Resources Committee

Date: 26 January 2024

Subject: Head of Data & Enterprise Architecture Role

Report of: Andrew Lightfoot, Deputy Chief Executive, GMCA

Purpose of Report

To seek approval for the establishment of and appointment to the post of a Head of Data & Enterprise Architecture within the GMCA structure.

Recommendations:

The GMCA is requested to:

Authorise the GMCA Chief Executive to progress the establishment of a Head of Data & Enterprise Architecture (Senior pay-scale SM6 (£69,889 - £78,314)) post and agree that the current postholder be assimilated into this role.

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Equalities Impact, Carbon and Sustainability Assessment:

N/A

Risk Management

There are no risk management implications

Legal Considerations

There are no legal consideration

Financial Consequences – Revenue

See paragraph 3

Financial Consequences – Capital

There are no capital financial consequences

Number of attachments to the report: None

Comments/recommendations from Overview & Scrutiny Committee

None

Background Papers
None

Tracking/ Process
 Does this report relate to a major strategic decision, as set out in the GMCA Constitution

No

Exemption from call in

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

No

GM Transport Committee

N/A

Overview and Scrutiny Committee

N/A

1. Introduction

1.1   The GMCA Digital Services team is made up on two linked elements: A corporate ICT service that supports and secures GMCA operational activity such as dedicated GM Fire & Rescue Services (GMFRS) systems, GMCA staff systems, and NW regional Fire Control Centre. This is overseen via internal corporate governance within GMFRS and GMCA that aligns under the Deputy Chief Executive with a forward-looking set of ambitions defined within a corporate Digital Data & Technology Strategy.

1.2   There is also an externally facing GM Digital City-Region Portfolio which is overseen by a GMCA Portfolio Leader and Chief Executive in line with other GMCA Directorates. This scope of this latter activity was recently refreshed in the GM Digital Blueprint 2023-26 which was approved by GMCA in March 2023. This includes work in support of "Building Responsible Data Driven Public Services".

1.3   The scope and complexity of both corporate and GM wide activities have developed significantly over recent years. For example:

1.3.1   Pan GM technology and data initiatives involve agreeing, co-designing and implementing a range of systems and new ways of working with a broad range of stakeholders. Current initiatives include Early Years Digitisation (in support of School Readiness), A Bed Every Night, Supported Families analytics, Missing People, the Public Sector Decarbonisation Scheme monitoring, and Victim's Services digitisation, plus services that were established to support the response to Covid such as the Sit-Rep reporting, and some health data management capabilities which GMCA supports.

1.3.2   Corporately this work encompasses our vision to "digitally enable the GMCA to act faster, delivering change and productivity at pace; provide value for money, reducing cost and increasing efficiencies; deliver better, through more effective use of data and technology; and be more resilient, through providing secure and reliable ICT."

1.4   The combined five year forward-looking technology expenditure across both elements is estimated to be approximately £30M and requires data and technology design leadership, aligned with and understanding of business needs and processes.

