Role Profile

BTS MANAGER - COMPETENCY CENTRE (SECTION)

Reference No.	I066.01	Type	Individual
Service	Business Technology Solutions		
Job Family	Team Manager 3	Grade	FC10

Purpose

Leading and managing the development, delivery and support of Council-wide ICT platforms and solutions through the agreed "Competency Centre approach" and to ensure effective linkages with Council-wide ICT strategic priorities and delivery.

Leading and directing the activities of project and applications support specialists and any associated externally-hosted provision to assure continuity and further develop and maintain these platforms.

Managing and developing business engagement and governance to ensure delivery of Council priorities.

Task or Responsibility - For this role, there is an expectation that all, or a combination, of the following will be undertaken:	Person Specification: Skills, Knowledge, Qualifications or Experience - Criteria can apply to more than one task or responsibility	E	D
Leading and directing the activities of project and applications support specialists – and any associated externally hosted provision - to assure continuity and further develop and maintain these platforms.	Professional Diploma or equivalent vocational accreditation in a computing/systems or related discipline or equivalent experience	✓	
	Proven staff management and effective leadership of a significant sized team working in a complex technical environment	✓	
	Solid technical appreciation of business systems and applications and their application to the delivery of Council Services	✓	

E = Essential Criteria D = Desirable Criteria

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IT Strategy and Architecture Ensuring plans and strategies for identified strategic platforms align fully with the Council's statutory requirements, aims and technical standards/direction. *IT Strategy & Planning (Level 5 – Ensure, Advise)* Ensures that all stakeholders adhere to IT strategic management approach and timetables. Collates information and creates reports and insights to support IT strategic management processes. Develops and communicates plans to drive forward the strategy. Contributes to the development of policies, standards and guidelines for IT strategy development and planning.	Experience of drawing up forward ICT plans, including the analysis and assessment of growth, cost and reliability factors to provide robust forward plans Broad technology awareness of ICT solutions and their delivery with more detailed application in specialist Service or Directorate areas	✓ ✓	
Information Systems Co-ordination (Level 6 – Initiate, Influence) Maintains an awareness of the global needs of the organisation, and promotes (to both information systems and business management) the benefits that a common approach to information and communications technology deployment will bring to the business as a whole. Coordinates the promotion, acquisition, development, and implementation of information systems and services in close liaison with those responsible for management and strategy.	Significant experience in engaging with, and advising, senior managers on the effective application of technology solutions to business need (Embrace technology and information)	✓	
Information Assurance – (Level 5 – Ensure, Advise) Interprets information assurance and security policies and applies these in order to manage risks. Provides advice and guidance to ensure adoption of and adherence to information assurance architectures, strategies, policies, standards and guidelines. Uses testing to support information assurance. Contributes to the development of policies, standards and guidelines.	A knowledge of information security practices and principles, including the drawing up of plans, tests and risk assessments in this area	✓	

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Financial Management - Level 5 (Ensure, Advise) Advises on financial planning and budgeting. Develops financial plans and forecasts. Monitors and manages IT expenditure, ensuring that all IT financial targets are met, and examining any areas where budgets and expenditure exceed their agreed tolerances. Assists with the definition and operation of effective financial control and decision making, especially in the areas of service, projects and component cost models and the allocation and apportionment of all incurred IT costs. Analyses actual expenditure, explains variances, and advises on options in use of available budget. Monitors and maintains financial records in compliance with Council requirements.			
Innovation (Level 6 – Initiate, Influence) Recognises potential strategic application of information technology capabilities. Initiates and manages investigation and development of innovative methods, practices and technology, to the benefit of organisations and the community. Plays an active and dynamic role in improving the interface between all interested parties, facilitating knowledge flow to enable sharing and development of creative ideas.	A solid understanding of the application of technology and information solutions in a large and complex organisation, including the ability to ensure the right balance is struck between organisational and local needs A knowledge of Enterprise Architecture, TOGAF methodologies and related disciplines – such as Solutions Architecture	✓	✓

