

**GMCA RESOURCES COMMITTEE**

Date: 15 October 2019

Subject: Establishment of post of GMCA Lead Enterprise Architect

Report of: Andrew Lightfoot, GMCA Deputy Chief Executive

---

**PURPOSE OF REPORT:**

To seek approval for the establishment of and appointment to the post of GMCA Lead Enterprise Architect within the GMCA structure.

**SUMMARY:**

The key changes are:

- Change in hours for the already established permanent role of “Lead Enterprise Architect” to a full time basis at £60,500 per annum with the GMCA.
- Agree that the current postholder be assimilated into this role on a permanent basis.

**FINANCIAL IMPLICATIONS:**

The role of Lead Enterprise Architect, on a full time basis with an annual salary of £60,500 per annum requires formal approval by the Resources Committee to be established on the GMCA structure.

£33,660 of this salary is within the GM Digital Services budgeted established. The additional £26,900 per annum will be funded through the GMCA led Smart Resident Programme.

**RECOMMENDATIONS:**

To approve establishment of full time hours against the permanent role of Lead Enterprise Architect within the GMCA organisational structure and agree that the current postholder be assimilated into this role on a permanent basis.

**CONTACT OFFICERS:**

Andrew Lightfoot, GMCA Deputy Chief Executive  
Email: [Andrew.Lightfoot@greatermanchester-ca.gov.uk](mailto:Andrew.Lightfoot@greatermanchester-ca.gov.uk)

Phil Swan, GMCA Chief Information Officer  
Email: [phil.swan@greatermanchester-ca.gov.uk](mailto:phil.swan@greatermanchester-ca.gov.uk)

Anna Foster-Ressel, GMCA Talent and Resourcing Interim Partner  
Email: [Anna.foster-ressel@greatermanchester-ca.gov.uk](mailto:Anna.foster-ressel@greatermanchester-ca.gov.uk)

Risk Management – see paragraph – N/A

Legal Considerations – see paragraph – N/A

Financial Consequences – Revenue – see paragraph 2.4

Financial Consequences – Capital – see paragraph N/A

**Context:**

The position of “Lead (Enterprise) Architect” transitioned into the GMCA as part of the TUPE transfer in May 2017. The position is funded in the current established on a part time basis (0.6 FTE) with a salary budget up to £33,660 per annum.

Initially the GMCA struggled to recruit an individual suitable for the role therefore commissioned specific support to enable key projects to progress.

The GMCA agreed funding for the Smart Resident programme in January 2019 and a specialist Lead Architect as seconded from Salford City Council to take up this role. This temporary engagement has enabled us to develop and pilot the requirements of the role moving forward, support the creation of a new role profile (in line with the Digital ambition and strategy) and provide rationale to embed this role on a full time basis.

**Lead Enterprise Architect:**

The need for permanent Enterprise Architecture capability was highlighted and supported in the GMCA’s digital service review. The original role has evolved to lead not only the GMCA’s work on the Smart Resident programme’s architecture but also to provide strategic technical expertise on digital infrastructure including fibre and 5G, develop proposals for sharing technical networking services across the ten councils and GMCA, and to provide technical leadership on other pan GM initiatives. The value of having a dedicated and knowledge in-house professional has a significant and positive impact on the Smart Resident programme alone.

This role is of increasing importance as the number and range of pan GM technology initiatives increases. There is work underway to map the digital initiatives across GMCA, Health & Social Care Partnership, GMP, Growth Company and Transport for Greater Manchester, and this is highlighting not only the range of activity but the opportunity to re-use and align assets in line with reform priorities.

A key responsibility for the Lead Enterprise Architect is to define and manage a technical roadmap for key initiatives in the city region that future proofs the Greater Manchester Strategy, Industrial Strategy and Digital Strategy. The role will report to the Chief Information Officer for the GMCA and work closely with the Architecture Design Authority established by the GMCA and Health & Social Care Partnership. The Role Profile is attached as Appendix 1.