1.5   It is proposed that this leaderships converges in a Head of Enterprise and Data Architecture position, which absorbs the majority of responsibilities of a previous the Head of Enterprise Architecture and the current Technical Design Lead positions, incorporating further Data related responsibilities that have increased as a result of work towards Single Settlement.
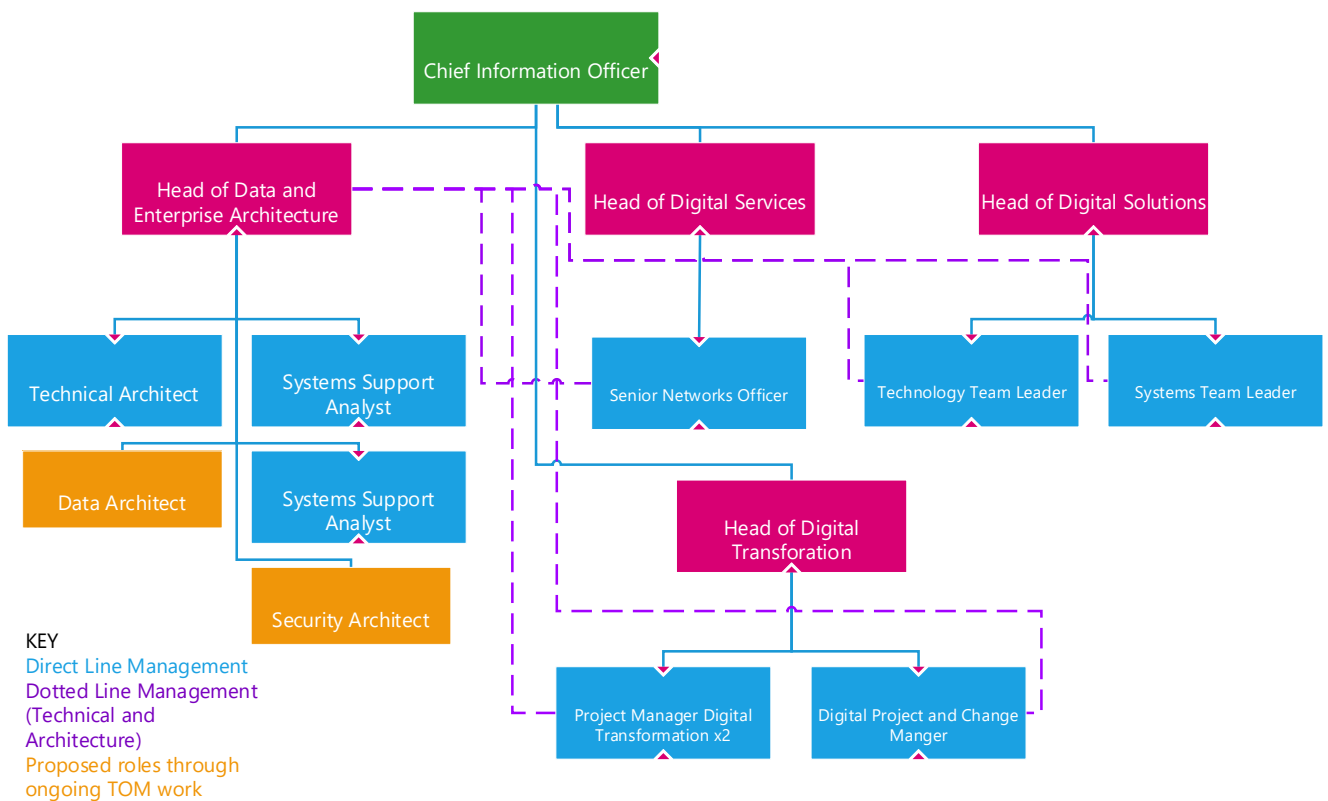
2. Proposed change to role

2.1   The Technical Design Lead (Grade 10) was established within GMFRS prior to the formation of GMCA in 2017 to lead technical solution design related activities, however the role's responsibilities have grown with the incumbent receiving an honorarium since January 2023. A recent re-grading exercise has assessed the position to be at an SM6 (£69,889 - £78,314) level.

2.2   There are several reasons for this. The role holder now leads the advancement of enterprise architecture both within the organisation and regionally on behalf of the GMCA. This is because the role holder took on the main responsibilities of the Head of Enterprise Architecture (SM6) position as a result of the incumbent leaving GMCA for Manchester City Council in December 2022.

2.3   Specifically, the role holder's responsibilities now include:

2.3.1   Providing positive leadership and direction for Technology and Digital Architecture across GM, promoting a culture of service excellence and ensuring that staff, citizens and stakeholders are engaged and involved

2.3.2   Owning 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, such as data and analytics to facilitate early intervention and predictive analysis.

2.3.3   Leading and developing Enterprise Architecture strategy, planning and implementation in GMCA and Fire & Rescue Service in conjunction with key stakeholders including developing, owning and maintaining key, foundational architecture to support and inform the organisation's Digital, Data and Technology (DDaT) strategy

2.3.4   Developing technology strategy and delivery responses to area-based, reform and thematic challenges and opportunities in order to meet the objectives set out in the GMS, maximising benefits from existing investments or assets.