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Business Change and Transformation Ensuring solutions delivery is well governed, solutions are optimised to meet business needs and to achieve benefits and that they are implemented within understood quality, cost and time criteria. **Level 6 – Project Management (Initiate, Influence)** Takes full responsibility for the definition, documentation and successful completion of complex projects (typically with significant business, political, or high-profile impact, and high-risk dependencies). Selects methods and tools, using iterative techniques where appropriate, ensuring that effective project control, change control, risk management and testing processes are maintained. Monitors and controls resources, revenue and capital costs against the project budget and manages expectations of all project stakeholders.	Experience in managing medium complexity IT projects up to £1m Ability to provide Board-level leadership and technical advice and input to Council change programmes Ability to translate and communicate complex technical considerations for external and Council stakeholders at all levels	✓ ✓ ✓	
Level 5 – Business Analysis (Ensure. Advise) Takes responsibility for investigative work to determine business requirements and specify effective business processes, through improvements in information systems, information management, practices, procedures, and organisation change. Applies and monitors the use of modelling and analysis tools, methods and standards, giving special consideration to business perspectives. Collaborates with stakeholders at all levels, in the conduct of investigations for strategy studies, business requirements specifications and feasibility studies. Prepares business cases which define potential benefits, options for achieving these benefits through development of new or changed processes, and associated business risks.	Solid knowledge and practical experience of PRINCE2 and MSP methodologies	✓	

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Level 4 – Requirements Definition and Management (Enable) Facilitates scoping and business priority-setting for change initiatives of medium size and complexity. Contributes to selection of the most appropriate means of representing business requirements in the context of a specific change initiative, ensuring traceability back to source. Discovers and analyses requirements for fitness for purpose as well as adherence to business objectives and consistency, challenging positively as appropriate. Obtains formal agreement by stakeholders and recipients to scope and requirements and establishes a base-line on which delivery of a solution can commence. Manages requests for and the application of changes to base-lined requirements. Identifies the impact on business requirements of interim (e.g. migration) scenarios as well as the required end position.	Experience of drawing up benefits realisation, business readiness and transition plans for ICT solutions implementation

Experience of systems or business analysis methods and approaches | ✓

✓ | |
| **Level 5 – Change Implementation Planning and management (Ensure, Advise)** Assesses readiness and creates business readiness plans, taking into consideration IT deployment, data migration, capability deployment (training and engagement activities) and any business activities required to integrate new digital processes or jobs into the "business as usual" environment. Determines the readiness levels of business users with regard to upcoming changes; uncovers readiness gaps and creates and implements action plans to close the gaps prior to going live. Assists the user community in the provision of transition support and change planning, and liaises with the project team. Monitors and reports progress on business readiness targets, business engagement activity, training design and deployment activities, key operational metrics and return to productivity measures. Defines the series and sequence of activities to bring stakeholders to the required level of commitment, prior to going live. | | | |

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Level 5 – Benefits Management (Ensure, advise) Identifies specific measures and mechanisms by which benefits can be measured, and plans to activate these mechanisms at the required time. Monitors benefits against what was predicted in the business case and ensures that all participants are informed and involved throughout the change programme and fully prepared to exploit the new operational business environment once it is in place. Supports senior management to ensure that all plans, work packages and deliverables are aligned to the expected benefits and leads activities required in the realisation of the benefits of each part of the change programme.			
Development and Implementation Managing the on-going development and implementation of "One Council" platforms in line with business requirements- entailing managing and co-ordinating in-house and externally sourced development and implementation staff. **Level 6 – Systems Development Management (Initiate, influence)** Sets policy and standards for solution development projects. Promotes the benefits of addressing all security issues during solution development and ensures secure development improvement practices. Identifies, proposes, and initiates software process improvement activities within the organisation, devising solutions. Takes action to exploit opportunities that will have a measurable effect on process effectiveness, with associated benefits to the business. Identifies and manages the resources necessary for all stages (planning, estimation, execution) of solution development projects, ensuring that technical, financial and quality targets are met.	Experience of managing and delivering large software / application projects and programmes, including management of external delivery and contractors (Deliver results)	✓	