It is proposed that the role of Lead Enterprise Architect, is now formally embedded within the GMCA organisational structure on a full time basis and becomes an integral part of the GMCA Digital Services structure, at an annual salary of £60,500 per annum. It is proposed that the current post holder, who has been undertaking this role since January 2019 on a seconded basis from Salford

City Council, is offered the post on a permanent basis due to their demonstrable effectiveness in this role. Salford City Council is supportive of this transition.

Financial Implications: this role is funded through the agreed budgets for the GMCA led Smart Resident Programme and the GM Digital work until March 2021. It is proposed that this role be forward funded beyond that period through support for a range of pan GM technology initiatives.

**Recommendations:**

Approval requested for:

- Establishment of the post of Lead Enterprise Architect as a full time, permanent role within the Greater Manchester Combined Authority at a salary of £60,500 to enable delivery of the GM Digital Strategy
- Assimilate the existing post holder, who has the relevant qualification, skills and experience into this permanent GMCA role

**Summary:**

Resources Committee is requested to consider and agree the above recommendations

## APPENDIX 1 – ROLE PROFILE

<b>Job Title:</b>	Lead Enterprise Architect	<b>Date:</b>	August 2019
<b>Reporting Line:</b>	Chief Information Officer	<b>Salary:</b>	£60,700
<b>Team:</b>	Digital Services	<b>Business Area:</b>	Deputy Chief Executive

### JOB PURPOSE

The Greater Manchester Strategy (GMS) sets out our collective ambition to make Greater Manchester one of the best places in the world to grow up, get on, and grow old. A place of ideas and invention, with a modern and productive economy that draws in investment, visitors and talent.

Our GM Digital Strategy articulates this vision further. We want to be a Digital City-Region with a Difference and drive real change together, from the bottom up. We put people at the heart of our plans, for example, by using digital to connect young people to opportunity or tackle homelessness. At the same time, we will capitalise on GM's unique ability to use digital to connect and enhance our other high value sectors such as creative industries, health innovation and advanced manufacturing and materials.

Recognising this, the post holder will be responsible for pan GM technology strategy and architecture including leading aspects of the GMCA's own programmes and providing guidance and leadership across linked initiatives to ensure that the city region establishes and reuses leverages critical capabilities in support of delivery of the GMS.

The post holder will work with government and government agencies to support delivery and support the governance of the GM Digital Portfolio.

### KEY RELATIONSHIPS

- Work with key stakeholders and strategic partners across GM and nationally including:
  - Colleagues in the GMCA
  - Colleagues in Greater Manchester's wider public sector such as the Health & Social Care Partnership, Transport for Greater Manchester, Greater Manchester Police, Local Authorities, NHS Trusts, NHS CCG's, the Growth Company, and GM's universities.
  - Residents and resident groups
  - Relevant government departments and national agencies such as Government Digital Service, MHCLG, DWP, HMRC, NHS-E/D/X, Digital Catapult and LGA.
- Private sector organisations and businesses

## KEY RESPONSIBILITIES

- To develop strategy and policy responses to area based and thematic challenges and opportunities across technology and architecture in order to meet the aims and objectives set out in the GMS and to maximise the benefits from investments or existing assets
- To provide positive leadership and direction for Technology and Digital Architecture across GM, promoting a culture of service excellence and ensuring that all staff, citizens and stakeholders are engaged and involved
- To support the delivery of GM's reform agenda and overall priorities through a deep understanding of the potential application of appropriate technological capabilities and potential.
- To develop work programmes relevant to specific areas of focus in line with agreed objectives, strategies and business plans that will deliver agreed strategic outcomes for the service and the authority.
- To lead and define the Technical Architecture strategy and delivery, ensuring cost effective solutions in accordance with IT risk, security & policy supporting the wider GM public sector ecosystem
- To own the creation, design and on-going management of pan GM platform architectures and data lifecycles, ensuring they continue to meet evolving business needs, as well as technical and legal requirements.
- To create a technical roadmap that future proofs GM's business & Digital strategy
- To be responsible for maintaining and continuous development of the high-level design plan for pan GM architecture.
- To define and deliver annual improvement action plans, product roadmaps and apply robust project management and performance and quality frameworks to ensure targets and objectives are achieved or exceeded.
- To continually assess new trends and technologies, driving digital strategy across GM demonstrating comprehensive leadership in the development process and digital architecture
- To establish formal policies, methodologies and frameworks to support architectural practices, technology roadmaps, organisation transformation, continual development and consistent service delivery at pan GM level
- To enable GM organisations to embrace data and analytics to facilitate early intervention and predictive analysis
- To work with programmes and teams across GM to ensure digital, data and technology standards are embraced and adopted

