

IT Business Partner (Provider)

Role Profile:	Senior Manager
Grade:	Hay B
Accountable to:	Principal or Head of Service/Professional Lead Manager
Accountable for:	Usually direct line management of staff in team (approx 4 – 20 staff) and/or indirect responsibility for others within assigned groups

Role Context

In light of key challenges facing the County Council to meet strategic initiatives the role of IT Business Partner (Provider) is critical to achieving the Fundamental Service Review agenda and becoming a customer focused organisation.

The role will be responsible for defining, developing and successfully embedding allocated strategic IT Policy and agreed IT Architecture for the County Council. The post holder will contribute to strategy development; develop medium term project plans working self-sufficiently referring back for direction at agreed decision points or on matters which involve significant risk to the authority.

The role will involve taking responsibility for an area of expertise or business area in line with the current board direction and IT vision and annual business plan. The post holder will be capable of deputising for the Principal Manager as required making decisions in relation to the relevant business unit issues or subject matter expertise.

The post holder will diagnose key policies, practices and solutions required to meet the strategic aims of the delegated parts of the agenda or business area. The ability to demonstrate how in practice proposed solutions will meet needs and be successfully embedded in a joined up way with other solutions is essential. Thinking about how staff, managers and stakeholders might experience the solutions in practice is key.

This will mean the excellent project management skills are critical to ensure that solutions and appropriate outcomes are delivered on time, within budget involving the appropriate stakeholders.

The post holder will need influencing skills, political sensitivity and confident presentation skills in communicating solutions and proposals across a wide range of stakeholder groups in a number of forums including CEB, SMG, Member Forums, Trade Union and Professional Associations.

Purpose

To manage a large team and resources or a large scale activity providing a service, either operational or strategic support in nature, often requiring co-ordination with other teams closely related functions. This will include the performance management of the service and/or people responsible for and the development of the future shape of service provision. To build relationships and influence activities, including working across and outside of the organisation to improve services.

Key Accountabilities

The specific accountabilities of this flexible role may alter from time to time in order to meet the needs of the business/client, but accountabilities will include (or be equivalent in nature to) those listed below:

- Delivery of a challenging customer focused service, managing a large team or large scale activity to meet defined performance indicators and business strategies.
- Formulation and development of policies, processes and guidance, taking into account views of stakeholders, and gaining appropriate ownership and approvals. Applying complex theories and detailed technical knowledge to devise approaches from first principles.
- Contribution to the successful implementation of policies, processes & guidance, including interpreting procedures/practices to satisfy short and medium term operational requirements.
- Providing expert advice and guidance on complex issues verbally and/or through written reports. Providing professional advice/support across the department and/or organisation and tackling difficult problems of a technical, professional, resource or people related nature.
- Analysis and evaluation of complex information and identification of innovative solutions through the detailed grasp of involved procedures and practices.
- Direct responsibility for a budget (typically around £2 million), and/or advisory impact on projects relating to the role's specialism/other externalised expenditure of up to £8m.
- Developing the shape of future service provision and budgets, typically planning on a time horizon of around a year. This will include reviewing and recommending changes to systems, processes, procedures and practices; the implications of which will likely extend beyond own service.
- Contribution to the realisation of service, group or team service improvements through the identification, design and implementation of developed solutions which enable the organisation to be successful.
- Effective and efficient management of resources, including staff where applicable. Operational resource deployment and recommending future resource needs over the short term.
- Management of service delivery or specific reviews, projects and programmes on service/directorate provision through the use of effectively managed resources, within appropriate constraints.
- The development of effective relationships with managers or partners across the wider directorate, other parts of the organisation and external organisations. Working with, advising and influencing key stakeholders in specialist field including Members, Chief Executive and board, senior managers and other key partners. Maintaining national and local networks and partnerships.
- Meeting statutory, national, regional and local obligations in service delivery

through own work and managed staff.

- Supports equality and diversity and respects customers, clients and other members of staff regardless of gender, age, disability, sexual orientation, religion or ethnic origin.
- Remains up to date and compliant with all relevant legislation, organisational procedures, policies and professional codes of conduct in order to uphold standards of best practice.

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Person Specification

This section outlines the key criteria that must be addressed when submitting an application for employment or registering with West Sussex Futures as shortlisting for interview will be based on information supplied here.

Level of Knowledge

- Expert specialist, theoretical knowledge relating to the service specialism.
- Detailed practical knowledge of complex theories including relevant technical knowledge to formulate and develop policies, processes and guidance.
- Sound practical and theoretical knowledge of the political environment of local government and partner organisations.
- Sound and accurate IT knowledge eg Microsoft Office.

Qualifications and Professional Membership

- Post graduate professional qualification relevant either to IT; or equivalent level of significant experience demonstrating comprehensive application of the above levels of knowledge in a relevant setting.
- Relevant chartered status of a professional body or equivalent high level experience of involved practices.

Experience

- Expert relevant experience in specialist area, including sound relevant operational experience.
- Significant post qualification experience in dealing with significant and complex issues.
- Experience of delivering or co-ordinating a quality service to others.
- Experience of managing / leading staff.
- Experience of managing a budget and contributing to financially related decisions on high level spending.
- Exposure to shaping and supporting initiatives in a political environment – ***desirable***.

