising ICT which will require the post holder to act as a catalyst for advancement, innovation and modernisation within the Council.
* The role requires a highly creative and innovative approach across all business areas including Children’s Services, Health and Adult Social Care services and other operational services, working with residents and partners integrating these to broader city aims, changing policy and objectives.
* Key to the success of the post is the ability to lead, direct and support others in developing creative, untried and untested approaches to help the council to develop and improve.
* The post holder has direct leadership/management responsibility for initiating, agreeing and strategic processes around technology enablement. All of these processes need to be informed by and reflect a complex and changing national policy agenda – for example the Government’s emphasis on health and social care interoperability and alignment.
* The post holder has full management discretion in designing creative and innovative workable business solutions.
* A fundamental aspect of the role is to have an ability to persuade and influence the council’s senior leadership group – often presenting information or advice which challenges current approaches.
* In particular the post holder needs to be able to apply interpretative and creative thinking and demonstrate a proactive and enthusiastic approach to problem solving.
* The role requires particularly strong partnership working skills. The post holder needs to develop innovative and creative ways of working that span several organisations and sectors.
* Apply creative thinking in relation to the business engagement and implementation of ICT solutions within the Council. Take account of rapidly changing technological capabilities and CYC cultural aspirations.
* Ensure that ICT assumes the role of enabler within agreed parameters and that the post holder is responsible for communicating these out to the relevant stakeholders.
* Identify issues with, or gaps in the implementation of ICT solutions, and create appropriate solutions considering relevant impacts and consequences e.g. the development of mobile working solutions.
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| **5.** | **CONTACTS & RELATIONSHIPS** **Internal*** Frequent interactions and reports to CMT members,
* Works closely with Directorates and their DMTs, Corporate Leadership Group, Priority boards and Senior Managers Groups
* Contact with Unions from regional convenors to local union representatives
* Key direct internal advisory relationship with the Customers and Community Services Executive Member.
* Corporate Experts – Work proactively with colleagues in HR, audit, risk management, financial, legal, Procurement to deliver and monitor the work of the ICT and Digitisation programme.
* The post holder must be able to make ICT issues (technical and complex clear to key stakeholders and ensure a shared understanding of issues, problems and potential solutions exists.
* Regular potentially complex and/or contentious contact with Resources Management Team, Audit, Risk Management, Financial, HR, Legal, Procurement, H&S and Property services staff covering a wide range of subjects relating to the implementation of services delivered.
* Corporate/Departmental. The post holder must secure ongoing active engagement within ICT and across CYC organisational boundaries and hierarchies. Must be able to demonstrate the sensitivity to balance and resolve any tensions.
* Represents ICT at the ICT Strategy meetings, presenting new implementations, impacts, risks, issues, corrective actions, reviewing future technological solution possibilities and discussing, recommending development and investment requests.

**External*** Represent ICT and CYC when dealing with external companies/ agencies where the post holder acts on behalf of the authority.
* Represent CYC when dealing with potential service requirements from partners. This includes negotiating service agreement parameters, costs and performance standards.
* Regular contact with sector professionals and organisations (such as the CCG)
* Regular contact with local government advisory bodies (e.g. LGID, LGA)
* Regular contact with strategic partners in relation to shared service delivery e.g. (CCG/Hospital/CVS/ Police/ Universities, Schools, Colleges, Community groups, etc),
* Contact with Senior officers and Members in other authorities to share good practice
* Regular contacts with resident, business and visitor groups
* Communication and interaction with these contacts and stakeholders will be through a range of approaches and channels, such as CMT / board presentations, staff briefings, writing member / officer reports, developing business cases, researching options etc.
* Highly sophisticated stakeholder management will be required given the range and diversity of the audience and the extremely sensitive (politically, commercially, internally) nature of the issues.
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| **6.** | **DECISIONS – discretion & consequences**The post holder covers a broad spectrum of services including Adult services, Education and Skills, Early years Provision and Children’s Specialist Services, strategic services (such as Planning) and operational services (such as Waste and Highways). These are high profile areas and are critical to the Council’s ability to both deliver high quality services and to meet the efficiency targets set by Central Government. As the lead for all of this work pertaining to ICT enablement and modernisation, the post-holder has a critical role to play to ensure that the right work is initiated and that changes are effectively implemented and services transformed. Decisions and recommendations made by the post holder can determine the future of street based delivery, schools organisation, impact on individual children and young people and their families. These areas are of critical importance to the residents concerned but also to the overall reputation of the Council, its perception by citizens and the quality of service to the publicAn effective decision maker, able to use discretion to apply policies and give guidance in a complex environment. Responsible for implementation of ICT digitisation and modernisation project work that will deliver savings to CYC. Ability to effectively assess risk and ensure that financial regulations are applied to procurement activity e.g. ensuring that EU tender rules are applied avoiding legal challenge which would incur financial and reputation damage. Ability to take decisions and give guidance on issues in the context of a complex range of internal policies and strategies that will affect all Directorates, members, staff and Customers on ICT implementations.The decisions taken by the post holder will have an impact on Members and officers and on the reputation of the Council as a whole. Responsible for implementations to improve services, security and customer satisfaction and review on an ongoing basis, make necessary changes to ensure an environment of continual improvement and the effective delivery of the Council’s ICT services. Responsible for ensuring delivery of projects and programmes of work that are directly related to the functional areas under the post holders control and which are planned in advance in consultation with stakeholders. Accountable for the selection and adoption of departmental procedures and methodologies for Agile software development, User centred design, Projects and Programmes such as APMG Prince 2, DSDM Agile and APMG Managing Successful Programmes as appropriate.Responsible for identifying new business opportunities and establishing relationships to increase income streams to reduce the total operating costs of the ICT Department.  |
| **7.** | **RESOURCES – financial & equipment**Description ValueThe post holder is responsible for ensuring that the technical improvements are delivered to meet the ICT and corporate strategies, the continual improvement of ICT services for CYC and the effective delivery of the council’s ICT services £2.5m ICT capital programme  |
| **8.** | **WORK ENVIRONMENT** **Work demands** * Work is subject to constant and diverse change with conflicting or competing deadlines.
* Work is subject to the conflicting demands of balancing support work with development needs.