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Level 5 – Programming/Software Development (Ensure, advise) Sets local or team-based standards for programming tools and techniques, including security guidelines, and the selection of appropriate development methods. Advises on application of standards and methods and ensures compliance. Takes technical responsibility for all stages and/or iterations in a software development project, providing method specific technical advice and guidance to project stakeholders. Assigns work packages, monitors performance and manages change control dynamically, to optimise productivity. Provides advice, guidance and assistance to less experienced colleagues as required.	Experience of implementing quality assurance and development / testing standards Working knowledge and experience of software development lifecycles using both agile and waterfall methodologies	✓ ✓	
Level 6 – Testing (Initiate, Influence) Determines testing policy, and owns the supporting processes including software security testing. Takes responsibility for the management of all testing activities within a development or integration project or programme. Manages all risks associated with the testing and takes preventative action when any risks become unacceptable. Assesses and advises on the practicality of testing process alternatives, including automated testing. Initiates improvements to test processes and directs their implementation. Assesses suppliers' development and testing capabilities. Determines project testing standards for all phases, influencing all parties to conform to those standards. Manages client relationships with respect to all testing matters.			
Delivery and operation In close liaison with other IT Services areas, ensuring the effective delivery and operation of identified strategic, "One Council" platforms, including direct ownership of specialist support for these solutions.	Working knowledge and experience of the ITIL service delivery standard and its application within large organisations. Extensive experience of working across multi-skilled ICT support and technical delivery teams to deliver a cohesive service	✓ ✓	

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Level 4 – Availability Management (Enable) Contributes to the availability management process and its operation and performs defined availability management tasks. Analyses service and component availability, reliability, maintainability and serviceability. Ensures that services and components meet and continue to meet all of their agreed performance targets and service levels. Implements arrangements for disaster recovery and documents recovery procedures. Conducts testing of recovery procedures.	Proactive approaches and experience of systems risk and availability management Experience of managing applications support teams	✓	✓
Level 5 – Service level Management (Ensure. Advise) Ensures that service delivery meets agreed service levels. Creates, publicises and maintains a catalogue of available services. In consultation with the customer negotiates service level requirements and agrees service levels. Diagnoses service delivery problems and initiates actions to maintain or improve levels of service. Establishes and maintains operational methods, procedures and facilities in assigned area of responsibility and reviews them regularly for effectiveness and efficiency.	Experience in the creation and management of ICT Service Level Agreements and Service Catalogue approaches	✓	
Level 4 – Service Acceptance (Enable) Engages with project management to confirm that products developed meet the service acceptance criteria and are to the required standard. Feeds into change management processes.	Knowledge and experience of user and service acceptance processes & testing	✓	
Level 5 – ICT Change Management (Ensure. Advise) Develops implementation plans for complex requests for change. Evaluates risks to the integrity of service environment inherent in proposed implementations (including availability, performance, security and compliance of the business services impacted). Seeks authority for those activities, reviews the effectiveness of change implementation, suggests improvement to organisational procedures governing change management. Leads the assessment, analysis, development, documentation and implementation of changes based on requests for change.			

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Level 5 – Release & Deployment (Ensure, advise) Leads the assessment, analysis, planning and design of release packages, including assessment of risk. Liaises with business and IT partners on release scheduling and communication of progress. Conducts post release reviews. Ensures release processes and procedures are applied.			
Level 5 – Applications Support (Ensure, advise) Drafts and maintains procedures and documentation for applications support. Manages application enhancements to improve business performance. Advises on application security, licensing, upgrades, backups, and disaster recovery needs. Ensures that all requests for support are dealt with according to set standards and procedures.			
Level 5 – Problem Management (Ensure, advise) Ensures that appropriate action is taken to anticipate, investigate and resolve problems in systems and services. Ensures that such problems are fully documented within the relevant reporting system(s). Enables development of problem solutions. Coordinates the implementation of agreed remedies and preventative measures. Analyses patterns and trends.	Experience of managing problem and incident management exercises and reviews		✓
Level 5 – Incident Management (Ensure, advise) Ensures that incidents are handled according to agreed procedures. Investigates escalated incidents to responsible service owners and seeks resolution. Facilitates recovery, following resolution of incidents. Ensures that resolved incidents are properly documented and closed. Analyses causes of incidents, and informs service owners in order to minimise probability of recurrence, and contribute to service improvement. Analyses metrics and reports on performance of incident management process.			

