

**Digital & Customer Experience and Community Safety
Service**

Communities Directorate

Head of Digital Delivery
Job Description and Person Specification

April 2021

Job Description

Job Title:	Head of Digital Delivery
Department:	Communities
Function:	Digital and Customer Experience
Team:	Digital
Post number:	
Grade:	LBR 19
Hours/weeks: <i>E.g. 36 hours/52.14 weeks</i>	(18 month Fixed Term) 36hours/52.14 weeks
Base location:	Lynton House
Reports to: <i>Job title</i>	Operational Director Digital and Customer Experience
Responsible for: <i>Job titles of direct reports</i>	<ul style="list-style-type: none"> Digital Programme Managers x 6
Role purpose and role dimensions: <i>Overview of the job</i>	To lead and manage the successful delivery of our Digital Programme and roadmap across our organisation through a user-centred approach. The role is about taking responsibility for supporting the many project teams, enabling them to grow and develop throughout the project. The role will ensure our projects are delivered on time and budget; managing key stakeholders and ability to initiate change for the organisation. Governance and project delivery is a must in delivering these huge projects which will shape Redbridge and its future.
Key external contacts: <i>Organisations</i>	NELFT, NHS, LoTTI, MHCLG, LGA, Redbridge CVS.
Key internal contacts: <i>Job titles or groups of staff</i>	<p>Corporate Management Team, Senior Leadership Group and Cabinet are critical internal groups.</p> <p>Individual key contacts are Chief Executive and Corporate Directors, Operational Directors, Chief Officers, Borough Solicitor, Heads of Service, Operational staff, Leader, Cabinet Members and Ward members.</p>

<p>Financial dimensions: <i>Budgetary responsibility & amount. Equipment, cash, property etc. for which employee is responsible.</i></p>	<ul style="list-style-type: none"> • Demonstrate budget management to ensure all project related costs are controlled and benefits achieved • Budgets are monitored and managed in compliance with organisational requirements. • Funding from external sources is identified and secured where appropriate. • Value for money is maximised. • Work with IT contracts team and procurement to ensure that robust supplier evaluation and selection criteria is adhered to.
<p>Key areas for decision making:</p>	<p>The Head of Digital Delivery will act as the lead council officer responsible for digital innovation, understanding stakeholder needs, defining what is needed and ensuring successful delivery.</p> <p>The postholder will provide direction and leadership, operational management and financial control for the Digital and Customer Experience Strategy, Innovation and Delivery of the digital programme roadmap within the Council, with a specific remit to lead the council in delivering innovative solutions such as redefining the council's front door (Website, Telephone and Face to Face) which will meet the needs of services and the Redbridge community.</p> <p>This is a senior leadership role to allow the Council to embrace new opportunities which will provide the tools and capabilities that will transform the work of our staff and Members and how our residents and local businesses interact with the Council and its services.</p>
<p>Other considerations: <i>E.g. working patterns</i></p>	<ul style="list-style-type: none"> • Management by outcomes not physical presence. The post holder will be responsible for fulfilling the duties of the role • Deputise for the Operational Director of Customers and Digital at his/her request

<p>Key accountabilities and result areas:</p>	<p>Key elements:</p>
<p>Strategy and Planning</p>	<p>This will involve:</p> <ul style="list-style-type: none"> • Identifies opportunities for development of policy and or strategy that enable Digital opportunities • Responsible for the development of Strategic documentation and Policy that this necessary as a result of change • Works across the Redbridge community and partnerships to facilitate the production of council Policy • Works within and across the council governance structure to follow the council's consultation process framework and ensure that due process is followed when producing strategic documentations. • Work alongside The Head of IT to help choose the right technology solutions to meet the Council's aims. Suggest and help implement solutions which exceed goals set. • Development and delivery of directorate based digital strategies • Provide strategic advice, critical challenge and moderation are provided in relation to all aspects of the service and wider council / partner activities as appropriate