Skills

- **Key Skill 1**
Ability to make sound pragmatic problem solving decisions, which will have a wider service impact. The ability to analyse and make judgements based on principles to tackle difficult problems of a technical, professional, resource or people related nature.

- **Key Skill 2**
Sound partnership working skills including the successful co-ordination of partners to deliver objectives.
- **Key Skill 3**
Ability to challenge existing practices and identify innovative solutions.
- **Key Skill 4**
Effective research, evaluation and interpretation skills to derive conclusions and plan over the short to medium term.
- Excellent communication skills with ability to successfully influence and persuade others and negotiate effective business solutions.
- Effective people management and performance management skills with the ability to provide direction, leadership and support to individuals and teams.
- Ability to set timescales and objectives and review effectiveness of service delivery.
- Project management skills including the ability to apply project management principles and practices to complex issues.
- Sound and accurate IT and keyboard skills, for general office duties for example producing reports and monitoring budgets.

WSSC Management Capabilities

All managers need a comprehensive range of skills and knowledge, but seven capabilities have been identified as critical for WSSC moving forward. They are detailed below and apply to all managers (NJC 10 to Chief Officer C).

Capabilities will be considered when a candidate is successful at securing an interview, and for continued development at Performance and Development Reviews.

The seven Management Capabilities are:

- **Customer, partnerships and stakeholder engagement**
- **Financial management**
- **Political awareness and governance**
- **Business planning and performance management**
- **Creativity and innovation**
- **Employee engagement**
- **Managing and leading change**

WSSC Living the Promise Behaviours

This section will be assessed when a candidate is successful at securing an interview, and for continued development at Performance and Development Reviews. (The Living the Promise Behaviours are not required to be addressed at application.)

We expect everyone in the Council to demonstrate the Living the Promise Behaviours, regardless of grade, level or role. They describe how we work with our customers, colleagues and partners.

Further information on the Living the Promise Behaviours can be found on the West Sussex County Council website.

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Examples:

Post holders will draw on significant professional experience as well as relying on their ability to assess the political and organisational climate, exercising sound judgement at critical times.

1. The post holders will be analysing and interpreting complex information, such as developing Plans (typically covering 2-3 years) for a specialist area, through working with a wide range of stakeholders. This will include the direct liaison with senior colleagues and external partners e.g. IT suppliers and other local authorities, contractors. The development of the plan requires post holders to draw out, with the business, analyse and understand:
 - the future direction of the business,
 - the future requirements to meet this business need,
 - undertake environmental scanning of people and/or business related information,and develop
 - what the IT related requirements are, including the identification of capacity, capability, flexibility and employee engagement gaps and the development of interventions to bring about sustainable improvement,
 - evaluation of complex trend data and information
 - identify the current IT baseline position,
 - the future IT solutions required to meet the future business need,
 - a gap analysis and report identifying the transition to the "new"
 - innovative solutions (within the context and purpose of the service directorate or unit and the County Council) which will meet the business need and capacity,
 - development of a longer term plan, together with IT and business related conclusions and recommendations.

Together with overseeing and monitoring the implementation of the Plan, evaluating the effectiveness of the solutions and taking positive action where the solutions are not as effective.

2. The post holder will advise on any IT implication of service based initiatives discussed, but will also positively contribute to any strategic or operational service business discussion. This will mean that the post holder will be required to apply not just a broad and thorough knowledge of UT themes, but also to have a broad based knowledge of the County Council's business, including its environmental, political, economic, financial and legislative influences and impacts. This overarching knowledge will allow a more partnership style, which will ensure a more positive strategic approach to developing solutions.

The Business Plan for 2010/13 has clarified the need to focus Business Partner roles on three particular areas of expertise:

Business unit facing

Key areas of work:

- To ensure that the management of the business units understand the direction and structure of IT as outlined in the IT business plan.
- To ensure that the business units understand the agreed Common enabling architecture and how it will impact their plans for change.
- To understand the IT roadmap and interpret and communicate the impact of this to the management of the business unit.
- To create, deliver and monitor a balanced score card with the relevant business units.
- To agree with the business unit a plan that articulates the IT deliverables for a rolling 12 months.
- To bring technical innovation in providing solutions to business needs.

IT Facing

Key areas of work:

- To understand the vision for each business unit and ensure that the IT community understand this vision and the role IT will play in delivering that plan.
- To support the senior management team of IT by delivering a joined up view of transformational change across all business units.
- To take ownership of solutions and ensure that IT teams are delivering the solution while business priorities may regularly change.

Leadership

Key areas of work:

- The business partner will demonstrate behaviours and emotional intelligence that will ensure that Managers of all levels within the business units recognise them as the main point of contact to deliver IT in their unit.
- That the IT community will recognise them as the interrupters of business needs and use the business partner as the conduit for clarity and communication on solutions.
- That will strike the appropriate balance between business needs and the corporate good of a common enabling architecture. They will recognise the need to make tactical solutions but ensure that these tactical solutions do not impede or delay the long term vision of IT.