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Skills and Quality Providing leadership and managing performance and delivery of in-house team; promoting and developing high levels of proficiency and performance and working collaboratively to ensure overall joined-up service delivery with other areas of IT Services. Ensuring skilled resources are available to deliver required services and meet demand and growth. Managing multi-skilled teams within Council HR policies, guidance and workforce development and planning frameworks. **Level 5 – Performance Management (Ensure, advise)** Manages individuals and groups. Allocates responsibilities and/or packages of work. Provides support and guidance as required, in line with individuals' abilities. Delegates responsibilities as appropriate. Advises individuals on career paths, and encourages pro-active development of skills and capabilities. Sets performance targets, and monitors progress against agreed quality and performance criteria. Provides effective feedback, throughout the performance management cycle, to ensure optimum performance. Mentors individuals, possibly within other parts of the organisation. Participates, as appropriate, in formal processes such as compensation negotiations and disciplinary procedures.	Evidence of establishing performance frameworks and delivering performance excellence	✓	
	Solid experience of workforce, ICT capacity and budgetary planning	✓	
	Experience of setting and monitoring customer service standards.	✓	
	Experience of interpreting, analysing and acting on customer and systems management data and feedback.	✓	
	Knowledge, and experience of implementing, relevant accessibility requirements		✓
	Knowledge of Council HR policies, processes and procedures for workforce management and development.		✓
	Experience of Quality Management and Assurance methods		✓
Level 4 – Resourcing (Enable) Implements resource plans, including conducting recruitment interviews. Facilitates selection, assessment and on-boarding processes, and internal resource allocation. Contributes to transitioning of resources, complying with relevant statutory or external regulations and codes of good practice.			

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Level 4 – Quality Management (Enable) Uses quality management models and techniques to identify areas for improvement. Determines corrective action to reduce errors and improve the quality of the system and services.			
Relationship Management and engagement Taking ownership of IT-to-business engagement and ensuring that Service requirements are met where they do not conflict with organisational constraints or standards. Ensuring that in-house or external ICT supplier and service delivery is meeting required standards for delivery and performance, entailing extensive engagement with both business and ICT practitioners and Service management in supported business areas. Establishing pro-active approaches to ensure transparency in delivery and establishing appropriate local ICT governance and prioritisation. **Level 3 – Sourcing (Apply)** Prepares pre-qualification questionnaires and tender invitations in response to business cases. Produces detailed evaluation criteria for more complex tenders and assists in evaluation of tenders. Acts as the routine contact point between organisation and supplier. Collects and reports on supplier performance data.	Experience in benchmarking a range of delivery service and providers and conducting regular "Service Reviews" with suppliers. Experience of drawing up Tenders and PQQs for ICT solutions. Report writing skills – including experience of writing reports and executive summaries for Boards, Committees or other senior management groups. Presentation skills / confident delivery style Ability to use a variety of channels and methods to influence and inform stakeholders at all levels	✓ ✓ ✓ ✓ ✓	

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Level 6 – Relationship Management (Initiate, Influence) Builds long-term, strategic relationships with senior stakeholders in the largest client organisations (internal or external). Acts as a single point of contact and facilitates access to colleagues and subject experts. Maintains a strong understanding of clients' industry and business, assists clients in the formation of IT strategies, and acts to ensure that they are offered products and services aligned to these strategies. Negotiates at senior level on technical and commercial issues. Influences the development and enhancement of services, products and systems, and oversees the management and planning of business opportunities. Oversees monitoring of relationships and acts on relevant feedback.	Ability to influence and engage senior stakeholders and practitioners in ICT governance and strategic planning activities Experience of conducting negotiations on delivery issues/failures.	✓	✓
Contributing to and representing the Council on relevant national public and private sector bodies which develop and share policy, national standards and best practice. (Scottish Councils SOCITM, COSLA, Improvement Service and Scottish Government, ICT professional bodies)	Experience of actively contributing outside organisational boundaries in national or multi-national ICT forums and organisations		✓
Working with elected members on a regular basis, to respond to queries, support policy development, and improve the customer experience or reputation of the Council. This includes supporting the work of, or contributing to, Scrutiny Committees and Standards and Audit.	Experience of working with elected representatives Understanding of the issues arising from working with non-executive stakeholders, or politicians Good knowledge of Council operations, functions and relevant policy and regulatory frameworks.	✓	✓ ✓

Role Profile

Additional tasks or responsibilities – this is a generic role, however this particular job may also require you to undertake the following:			
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Type of Protection of Vulnerable Groups Scheme (PVG Scheme) or Disclosure Check required			
Type of Protection of Vulnerable Groups (PVG) or other Disclosure check (choose only one).	PVG Children ☐	PVG Protected Adults ☐	PVG Both ☐	None ☐
	Basic Disclosure ☒	Standard Disclosure ☐	Enhanced Disclosure ☐

Additional Information – the following information is available:	**Expected Behaviours –** It is essential that you display the following behaviours as they are expected of all our employees:
- Skills Framework (if applicable) **How** we work matters	- Take Ownership - Focus on Customers - Work Together - Embrace Technology & Information - Deliver Results

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