### General

- Effectively plan and manage financial resources in own area of responsibility based on an in depth understanding and interpretation of both financial and management information data, in order to deliver public value.
- Identify and contribute to upskilling opportunities for colleagues within and beyond the directorate
- Build effective relationships with clients, customers and key stakeholders.
- Where required, coach system users to develop effective skills, and provide guidance and support on the use of systems and tools to enable them to undertake their roles.
- Review key performance indicators to identify and address issues arising, spot trends and take appropriate action to learn, share and improve.
- Seek feedback and elicit wider priorities to support and enable colleagues to meet the needs of the organisation.

- Proactively contribute to continuous improvement of systems and processes to ensure procedures, policies and guidance are updated in line with legislative and social changes.
- Develop on-going communication and engagement channels and methods to keep the wider directorate team, internal and external customers up to date
- Provide positive challenge to colleagues across the organisation in considering how things can be done better and more effectively.
- Communicate effectively to ensure all relevant stakeholders are informed and up to date with relevant information, statuses and progress.
- Produce, monitor and input accurate information into the relevant systems ensuring all data is up to date and inputted in a timely manner
- The role holder will work collaboratively across the directorate engaging with internal customers, clients and stakeholders to provide internal focused consultancy, support and guidance.

**NB:** This list of duties and responsibilities is by no means exhaustive, and the post holder may be required to undertake other relevant and appropriate duties as required.

## KNOWLEDGE, SKILLS AND EXPERIENCE

### Knowledge & Experience

- Educated to at least degree level in the relevant field, or demonstration of significant experience and a relevant qualification to the duties of the post.
- Holds certification and experience with Enterprise Architecture methodology (e.g., TOGAF, Zachman, SABSA).
- Proven experience of multi-organisation, place-based digital strategy definition.
- Proven experience of leading Digital and Technology within a public sector organisation
- Proven customer experience essential with a strong emphasis digital transformation.
- Experience in developing and delivering solutions for data and analytics in a complex multi organisational environment
- A proven track record delivering technical transformation in relation to data centre and cloud solutions
- A proven track record of achieving outstanding results within service operations environment including management of 3rd party suppliers and effective use of service management and system monitoring tools
- Experience in all aspects of supplier selection and supplier management in a fast paced political environment
- Experience in managing complex programmes and budgets
- Proven experience of successfully managing delivery of a wide range of complex digital programmes within a diverse workload to a structured management process.
- Experience of working effectively in a political environment, working with elected members, and in cooperation with public sector, third sector and private sector partners and stakeholders.
- Ensuring high professional standards are maintained and compliance with appropriate procedures and

statutory requirements.

- Experience of driving forward multiple large projects in challenging circumstances.
- Experience of identifying, defining and articulating strategic priorities in a complex multi-organisational context. Evidence of thinking cross-functionally, beyond one's own professional areas of specialism is important as is the ability to conceptualise new, collaborative ways of achieving shared goals

