

# The Team for In-House IT Services

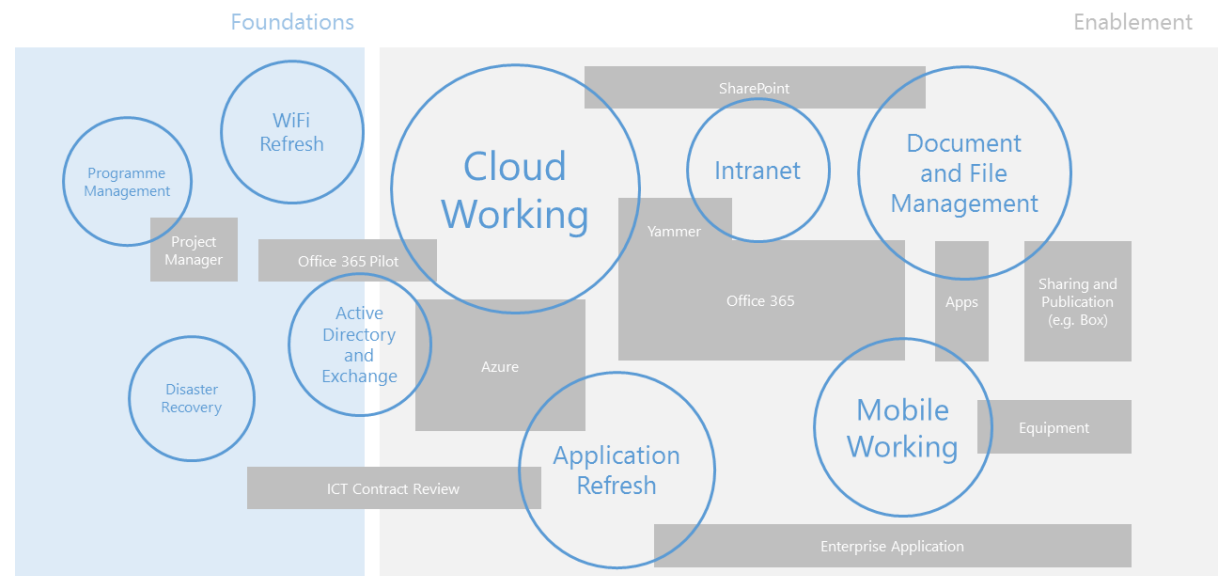
JANUARY 2017

## Why change?

The need for change has been a significant contributor to the decision to cease our Capita ITES contract at a natural break. The contract CBC and Capita signed up to five years ago is increasingly unfit for our technology environment, and many of the outcomes of the Technology 2018 programme are rendering this type of contract outmoded.

The cessation of the contractor and client arrangement provides the opportunity to design a holistic IT service that meets the needs of the Council.

As the Technology 2018 programme gathers pace and enables new ways of working, increased productivity and better collaboration, our focus moves away from servers, applications and desktops and heads towards delivering effective cloud and enterprise technology, increasing our data maturity and lifting digital skill levels across our digital immigrants, as digital natives begin to flood our workforce.

