

ROLE PROFILE



Role Title:	Enterprise Architecture Manager
Rank/Grade:	(B) SM1 (C) MB4 (H) A7
Job Family:	Business Support
Reporting to:	Head of Service Design; Director of ICT Norfolk and Suffolk for Regional EA role
Main purpose of the role:	<p>Develop and govern BCH architecture including the domains of business, information, applications and infrastructure. To work across multi-functional teams to lead on the design, development and communication of enterprise architecture, provide advisory services and assurance to BCH, other forces, regional and national programmes of work, and drive the prioritisation of enterprise wide initiatives to deliver the target architecture and ensure the delivery of business critical infrastructure and services.</p> <p>Drive the delivery of the ICT strategy across the technical landscape. Provide overall management responsibility and direction to the BCH Enterprise Architecture team and to deputise for the Head of ICT Service Design in your areas of expertise.</p>

Key Responsibilities	
<ul style="list-style-type: none"> • Deliver a prioritised, complex programme of work, identifying dependencies across the BCH and regional portfolios. Design secure and resilient technical and business architectures aligned to the ICT strategy for all major change initiatives. • Produce and maintain all aspects of IT specification, including the overall designs, architectures, topologies and configurations of the infrastructure, environment, applications and data and the design documentation of all IT systems. • Translate logical designs into physical designs, taking account of business requirement, target environments, processes. Performance requirements, existing systems and services and any potential security related aspects. • Interface with designers and planners from external suppliers and service providers, ensuring all external IT services are designed to meet the agreed standards, legislative requirements agreed service levels and targets. • Take full responsibility for the design aspects of all stages of the lifecycle of IT systems, including investigations, analysis specification, design, development, construction, testing, maintenance, upgrade, transition, operation and improvement. Create cost-benefit analyses, risk analyses, business cases, SoR's and ITTs and development plans, to take account of design decisions. • Oversee the evaluation and selection of proposals and solutions from suppliers of equipment, software and other IT service and product providers. • Provide advice and guidance to non-EA delivered initiatives within the BCH department, acting as a consultant to local technical managers on more complex initiatives, or where uncertainty or complexity brings an added element of risk to ensure that requirements (particularly capacity, recovery, performance and security needs) are reflected in the overall specifications. 	



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- Play a key role in the evaluation of change through the change process, evaluating proposals, advising on risk, complexity and uncertainty and applicability of existing technology or solutions. Design, implement and promote a change triage process to proceduralise early evaluation of changes to ensure the appropriate and timely routing of initiatives through the department.
- Act as expert advisor in the QA of IT non-EA infrastructure or technology solutions or changes by attendance at SCRB and Change Advisory Board meetings.
- Provide technical advice and guidance to BCH staff on relevant national and international standards, regulations, protocols and tariffs.
- Build relationship with Senior Stakeholders and Functional Process owners across BCH, other forces, the region and at national level. Become a trusted interface within and advisor to the business; eliciting user requirements, negotiating and influencing on necessary changes to business processes, solutions and delivery timescales whilst managing user expectations.
- Work with suppliers to ensure that product roadmaps and technology platform lifecycles are understood and applicable to BCH technology landscapes, and the dependencies across the EA business, information, applications, infrastructure and security domains are recognised.
- Ensure that nationally delivered programmes are understood and communicated within the department, and their effect on local or regional work, BCH technology landscapes and security considerations recognised.
- Using excellent communication skills, professional credibility and expertise, influence and negotiate with suppliers, partner agencies and forces, to ensure the best outcomes are achieved for BCH and the region.
- Ensure the performance of your team is maintained through well designed processes to enable high work-throughput and a high- achieving culture. Take responsibility for ensuring workload is prioritised, monitored and is actively managed within and between teams to deliver against department SLA's, KPI's and project timescales. Ensure good line management practices. Including recruitment, professional development, coaching and mentoring, health and safety, welfare and discipline to achieve maximum potential from staff and promote a fast-paced, high- achieving culture.
- Maintain and apply high levels of personnel management skills to promote good levels of team working, morale and productivity both internally between subordinate staff and externally within multi-disciplinary project teams (including staff from external suppliers).
- Contribute to the development of the BCH ICT Strategy and the periodic strategy reviews to ensure that technological architectural aspects and standards are defined as appropriate, and consistent with Regional and National architectural trends.
- Advocate and support the enterprise's information technology landscape. Design and deliver a robust technology landscaping process to ensure a departmental-wide understanding and assessment of the current infrastructure, to drive capital, revenue, training and continuity planning processes across BCH.
- Advocate and promote similar processes and frameworks across the Region and at National levels. Through the robust technology landscaping process, analyse the current IT environment to detect critical deficiencies, and recommend solutions for improvement, to ensure critical services are protected over the long term.



