

Service Document Standard Form:

Role Profile

Linked documents: Job Evaluation Guidance Note



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ROLE DETAILS:

Role Title:	Head of Programme Management Office, Transformation and Technology
Grade:	Scale O - £63,392 to £64,976
Service area:	Finance and Assets
Responsible to:	Director of Finance and Assets

PURPOSE OF THE ROLE: *Why the role exists and what it has to achieve*

To lead the Programme Management Office (PMO), ensuring that any prospective projects/programmes are evaluated thoroughly, deliver value for money and contribute towards the Authority's strategic objectives. The post holder will also need to consider the structure of the PMO, and whether additional posts are required to deliver objectives, whether these may be new roles or existing roles transferred into this new team.

The post will also need to ensure that all current projects/programmes are co-ordinated and prioritised and work with project managers to deliver projects/programmes within agreed timelines and budgets, whilst regularly appraising the Senior Management Team of progress.

This post will hold a position on the Senior Management Team and have a significant input on the strategic direction of the Service.

The post will also have overall responsibility for ICT, Data Intelligence, and Communications and for ensuring these departments are operating efficiently and effectively.

DIMENSIONS OF THE ROLE: *The key statistics associated with the role*

Financial – Direct or Non-Direct:

Direct

- £1.8m (of which circa £500k relates to salaries)

Staff Responsibilities – Direct or Non-Direct:

Direct

- Programme Manager
- Data Intelligence Manager
- Communication & Consultation Manager

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- ICT Manager

Indirect

- 19 indirect reports

These responsibilities may increase if and when the size of the PMO team increases.

Any other statistical data:

The span of the role is pan-organisational as the projects/programmes and outcomes embrace and apply across all Service directorates and departments.

PRINCIPAL ACCOUNTABILITIES: *What the role is accountable for and required to deliver*

- To lead on the provision of Information Technology (ICT); Data Intelligence, the Performance Management systems; Corporate internal and external communications and delivering projects & programmes through the Programme Management Office.
- Oversee the management of ICT, Data Intelligence, Programme Management Office and Communications ensuring they are efficient and effective.
- To lead the Information Technology, Data Intelligence and Programme Office teams. The respective team leaders for these departments will come under the post holder's line management.
- Accountable for delivering the corporate objectives in these areas. This will include the formulation of relevant strategies, which will be formalised through our internal governance processes and will require the support of both Officers and Members.
- Ensure that the relevant teams are continuously improved and developed to meet the needs of all users, and their effectiveness monitored against required standards
- Responsible for business development and process optimisation across the service, to develop and integrate systems and process, which makes the organisation more efficient and effective. These may be measured in terms of cashable and non-cashable savings. They may also be measured in terms of other quantifiable efficiencies or service improvement.
- Proactively develop, build and maintain collaborative relationships and partnerships; develop collaboration opportunities with other partners. Build constructive relations with trade unions and staff representative(s) to develop and foster a positive industrial relations climate that facilitates change.
- Manage and develop self and others to improve personal and team performance and achieve directorate and Authority objectives. Manage the efficient and effective use of physical and financial resources to support activities and to deliver directorate and

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Authority strategy.

- Enforcing governance structure i.e. making sure that papers go to the correct Board and have been checked by statutory officers in advance
- Monitoring and reporting of all projects/programmes
- Determining if work constitutes a project, and if so, what the level and priority of that project is.
- Make recommendations for prioritisation of projects with available resources

Leadership

- The Post holder will be a member of the Senior Management Team and attend Strategic Management Board meetings.
- Work with the SMT to lead the continued development and delivery of Service Transformation.
- Develop, implement and deliver the strategy for the Directorate to meet current and future Authority needs and achieve continuous improvements across the Service.
- Create a vision for each team, communicate it to employees and lead and motivate the team to achieve the vision
- Develop, implement and deliver strategies, which identifies the future direction of each team within the organisation to drive efficiencies.
- Be a champion of change, optimising current solutions whilst promoting innovative solutions to operational challenges
- To ensure effective management of staff and resources promoting team building and collaborative working to deliver the corporate plan.
- Establish a high level of credibility, visibility and professionalism and manage strong working relations with key partners and stakeholders

ICT

- Delivering IT systems needs for supporting both operational and non-operational functions.
- Ensure the development and maintenance of the appropriate ICT infrastructure and systems to support the objectives and aims of the service.

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Data Intelligence

- Delivery of data and performance information that supports the measurement of corporate goals, continual service improvement and decision-making.

Programme Management Office

- Establishing and running the Programme Management office with the objective of ensuring all projects, across the Service, are delivered using a 'best-practice' Project Delivery Approach and are delivered within the agreed scope, time, cost and quality.

Communications & Consultation

- Development and implementation of the Services' communication and consultation strategies, to meet the expectation of internal and external stakeholders; ensuring proactive and effective media relations
- Comprehensive planning and coordination of Service communications. Set out a strategic and comprehensive communications plan and deliver this.

DECISION MAKING:

The post holder is in a decision making position. The post holder is expected to make decisions that have service wide impacts based on sound evidence. The post holder is expected to develop hypotheses, develop options and develop proposals and business cases where necessary. The decisions are expected to be consulted on as appropriate and communicated.