Operation Planning and Delivery	<p>This will involve:</p> <ul style="list-style-type: none"> • Working with the IT PMO to ensure the successful delivery of all projects and programmes that fall within the remit of the programme • Ensure all major change /complex multi-disciplinary programmes are monitored, and directional control provided. • Work to secure programme resources required to deliver the project / programme • Ensure that all projects / programmes have clear and assigned accountabilities and achieve their objectives. • Managing the portfolio of multiple projects within the programme, each with varying priority, timelines and resource requirements • Responsible for balancing projects and communicating priorities internally and externally • Work with the IT PMO to ensure that projects currently underway and those on the backlog are prioritised according to the overall business objectives • Adapt plans based on evolving needs, conditions or issues that may arise and ensure on-time, high-quality delivery in accordance with the stated project goals
Systems and Process Development and Improvement	<p>This will involve:</p> <ul style="list-style-type: none"> • To devise and implement training and development plans for staff, monitoring and assessing in accordance with Council guidelines. • To devise and produce plans and strategies that are designed to improve service provision and continually assess working methods, procedures and practices
Governance	<p>This will involve:</p> <p>This will involve:</p> <ul style="list-style-type: none"> • Work with the IT PMO to Implement consistent governance standards across the programme, including tracking, monitoring and updating the status of programme deliverables • Ensure robust, programme controls are in place and are managed • Manage and own the programme level risks and issues register • Carry out assurance review processes as required • Ensure council audit processes are adhered to • Liaise with senior managers across the council to ensure project plans are deliverable within stakeholder operational pressures • Manage, own, track and present programme level benefits realisation • Conduct programme team meetings to provide status updates and identify and resolve issues • Report on programme finance (costs, benefits, ROI) • Ensure the production of regular programme updates which are to be provided to the relevant Programme Board.

Leadership and Development	<p>This will involve:</p> <ul style="list-style-type: none"> • Lead, manage and develop staff and resources to maximise effective and efficient performance, sustain high morale and inspiration to enable delivery of objectives/outcomes that align with service plans and delivery of the Council values and objectives. • Assist the wider corporate management and organisational change by ensuring employees are appropriately informed and developed and encourage a culture of cross-organisational and partnership working. • Develop and Lead organisational change initiatives in becoming a digital organisation. As a senior member of the Digital Team , develop a collaborative relationship with colleagues taking key strategic decisions together, supporting and challenging across all issues and where necessary shifting resources to other priorities. • Develop a strong change management culture, collaborating with leaders across relevant clusters/directorates to facilitate Digital change whilst acting as a role model with regards to all of LBR's values and behaviours • Provide effective visible leadership to your team ensuring that innovative products and services are developed within a positive and performance focused environment • Ensure the ongoing professional development of the team encouraging individuals to set challenging objectives, work with and learn from one another and promote this ethos widely
General accountabilities and responsibilities	
Green Statement	<p>This will involve:</p> <ul style="list-style-type: none"> ▪ Seeking opportunities for contributing to sustainable development of the borough, in accordance with the Council's commitment to making Redbridge a cleaner, greener place to live. In particular, demonstrating good environmental practice (such as energy efficiency, use of sustainable materials, sustainable transport, recycling and waste reduction) in your job.
Data Protection/Confidentiality	<p>This will involve:</p> <ul style="list-style-type: none"> ▪ Complying with the Data Protection Act 1998 – treating all information acquired through your employment, both formally and informally, in strict confidence and in accordance with Caldicott principles. ▪ Complying with the Code of Conduct, other practice guidelines and the rules and protocols defining employees' access to and use of the Council's databases and systems. Any breaches could result in disciplinary measures. ▪ Maintaining client records and archive systems in accordance with departmental procedure, policy and statutory requirements.
Conduct and Whistleblowing	<p>This will involve:</p> <ul style="list-style-type: none"> ▪ Complying with the requirements of the Code of Conduct and maintaining high standards of personal conduct, honesty and integrity. You have a duty to raise any impropriety or breach of procedure to the appropriate level of management. Employees making such disclosures (whistleblowing) are protected and may make them without fear of recrimination.
Safer Working	<p>This will involve:</p> <ul style="list-style-type: none"> ▪ Commitment to safeguarding and promoting the welfare of children, young people and vulnerable adults. Where you work in such a post the Council will require a DBS Disclosure check and references will be taken up prior to interview.