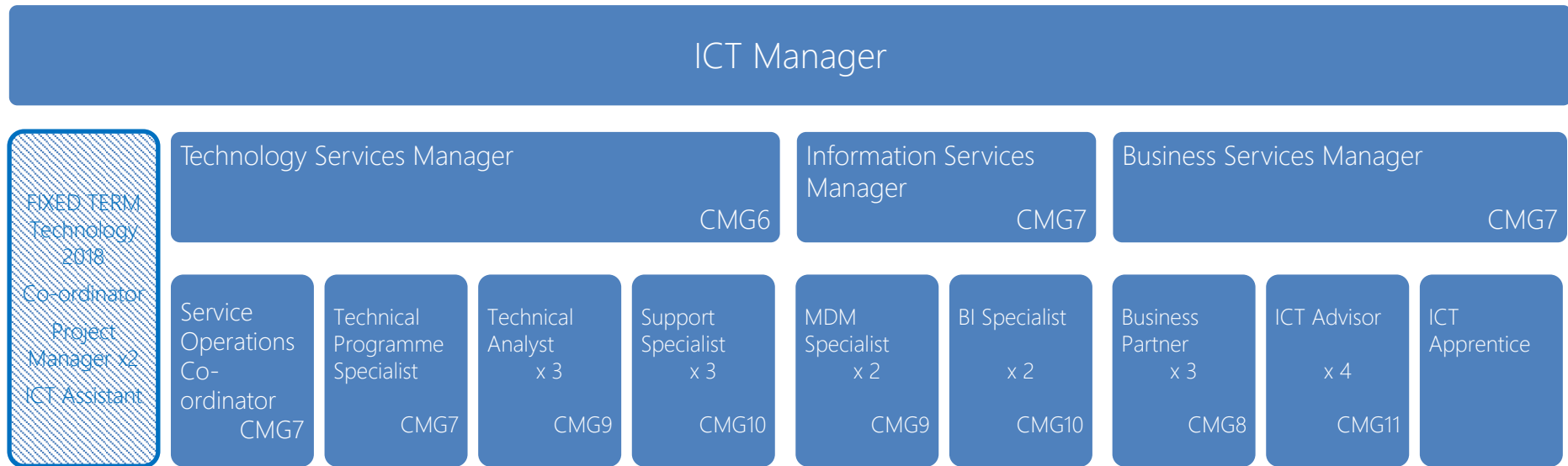


TECHNOLOGY 2018 **ICT STRATEGY** FOR COLCHESTER

## Appendix A

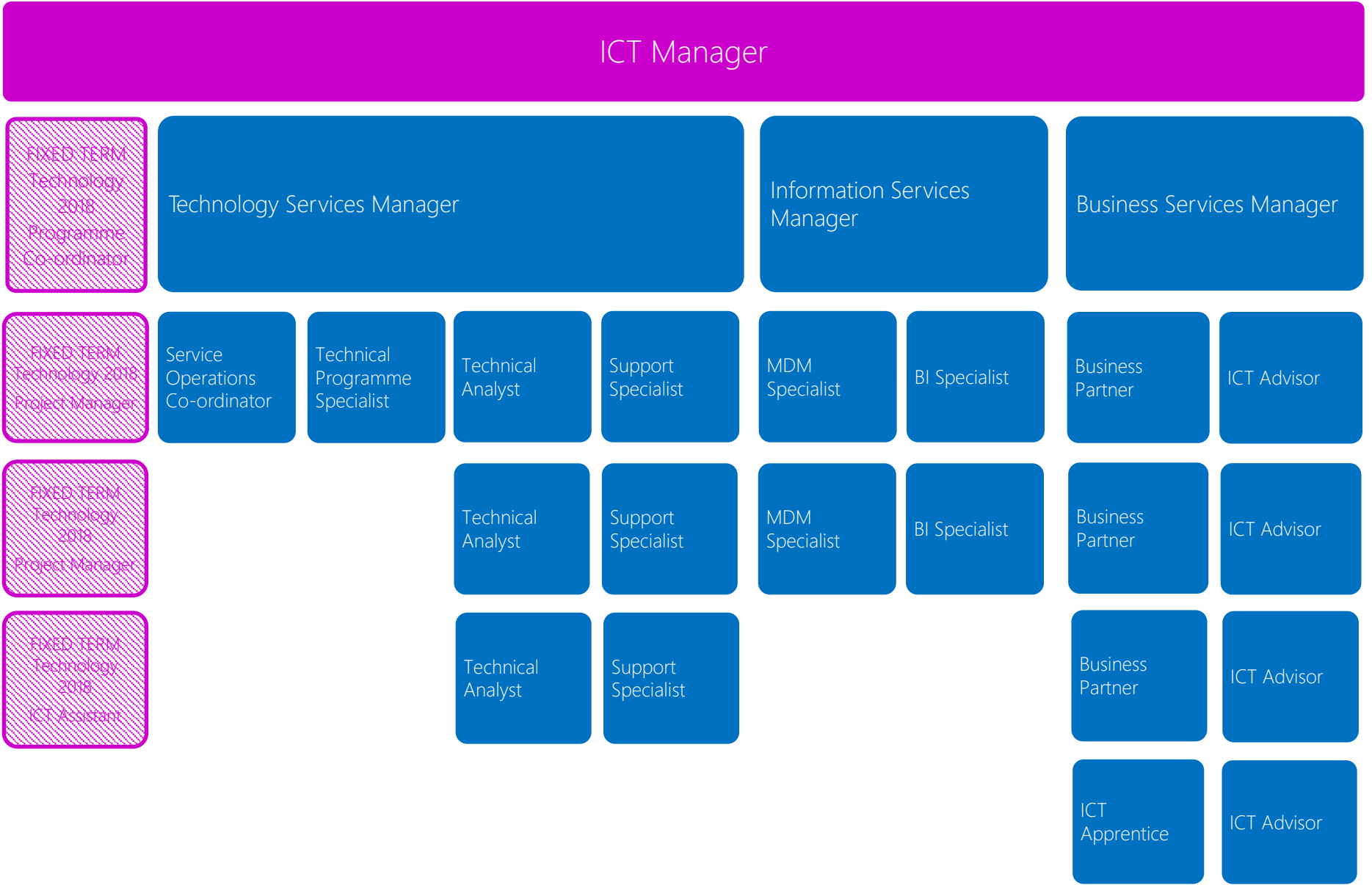
### The New Team

The team to see the organisation through this cultural change and onwards has been devised by the ICT Manager and the Strategic ICT and Communications Manager following consultation with IT staff at CBC and Capita.