Supervision is likely to be monthly as there is a high degree of autonomy of decision making that is expected.

The post holder will be working to deliver corporate goals in the role as a head of department and also as an organisational leader.

Make decisions:

- Budget expenditure up to £50K
- Decisions as to minor changes to department structure and resource allocation;
- Department work prioritisation;
- Minor adjustments to department strategies;
- Development of department work plans;
- Recruitment decisions within their department;
- Procurement of systems and services within their budgetary limitations;
- Commissioning and hearing of disciplinary matters up to and including level 3 hearings;

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- Hearing of level three attendance management cases.

Significant say in decisions:

- Budget expenditure over £50K;
- Fundamental team restructures;
- Fundamental strategy changes.

CONTACT WITH OTHERS: *The frequent contact the role holder has with others and for what purpose*

Internal:

- Fire Authority Members and particularly Lead Member for Finance and Assets, Information Security and IT.
- The Authority's Information Governance and Compliance Manager (Data Protection Officer)
- The Authority's Senior Information Risk Owner
- The Authority's Chief Finance Officer

The above relationships are critical for the delivery of projects, system, and process improvement

- Corporate Planning Manager
- Senior Management Team members, as a peer. To assist as part of the team to develop corporate strategy and develop systems and process to support the organisations continued service improvement.
- Middle managers and below internally. Consultation and development of strategies for delivering organisational change.
- Supervisory Manager and below. Explanation and delivery of organisational change.

External:

- External consultants and service providers. Research, negotiate and develop new and continued solutions to support corporate aims and objectives.
- Other Fire and Rescue Services and other public bodies where projects/programmes involve multiple partners

PERSONAL REQUIREMENTS:

- To participate in a programme of continuous personal and professional development relevant to the role
- To demonstrate conduct and behaviours in accordance with the Service policies, values

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and norms

- To comply with the Services' aims, organisational values and behaviours and their impact on this post
- To be committed to protecting and respecting the privacy of individuals and the responsible handling of personal information
- To ensure all aspects of health and safety are adhered to. Ensuring that all staff, visitors, contractors etc. within the area are in compliance with statutory requirements and Service policies and procedures
- To undertake, with appropriate training, the duties of other roles as required
- To mentor and coach individual members of staff as required
- To contribute to the development and implementation of relevant policies and procedures
- Attend meetings as required and submit information in appropriate formats as required
- To undertake any other duties which fall within the broad spirit, scope, levels and purpose of this role that may reasonably be required from time to time, at any location required by the Service

REQUIREMENTS: Essential Criteria

The skills, knowledge, qualifications and training required to perform the role

Qualifications & Training:

- Degree level qualification relative to role or demonstrable relevant experience

Experience:

- Significant experience of leading a highly skilled and technical team in a complex environment.
- Experience in analysis, implantation and evaluation of IT systems and their specification
- Expertise and experience to assemble, analyse and interpret large, complex and multiple data-sets and information to inform strategic decisions and support the strategic planning cycle;
- Significant experience of working within a performance management role.
- experience in delivering projects and programmes to a successful conclusion;
- Significant experience at a senior level in a PMO function
- Experience of driving strategy and policy formulation;
- Knowledge and experience of delivering improving efficiency and effectiveness
- Experience of commissioning and managing complex organisational change processes which have significant resources and strategic impact.
- Experience of working with collaborative partners to achieve best outcomes.
- Experience of providing input to organisational business and budget planning
- Ability to manage different priorities and deliver high quality outcomes under pressure

Skills:

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Technical

- Statistical, Information Management (integrity, confidentiality, availability),
- Public facing reporting tools

Non-Technical

- Analytical and conceptual thinking
- High Level verbal and written communication skills, sufficient to engage with employees, managers and partners.
- Excellent analytical skills with an aptitude for developing innovative solutions to complex issues
- Research skills
- Ability to present complex concepts and information in a way that can be understood by a wide variety of stakeholders
- Ability to conceptualise, create, and deliver organisational strategy
- Can encourage the application of new ideas, contribute to strategic financial planning and manage change
- Capable of leading programmes, projects or initiatives, which have significant resources and strategic impact
- Relationship management skills to facilitate the buy-in and progress of the relevant strategies across the range of parties involved
- The ability to influence and network locally and nationally
- Good planning and organisational skills
- Ability to prioritise team workloads and their timelines
- High level of interpersonal skills with the ability to inspire and lead teams and articulate the vision for the department.
- Inspire and empower other people by demonstrating trust, openly valuing their expertise and clearly stating your expectations

Knowledge:

- A sound understanding of data and information security requirements including relevant legislation and regulations
- Good understanding of business functions and translating them into information requirements
- Good understanding of business complexity and business data within the public sector
- Understanding of performance management systems and strategies.

ANY ADDITIONAL INFORMATION: *Information relevant to the role.*

The post holder will be expected to have a flexible approach to work, possessing a high level of integrity, honesty, reliability and confidentiality.

This role profile will be supplemented by annual target based outcomes, which will be

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developed in conjunction with the role holder. It will be subject to regular review and the Service reserves the right to amend or add to the content listed above.