Equalities	<p>This will involve:</p> <ul style="list-style-type: none"> Complying with the Council's strong commitment to achieving equality of opportunity and outcomes in its services to the community and in the employment of people. You are expected to understand, comply with and promote Council policies in your work, to undertake any appropriate training and to challenge any prejudice and discrimination.
Customer Care	<p>This will involve:</p> <ul style="list-style-type: none"> Complying with corporate and service area customer service standards and promoting the development of high quality, individualised and customer-led services.
Health and Safety	<p>This will involve:</p> <ul style="list-style-type: none"> Champion health and safety across the organisation Lead a Health and Safety Culture in the organisation Being responsible for your own Health & Safety, as well as that of colleagues, service users and the public. Employees should co-operate with management, follow established systems of work, use protective equipment where necessary and report defectives and hazards to management.
To contribute as an effective and collaborative member of the team	<p>This will involve:</p> <ul style="list-style-type: none"> Taking responsibility for continuing self-development and participating in training and development activities. Participating in the ongoing development, implementation and monitoring of the service plans. Supporting and contributing to value for money, service efficiencies and improvements.
Flexibility	<p>This will involve:</p> <ul style="list-style-type: none"> The above-mentioned duties are neither exclusive nor exhaustive. From time to time you may be required to undertake responsibilities outside the normal remit of your Job Description as required by the line manager, and are broadly within your the grading level and competence.

Person Specification

Job Title:	Digital Programme Manager		
<i>Method of candidate assessment: A = Application form I = Interview T = Test. Weighting: 3 = most important, 2 = least important</i>		A - I - T	Weighting
Minimum education/qualifications:	• Programme Management qualification and/or experience	A - I	3
	• Prince 2 Project Management Certification	A - I	2
	• Agile Project Management Certification	A - I	2
	• Education to a degree level or equivalent	A - I	2

Minimum competencies: Driving Improvement	<ul style="list-style-type: none"> Strong track record of delivery with experience of successfully delivering change, efficiencies and business Digital processes 	A – I	3
	<ul style="list-style-type: none"> Strong commitment to delivering excellent services to customers 	A – I	3
	<ul style="list-style-type: none"> Strong focus on realising benefits 	A – I	3
	<ul style="list-style-type: none"> Seek continuous improvement to methods of work and personal improvement 	A – I	3
	<ul style="list-style-type: none"> Gives clear and honest feedback to colleagues and partners and embraces feedback about their own job performance 	A – I	3
	<ul style="list-style-type: none"> Has a high level of personal ‘drive’, energy and enthusiasm, able to demonstrate a capacity for sustained effort and performance 	A – I	3
	<ul style="list-style-type: none"> Experience of managing complex projects or programmes, delivering against the programme plan, managing risks and reporting progress 	A – I	3
	<ul style="list-style-type: none"> Is energetic, determined, positive, confident, goal focussed and consistent - even under pressure 	A – I	3
	<ul style="list-style-type: none"> Enable senior managers and staff to understand and support Digital projects, drawing on evidence as appropriate 	A – I	3
	<ul style="list-style-type: none"> Proven track record of managing change with relation to planning, risk and issue management, change control and relaying key information. 	A – I	3
Customer Service	<ul style="list-style-type: none"> Experience of working positively with diverse communities. 	A – I	3
	<ul style="list-style-type: none"> Experience in delivering large scale customer orientated redesign in line with associated strategy. 	A – I	3
	<ul style="list-style-type: none"> Confident in engaging at all levels of an organisation (internal and external). 	A – I	3
	<ul style="list-style-type: none"> High level of written and oral communication 	A – I	3
	<ul style="list-style-type: none"> Understands the needs and priorities of stakeholders, incorporating this into overall planning and monitoring. 	A – I	3
	<ul style="list-style-type: none"> Builds trust and demonstrates integrity in all circumstances. 	A – I	3
	<ul style="list-style-type: none"> Lead the cultivation of productive relationships at all levels of the organisation and with suppliers 	A – I	3
	<ul style="list-style-type: none"> Understand the needs of internal and external customers and keep them with any commercial aspects in mind when taking actions or making decisions 	A – I	3
Adaptability	<ul style="list-style-type: none"> Be flexible and have the ability to adapt to different challenges. 	A – I	3
	<ul style="list-style-type: none"> Willingness to shift and amend plans in line with corporate priorities 	A – I	3
	<ul style="list-style-type: none"> Adapting outputs to policy / legislation changes 	A – I	3
	<ul style="list-style-type: none"> Strong willingness to adapt to a changing landscape 	A – I	3
	<ul style="list-style-type: none"> Make decisions at the appropriate time, taking into account the needs of the situation, priorities, constraints and the availability of necessary information 	A – I	3
	<ul style="list-style-type: none"> Able to manage a heavy workload and deal simultaneously with a range of tasks, activities and projects 	A – I	3