2.3.5 Planning and managing financial resource effectively across multiple budgets, using an in depth understanding and interpretation of financial and management data to deliver public value

2.4 It is therefore proposed that the Technical Design Lead role is disestablished and a new Head of Data & Enterprise Architecture role created as the incumbent taking up the post.

2.5 The role holder has been undertaking these additional responsibilities since January 2023 and it is recommended that they be assimilated into this role on a permanent basis, in line with their current permanent status, with the role reporting directly to the Director of Digital / CIO. A revised Person Specification has been developed and regraded in line with these additional responsibilities – as shown in Annex A.

2.6 The current functional model showing the post and its position is shown below.

KEY
Direct Line Management
Dotted Line Management (Technical and Architecture)
Proposed roles through ongoing TOM work

3. Financial Implications

3.1 The Technical Design Lead role is currently funded as a substantive position in the organisation. It is proposed that 50% of this role continues to be funded in this manner reducing pressure on the corporate budget, with the other 50% being funded through pan GM budgets for the unfilled Head of Enterprise Architecture role that is sourced from a combination of retained business rates, grants, and specific

financial flows relating to specific projects and products. The combined effect also reduces the pressure on the pan GM digital budget.

Job Title:	Head of Data and Enterprise Architecture (TBC)	**Date:**	30/10/23
Reporting Line:	Chief Information Officer / Director for Digital	**Salary:**	SM6 (£69,889 - £78,314)
Team:	Digital Architects	**Business Area:**	Digital Services

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 Blueprint articulates this vision further. Our aim is for Greater Manchester to Digital City-Region with a Difference and to drive real change together with our partner organisations and residents, 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 that is owned by the GMCA. This includes leading technology and data programmes and providing guidance and leadership across linked initiatives to ensure that the city region establishes, reuses and leverages critical capabilities in support of delivery of the GMS.

In addition, the post holder will be responsible for the internal GMCA technology and architecture strategy, with a strong focus on data and security. They will ensure that this supports both GMCA and GMFRS corporate strategic objectives .

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

KEY RELATIONSHIPS

- Internal and external customer groups and strategic partners
- Senior Managers, SMEs and team members within Digital Services and the wider GMCA
- Technology suppliers – internal and external to the organisation

- 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.
- GM IT Leads
- iNetwork
- Local Digital Cyber
- 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.
- Businesses

KEY RESPONSIBILITIES

- To provide positive leadership and direction for Technology and Digital Architecture across GM, promoting a culture of service excellence and ensuring that staff, citizens and stakeholders are engaged and involved.

- To develop technology strategy and delivery responses to area-based, reform and thematic challenges and opportunities in order to meet the objectives set out in the GMS, maximising benefits from existing investments or assets.

- To lead and define the Technical Architecture strategy and delivery, ensuring cost effective solutions are established in accordance with IT risk, security and policy supporting the wider GM public sector ecosystem and that digital, data and technology standards are embraced and adopted.

- 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, such as data and analytics to facilitate early intervention and predictive analysis.

- To be responsible for the maintenance and continuous development of the high-level design plan for pan GM architecture and creating a technical roadmap that future proofs GM's Digital Blueprint.

- To lead and develop enterprise architecture strategy, planning and implementation in the GMCA and Fire & Rescue Service in conjunction with key stakeholders including developing, owning and maintaining key, foundational architecture to support and inform the organisation's Digital, Data and Technology (DDaT) strategy.

- To engage with business leads, at all levels of the organisation, to understand their strategic ICT requirements and to ensure these needs are met through the provision of solutions in line with the organisation's Digital, Data and Technology (DDaT) strategy.

- To champion full ICT product lifecycle management in a progressive manner using appropriate methodologies across all operational functions, working with partners and providers to ensure meaningful outcomes are delivered with the best use of resources.

- 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 technology and data progression across GM and within the GMCA in particular contributing to decisions about the choice of technologies, their integration into systems/processes and considerations for data.

- 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 act as focus and provide an escalation point for technical design related issues.

- To lead and guide procurement activities and be responsible for creating and maintaining relationships with partners and vendors.