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- Review IT costs against external service providers, new developments and new services, initiating proposals to change IT design where appropriate cost reductions and benefits can be achieved, in consultation with Financial Management and Service Delivery colleagues.
- Maintain an in-depth technical knowledge of all IT disciplines, markets, product capabilities and the technical and security frameworks in which they operate. Analyse technology, industry and market trends; determine their potential impact on the enterprise.

Agile Working	Not applicable
Psychological Assessment	Not applicable
Return on Investment	Not applicable
Limited Duties	Not applicable

Financial e.g. limits/mandates	Non-financial e.g. staff responsibility
<ul style="list-style-type: none"> • Post holder is responsible for direct impact into the BCH capital spend through EA recommendations and decisions - £10m - £15m over a 3-5 year cycle. 	<ul style="list-style-type: none"> • 2 direct reports and approximately 10 staff in total across BCH.

Entry Requirements
<ul style="list-style-type: none"> • Educated to degree level in an appropriate subject or at least 5 years equivalent proven industry experience • TOGAF or Zachman Certified or 2 years proven experience with standard methodologies and approaches such as TOGAF and Zachman • ITIL Foundation • ITIL Expert is desirable • Experience of developing and working in partnership with external consultancies and strategic technology partners • Experience of managing complex technical teams • Highly developed negotiation and influencing skills; highly supportive of the business and its ideals and strategies • Proven record in technology, network and application architecture planning, design and implementation including multiple large scale projects and systems integration work involving a diverse multi-discipline technical staff in a complex organisation • Excellent communications skills – both producing high-quality documentation, and being able to communicate the same to a wider variety of staff at all levels • Neutral toward technology, vendor and product choices; more interested in results than in personal preferences and unflappable in the face of opposition to architectural ideals • Highly motivated, innovative and flexible within excellent time management skills • Conversant and at ease with all forms of services and able to influence and negotiate with users and suppliers of high value contracts • Good people management skills and the ability to communicate with non-technical staff at all levels • Personal integrity and diplomacy skills • Desire to deliver to a high level of customer service

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Any other General Requirements/Scope

- The role holder will be managing staff across BCH, as well as attending meetings both regionally and nationally, therefore the ability to travel is essential.
- Vetting will be required, as advised by the vetting unit.
- The post holder will be expected to undertake training as and when required.
- The post holder will be expected to comply with health and safety requirements.
- The role may require additional hours in the event of a BCH operational exigency, major go live or in the event of a national critical incident.
- Following appropriate training, to take on the role of Evacuation Marshal if no volunteers come forward in the post holders work location.

Obligatory Requirements

- Before commencement of this appointment, this role is subject to medical assessment. For some roles health screening or surveillance may be required on a regular basis, as identified by line manager risk assessments.
- There is a requirement for the role holder to meet the probationary objectives set.



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Personal Qualities (Behavioural Competencies)

We are emotionally aware

I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate. I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance. I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed. I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions. I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.

We take ownership

I act as a role model, and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame. I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities. I define and enforce the standards and processes that will help this to happen. I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance. I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance. I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.

We are collaborative

I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures. I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private). I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities. I create an environment where partnership working flourishes and creates tangible benefits for all.

We deliver, support and inspire

I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made. I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals. I ensure that everyone understands their role in helping the police service to achieve this vision. I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these. I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes. I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment. I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners. I motivate and inspire others to deliver challenging goals.

We analyse critically

I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios. I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial. I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations. I use my knowledge of the wider external environment and long-term situations to inform effective decision making. I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support.



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We are innovative and open-minded

I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance. I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements. I work to create an innovative learning culture, recognising and promoting innovative activities. I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere. I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.

Working with others

Builds effective working relationships with people through clear communication and a collaborative approach. Maintains visibility to staff and ensures communication processes work effectively throughout the operational unit. Consults widely and involves people in decision-making, speaking to people in a way they understand and can engage with. Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination. Treats people as individuals, showing tact, empathy and compassion. Sells ideas convincingly, setting out benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively, and fully commits to team decisions.