### **Skills & Behaviours**

- Proven technical skills and ability to lead programmes to delivery working collaboratively with others.
- Professionally credible, able to engage with authority and express what is needed, demonstrates initiative, confidence and personal responsibility for action.
- Demonstrates the skills needed to work collaboratively across a range of partners in a contractual/partnership and collaborative settings
- Leads people/projects, with an ability to motivate, engage and develop people to deliver shared outcomes.
- Experience of developing teams to achieve their maximum potential. Able to create circumstances where other people have the big ideas and present the successes.
- Balanced and comprehensive thinker able to combine self-discipline, an organised approach to work with innovative practice.
- Open to the views of others - able to constructively challenge and be challenged.
- Able to work in and understand the political environment effectively managing political and reputational risks.
- Able to evaluate information and look for ways to change and improve performance, understands the bigger picture and broader context and is able to translate to a local setting.
- Understands the local context and able to identify outcomes focussed solutions to meet needs.
- Able to build collaborative partnerships, brings together multi-faceted activities to improve performance and/or resolve business critical issues.
- Models and demonstrates our values and leadership behaviours.
- Able to focus on priorities, present succinctly and translate complex ideas and information into meaningful and 'user-friendly' information; 'tells the story' to bring people along and ensure all audiences understand the key messages.
- A broad understanding of digital trends, hot topics, challenges and opportunities in a GM, UK and international context.
- Highly developed influencing and persuasive skills and ability to offer a persuasive argument both with internal and external stakeholders in order to achieve key milestones whilst retaining a positive attitude and relationship. Proven ability in managing relationships with project stakeholders at all levels of seniority through effective communication.
- Proven ability to motivate project teams to successful outcomes. Proven ability to secure and direct resources to fulfil work requirements over a wide area of service.
- Proven experience of delivering complex projects within the public sector. Proven experience of delivering complex public sector projects across multiple organisations and that resulted in successful outcomes.
- Experience of forming and developing close, collaborative partnerships based on both contractual and non-contractual arrangements
- Self-motivation and ability to deal with a demanding workload and deliver consistently to deadlines
- Ability to work flexibly and creatively as part of an effective team
- Commitment to high standards of customer care and public service
- Strong management and leadership skills

- Requirement to travel outside the county to attend meetings etc. when required may include overnight stay.
- Occasional requirement to attend residential training courses
- To be willing to work flexibly as occasional evening and weekend working may be required
- Willingness and ability to travel across the county when required, within a reasonable time to meet the role demands (individuals providing their own vehicle for use will be eligible for casual car user rate)

### Corporate Duties

- 
- Avoid any behaviour which discriminates against your fellow employees, or potential employees on the grounds of their sex, sexual orientation, marital status, race, religion, creed, colour, nationality, ethnic origin or disability.
- 

Safeguard at all times confidentiality of information relating to staff and pensioners.

Refrain from smoking in any areas of Service premises.

Behave in a manner that ensures the security of property and resources.

Abide by all relevant Service Policies and Procedures.

**Records Management/ Data Protection** - As an employee of the GMCA, you have a legal responsibility for all records (including employee health, financial, personal and administrative) that you gather or use as part of your work with the Service. The records may be paper, electronic, audio or videotapes. You must consult your manager if you have any doubt as to the correct management of the records with which you work.

**Confidentiality and Information Security** - As a GMCA employee you are required to uphold the confidentiality of all records held by the GMCA, whether employee records or GMCA information. This duty lasts indefinitely and will continue after you leave the GMCA employment. All employees must maintain confidentiality and abide by the Data Protection Act.

**Data Quality** - All staff are personally responsible for the quality of data entered by themselves, or on their behalf, on GMCAs computerised systems or manual records (paper records) and must ensure that such data is entered accurately and, in a timely manner, to ensure high standards of data quality in accordance with Departmental protocols.

To ensure data is handled in a secure manner protecting the confidentiality of any personal data held in meeting the requirements of the Data Protection Act.

**Health and Safety** - All employees of GMCA have a statutory duty of care for their own personal safety and that of others who may be affected by their acts or omissions. Employees are required to co-operate with management to enable GMCA to meet its own legal duties and to report any circumstances that may compromise the health, safety and welfare of those affected by the Service's undertakings.

**Service Policies** - All GMCA employees must observe and adhere to the provisions outlined in these policies.

**Equal Opportunities** - GMCA provides a range of services and employment opportunities for a diverse population. As a GMCA employee you are expected to treat all employees / partners / members of the public and work colleagues with dignity and respect irrespective of their background