- To shape investment plans in technology and roadmaps for both the GMCA Senior Leadership Team (SLT) and the Fire & Rescue Service Chief Leadership Team (CLT) to meet the needs of GMCA business plans and strategies, developing business cases that attract and secure funding.

- To provide advice relative to risk in relation to all aspects of IT security, working closely with risk owners and in line with the GMCA corporate risk process.

- To support Audit, Oversight and Scrutiny processes as and when appropriate and comply with organisational policies and procedures.

- To provide high quality advice and information to the Mayor and Chief Officers of the GMCA and Fire & Rescue Service on all ICT matters.

- To deputise for the CIO as required.

General

- To plan and manage financial resource effectively across multiple budgets, using an in depth understanding and interpretation of financial and management data to deliver public value.

- To manage staff and their development and wellbeing effectively in line with GMCA Digital and corporate objectives and values.

- To identify and contribute to upskilling opportunities for colleagues within and beyond the directorate

- To actively promote the values of GMCA

- To 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.

- Provide positive challenge to colleagues across the organisation in considering how things can be done better and more effectively.

- To review key performance indicators to identify and address issues arising, spot trends and take appropriate action to learn, share and improve.

- Communicate effectively to ensure all relevant stakeholders are informed and up to date with relevant information, statuses, and progress.

- Accurately prepare documentation, communications and information including letters, emails, contracts and records.

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

- Proven experience of multi-organisation, place-based digital strategy definition.

- Proven experience of leading Digital and Technology within a public sector organisation, with particular emphasis on enterprise architecture and its effective

ultilisation linking with data, technology and security architectures.

- 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.

Skills & Behaviours

- **Achiever:** proven technical skills and ability to lead programmes to delivery working collaboratively with others.

- **Assured:** professionally credible, able to engage with authority and express what is needed, demonstrates initiative, confidence and personal responsibility for action.

- **Flexibility:** demonstrates the skills needed to work collaboratively across a range of partners in a contractual/partnership and collaborative settings**.**

- **Tenacious:** Experience of driving forward multiple large projects in challenging circumstances.

- **Strategic thinking:** 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.

- **Leader:** leads people/projects, with an ability to motivate, engage and develop people to deliver shared outcomes.

- **Motivator:** Experience of developing teams to achieve their maximum potential. Able to create circumstances where other people have the big ideas and present the successes.

- **Conscientious:** balanced and comprehensive thinker able to combine self-discipline, an organised approach to work with innovative practice.

- **Diplomat:** open to the views of others - able to constructively challenge and be challenged.

- **Astute:** able to work in and understand the political environment effectively managing political and reputational risks. Displaying integrity and confidentiality on sensitive matters of local and national importance.

- **Curious:** 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.

- **Solutions Seeker:** understands the local context and able to identify outcomes focussed solutions to meet needs.

- **Resource Weaver**: able to build collaborative partnerships, brings together multi-faceted activities to improve performance and/or resolve business critical issues.

- **Values Based:** models and demonstrates our values and leadership behaviours.

- **Story Teller:** 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. High level and effective written and oral communication and presentation skills.

- **Digital knowledge:** A detailed understanding of digital trends, hot topics, challenges and opportunities in a GM, UK and international context.

- **Communication Skills:** 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.

- **People Management:** 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.

- **Organisation:** 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.

- **Partnership management:** Experience of forming and developing close, collaborative partnerships based on both contractual and non-contractual arrangements.

Education, qualifications and associations

Essential
- Minimum 5 years working in IT
- Educated to degree level in a relevant subject or significant demonstrable experience
- Evidence of continuous professional development
- Relevant professional qualification, membership of a relevant professional body.

Desirable
- Microsoft or other vendor certifications within the relevant area
- TOGAF® Certified
- ITIL® 4 Foundation Certificate in IT Service Management
- Experience working in an ITIL aligned environment
- Experience of project management methodologies and principles

Special Requirements or Conditions

Essential:
Out of hours cover with an on-call rota
Hold a current full driving licence.
Occasional requirement to attend residential training courses

In return for your efforts we can offer a fantastic working environment with a motivated team who are committed to delivering an excellent service.

Benefits include:
Extensive sports and welfare programme
Flexible working
Local car parking facilities
On site gym
Frequent technical training