Communicating and Influencing Others	<ul style="list-style-type: none"> • Able to present complex issues to and communicate effectively with a range of audiences; • Able to develop and maintain relationships with politicians and colleagues; • Confident communicator • Ability to present facts in a multitude of ways to achieve a common purpose and the right direction of travel • Challenge, negotiate and influence senior managers and others where required • Experience of stakeholder engagement and influencing at all levels of a Local Government environment • The demonstrable ability to manage change and business transformation at a senior level 	A – I	3
Analysis and Judgement	<ul style="list-style-type: none"> • Understand the value of analysis and making difficult decisions under pressure; • Ability to interpret source information and present it in a way that enables decisions for senior officers • Ability to understand and interpret risks and issues, prioritising those for review • Ability to build project and programme plans from source data • Ability to manage and interpret complex implementation budgets • Able to make tactical decisions and be accountable for them when under pressure; • Ability to collate information from a range of sources and devise a vision for the long term and create and implement plans to deliver the strategy. • Has a keen attention to detail and ability to understand complex information in a short period of time. • Ability to build project and programme plans from source data • Ability to manage and interpret complex implementation budgets • Ability to collate information from a range of sources and devise a vision for the long term and create and implement plans to deliver the strategy. • Ability to work cross directorate to achieve organisational goals 	A – I	3
<i>For those with managerial responsibility</i> Leading and Managing People	<p>Matrix management responsibility:</p> <ul style="list-style-type: none"> • A strong leader with energy and credibility, able to motivate a large diverse set of teams, achieving objectives and delivering consistent performance at the highest level; • Is effective in unifying and creating teams of people with disparate skills • Strong coach and developer of people 	A – I	3

Strategic Perspective	<ul style="list-style-type: none"> • Instrumental in the forward planning and visioning of council change, with a heavy emphasis on the Council's strategic aims. • Has the ability to see the bigger picture whilst delivering short term goals; • Able to prioritise and manage report on complex programmes of work • Delivers change in line with strategic aspirations of the Council • Is courageous and decisive, prioritises effectively, maintains a clear focus and sees action through to delivery • Able to work with autonomy to deliver common goals • Strives to do the "right thing", not just the "easy thing" • Understanding the financial constraints and wider issues facing local government 	A – I A – I A – I A – I A – I A – I A – I A – I	3 3 3 3 3 3 3 3
Other job requirements	<ul style="list-style-type: none"> • Demonstrate the highest standards of conduct and integrity. • Able to implement effective diversity policies • Commitment to promoting diversity in the workplace 	A – I A – I A – I	3 3 3
Signature of Employee:	Name:	Date:	