

Mental Skills

Need to evidence the below:

- 1 analyse **diverse and complex** information, problems or situations, and to **develop** strategies or plans requiring extremely complex planning activity

"DIVERSE AND COMPLEX" information has several aspects, not all of which may be immediately apparent, so may require investigation of many sources and may be interpreted in more than one way. For example, information primarily of a multi-disciplinary or multi-functional nature, such as problems involving a range of strategic, financial, policy, legal, personnel and technical aspects.

EXTREMELY COMPLEX" – requires the ability to conceptualise, to envisage unknown variables, influencing factors and areas of uncertainty

Local Guidance:

Includes leading work to change corporate policy.

examples we'd need would be something along the line of:

the task of developing, introducing and managing a specific digital / IT programme to support an agile / mobile workforce will involve the jobholder analysing:

- what does the tech need to do for different employees (from refuse collectors, social workers, city wardens to lone-working care support workers and trading standard officers)
 - would involve speaking to different services to identify differences and similarities.
 - Would a pilot be the best approach?
 - Would the same device, but with different functions, be suitable for all)?
 - What other systems/ devices does this device need to "talk to" – are they the same or vary from service to service?
- are there any potential data concerns here (sensitive/ personal information)
- what is best value (not always the cheapest – but the most robust, fit for purpose etc)
- will training be required for users
- what will the contract with the supplier include (warranty, spare parts etc)
- what will be done with any existing tech currently used
- will current insurance cover these pieces of equipment?
- Does this support the TOM, and other council priorities?
- Does this fit in with other digital and IT projects that are underway?
- What emergency protocols need to be put in place – e.g.) if the equipment all crashes
- Does a role need to be created / developed to support the roll out and use of this equipment?
- What protection is required – e.g.) if they were to be stolen how secure are they regarding information.

- What budget is there – and where there are limits the jobholder needs to understand what are the MUST haves and what the nice to haves are.
- Do any policies or guidance need to be reviewed/ amended – such as IT policies, use of social media etc.
- Are there opportunities for others to utilise this equipment, who wouldn't normally use this type of equipment?
- What risks are there in using this equipment (this could be anything from legal, overspend, bad publicity, future software not working with the equipment, health and safety etc)
- Does it need to link in with other external organisations – for example social work and NHS or City Wardens and the Police (as well as internal partners – for example social work and schools)
- Could some work be taken on by students as part of an intern / project work.
- Understand employees' resistance to new ways of working, trying to involve them in the development and introduction.

The jobholder will undertake extremely complex planning, such as:

- What if the direction of the council change/ a different political lead?
- Are any solutions agile enough to keep up with the constantly changing digital world – (remember Betamax versus VHS)
- What if the supplier goes bust
- Are there opportunities to work with private sector, partners or other organisations.
- Protocol should there be hacking/ service failure
- Is there opportunity to make revenue from any of the work; e.g. – a successful programme shared with other local authorities.

At any one time the jobholder will:

- Have many projects to deliver, review and maintain
- Will be the Council "expert" – and will have an overview of all digital/ technology and IT projects.
- The post was originally designed as one which would work with a partner – this is now no longer the case. The jobholder is therefore responsible for identifying where and when working with a partner would be beneficial and when it would not.