Grading on this structure has been completed by CBC's Job Evaluation Panel.

The structure showing a box for each FTE post is below. Only the roles in blue below were part of formal consultation with affected staff.



### Role Pen Portraits

The **ICT Manager** is a leader, being the head of profession and accountable for the delivery of ICT operations. They are knowledgeable and understand business needs, delivering strategic aims and controlling programmes, transformation activities and finances. Using their ability to motivate and negotiate, they direct innovatively and listen actively, designing and maintaining a high quality IT service. Members of their team feel empowered to deliver collectively and as individuals. Managers and colleagues, as ICT customers, look to them for technology leadership and continual service improvement.

### Technology Services

The **Technology Services Manager** takes control of technical delivery, maintaining services regardless of location and maintaining security regardless of threat. They ensure effective ICT is delivered by developing a team with solution-focussed technical skills. They know that ICT must be robust, scalable and always available, at least within reason. The TSM understands how to assess and mitigate risk and impact, providing assurance that change is managed properly and addressing problems effectively. Responsible for the delivery of programme co-ordination, they also provide second line and third line support that meets, and endeavours to exceed, customers' expectations.

The Technology Services team comprises the **Service Operations Co-ordinator, the Technical Programme Specialist, Technical Analysts and Support Specialists**. Strong technical skills are evident, as is commitment to continuing professional development. Between them there is knowledge and experience in providing excellent technical delivery, alongside collaboration with consultants and suppliers. The SOC makes sure day-to-day operations are running smoothly and resilience is sufficient. The TPS has an ear to requirements coming in through Business Services and enables realistic activity programming. Technical Analysts love to find solutions, both for new working practices and for existing problems. Support Specialists provide the glue between customers and technology, fulfilling service requests and resolving technical issues. All team members are quick and keen to respond to major incidents, ensuring disruption is minimised. They understand the value of technology in delivering effective public services.

### Information Services

Data, information, knowledge and wisdom are the domain of the **Information Services Manager**. They articulate the value of information, providing assurance and security whilst ensuring the right information is available to the right audiences. They know the data maturity of the Council and put in place continual improvement activities. The services they provide enable the organisation to use accurate, complete and timely information intelligently. The ISM understands the dependencies on information captured or referenced across the organisation, and upholds standards that maintain its value. Colleagues, members of the public and other public sector bodies all feel assured of the quality, appropriate transparency and appropriate protection of the Council's information.

The Information Services team are specialists in good information management practices; Master Data Management and Business Intelligence.

**MDM Specialists** are knowledgeable and experienced in implementing and using data standards, advocating the value of single centrally managed datasets where data can be maintained accurately and completely: capture once, use many times. They effectively manage addressing and geographic information, alongside harnessing their MDM capabilities to deliver excellent asset management and configuration management records.

Whilst MDM Specialists focus on single central data sources, **BI Specialists** employ their skill to manage information in abundance. Unstructured or partially structured data, residing in files, documents or records, is managed effectively through document management systems, network shares and collaboration platforms. BI Specialists help customers create or consume what they need, ensuring retention and destruction is controlled. They are proficient in reporting and analysing information so that the organisation makes informed decisions.

### Business Services

The **Business Services Manager** is every manager's best friend. They understand what IT's customers want to achieve with information or technology, whether it's for a function, a service or the whole organisation. Their innovative approach and knowledge about the capabilities of technology support services to plan realistically and improve productivity. Best of all, they understand the business and therefore they know what is needed, so they can take it back their team and their colleagues to plan delivery. The BSM makes sure everyone who needs or wants to know gets to know, whether it's the latest technology news, progress on a project or the resumption of service after a major incident. Crucially, they use their excellent communications skills to deliver digital skills improvement across the IT user community, making sure that technology is used effectively by all.

The Business Services team are a positive and friendly group of customer-focussed IT professionals.

**ICT Advisors** are everyone's first point of contact, whether it's to borrow a laptop or solve a personal technology crisis! They can be reached on any digital medium, from Skype to email to instant messaging, as well as in the old-fashioned ways of making a telephone call or paying a personal visit. When they talk to customers, they respect that customer's request or concern and never make them feel stupid, although they will do what they can to enable the customer to help themselves.

**Business Partners** are the experts in improvement and innovation through the application of technology. Like ICT Advisors, they are keen to help and actively encourage digital skills improvement in making the most of technology. BPs understand the desired outcomes and support services to achieve them. Their excellent communication skills and their ability to easily build rapport means they can explain complex technical solutions in appropriate ways. Always verifying the business case stacks up, BPs will see activities through to programme planning and access the technical assurance that ensures successful delivery

## Appendix A

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