**Physical demands*** Normal physical effort.
* Sitting and working at a computer screen for long periods

**Work conditions*** Normal office conditions.

**Work context*** Normal work conditions.
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| **9.** | **KNOWLEDGE & SKILLS** The post holder is responsible for the effective implementation of a diverse portfolio of specialist customer focused, service oriented functions and disciplines. They must have demonstrable effective people management and communication skills alongside planning and strategy skills in order to deliver and continue to develop high quality cost effective services that meet customer requirements whilst aligning with council key priorities and strategies. The post holder will need to possess the ability, skill sets and personal attributes to implement work packages of a complex and diverse nature that will potentially have negative council wide implications if not undertaken to the necessary quality, budget and timescales. The skills, experience and knowledge required include:* A Bachelor's degree or equivalent experience.
* Minimum 5+ years’ experience of delivering products and research and design outputs predicated on User-Centred Design (UCD) principles.
* Knowledge of Agile Project and software development principles including sprint working, ceremonies, user story creation and continuous deployment.
* Understanding of IT applications in several industry verticals will be a significant plus.
* Extensive knowledge of information technology and information systems, ideally with experience of implementing them in a terminal server or Citrix and locally deployed environment, and their potential application and benefit to local government in terms driving out efficiencies.
* Successful management experience at a senior level within a large and complex similar organisation leading the work of professional staff/multifunctional teams.
* Significant understanding of enterprise application licensing models and their potential application with local government.
* Ability to gather and analyse data, compile information and communicate clearly.
* Proven experience of identifying and introducing technology appropriate for short, medium and long term business needs.
* Ability to understand and communicate relevant technical issues to non-technical people.
* Ability to work unsupervised and manage own time and prioritise workloads using own initiative.
* Proven track record of successfully leading complex, business critical change projects and change programmes in a large, complex organisation.
* Qualified to practitioner level in at least two modern project management methodologies such as Managing Successful Programmes, Prince2 and Agile with extensive experience at a senior level within those environments.
* Advanced understanding of local government, the council’s context, developing priorities and the ability to operate within the political and reputational landscape in which they sit.
* Ability to analyse, formulate policy and implement new ways of working
* Skill in organising/managing and developing resources and establishing priorities
* Senior level experience of working within a strategic development environment, including specialised knowledge in several, if not all, of the attached disciplines:
	+ - Transforming Services
		- Programme Management
		- Complex Business Analysis and Modelling
* Extensive knowledge of transformation and improvement work across the public sector
* Extensive experience of working at a senior level with the ability to influence and negotiate at the highest levels, with internal and external stakeholders and suppliers.
* A demonstrable and high-level of confidentiality, tact, diplomacy and business acumen
* Extensive experience in working collaboratively with external agencies and partners at a senior level
* Expert in Stakeholder and Supplier Management:
* High level of ability in forming strong working relationships and working effectively with a wide range of stakeholders including, directors, assistant directors, elected members and senior staff in partner organisations.
* Influencing skills when engaged in projects and dealing with suppliers. Commercial negotiating skills are required when dealing with suppliers, contractors and consultants.
* Comprehensive understanding of the sensitivities involved when dealing with staff representatives, e.g. Unison, and the ability to engage with them in an effective and productive manner.
* Extensive experience in a range of key business disciplines including risk management, business planning, business continuity and governance.
* Expert knowledge in and extensive experience of Business and Performance Analysis techniques:
* Strong ability in directing the work of others in these disciplines to ensure the correct outcomes
* Proven aptitude in problem solving and analysis, with an ability to identify and take into account both strategic and operational impacts when decided on solutions to problems.
* Knowledge and awareness of appropriate technologies and the ability to quickly interpret and understand new technical concepts.

 **Communication Skills*** Sound oral and written communication skills, with an ability to present information of a technical nature in a form readily comprehensible to non-specialists and to produce functional and technical specification documents
* Strong facilitation and interpersonal skills to organise and manage events and workshops.
* Excellent abilities in drafting papers for, and presenting to directorate management teams, Corporate Management Team and Executive Group.
* Comprehensive knowledge of financial management, including forecasting, budget management and procurement legislation. Sound understanding of potential legal implications and ability to identify when further legal advice should be sought.
* Knowledge and practical application of procurement procedures, tender evaluation techniques and Council Financial regulations
* High-level of ability to critically review, quality assure and amend documentation written by others.
* Continuous professional development to keep abreast with technological advances and new project and service improvement methodologies.
* Proven track record of making correct, balanced and timely critical decisions in highly pressurised work environments
* Proven ability in motivating others to achieve outstanding results by use of varying interpersonal styles and methods to inspire and guide subordinates, peers and superiors towards goals, and to gain acceptance of an idea.
* Highly developed communication, persuasion and negotiation skills – and extensive experience in applying these skills to drive improvement and change.
* Excellent judgement, objectivity and decisiveness.
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| **10.** | **Position of Job in Organisation Structure**Job reports to: Head of ICTThis postOther jobs at this level: Head of ICT SupportJobs reporting up to this one: Technical Project Managers, Technical Programme Manager, Business Analysts, User Design Manager, Scrum Master, Full Stack Developers, ICT Tester |