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| **Role Title** | **Head of Digital Change Portfolio** |
| **Job Family** |  |
| **Competency Level** | **Senior Manager** |
| **Pay Scale** | **PO12** |
| **Purpose** | |
| This role is responsible for overseeing the delivery of a portfolio of complex digital and ICT projects as well as leading on a programme of digital transformation, driven by the needs of the council and managing our digital pipeline. Key to the role is managing the PMO and ensuring that the organisation has a strategic overview of how well projects are delivering against their intended outcomes, budgets and timescales, and maintaining well-controlled and governed project delivery at pace with well-managed interdependencies and optimal resourcing and prioritisation.  Also key will be leading on the councils approach to digital transformation, by developing and delivering an innovation roadmap aligned to the priorities of the council, understanding the needs of the organisation and how transformation can deliver better services, working with services to embedded innovation in the way they deliver their projects.  This role will develop and maintain a pipeline of projects and be able to describe the impact that the projects deliver. This role will work closely with the Head of Digital to translate opportunities into delivery. | |
| **Job Specific Accountabilities** | |
| Lead the delivery of a portfolio of complex digital and ICT projects and programmes. | Manage the Digital PMO function ensuring they are successful in delivering outcomes and intended benefits.  Ensures the definition, documentation and satisfactory completion of large-scale projects (typically lasting 6 -12 months) with firm deadlines.  Ensures that realistic sprint plans are prepared and maintained for portfolio projects and provides regular and accurate reports to stakeholders as appropriate.  Manages the overall change control procedure and ensures that agreed portfolio deliverables are completed within planned cost, timescale and resource budgets, and are signed off.  Provides effective leadership to the portfolio team and takes appropriate action where team performance deviates from agreed tolerances.  Ensures that projects are formally closed and, where appropriate, subsequently reviewed, and that lessons learned are recorded. |
| Lead on digital transformation and innovation | Develop a strategic approach to innovation in the council based on the latest thinking from LOTI and government.  Develop and manage the digital projects pipeline that captures both projects that are known and areas of the organisation in need of digital transformation.  Identify a roadmap of potential innovation projects, aligned to the digital pipeline, that utilise the latest in proven innovation methods and tools.  Establish an approach to business partnering and business intelligence that allows us to identify upcoming opportunities.  Ensure teams are aware of and adhere to the Digital & Web Policy. |
| Attract investment in digital transformation | Be abreast of all key funding sources for digital projects and alert senior leaders to upcoming opportunities  Lead on funding applications and bids  Engage with teams to translate their needs into income generating opportunities  Promote the capabilities and expertise of the Digital Team across the organsiation. |
| Provide specialist digital and ICT leadership and coaching to colleagues to support the delivery of their projects. | Provide advice, interpretation, information, support and coaching to other colleagues across the council on the delivery of Digital and ICT projects |
| Secure compliance and engagement with projects amongst necessary stakeholders. | Review project deliverables and those responsible for them, ensuring outputs are delivered as identified at the outset of the project  Projects are delivered using the WF Good Change Guide Framework and agile tools and techniques are applied to ensure that the projects are delivered to high quality.  Monitor and control approved project plans.  Action is taken to swiftly resolve any issues and turn projects around. |
| Manage, lead, and support project managers to ensure that they meet their objectives and address any issues as appropriate. | Individuals and teams are set objectives that they consistently meet or exceed.  Under-performance is identified and addressed at the earliest opportunity.  Best practice is captured and shared via a ‘lessons learnt’ process. |
| To report on portfolio activity to strategic and programme boards as necessary. | Highlight Reports and other required documentation completed as agreed in the project governance arrangements.  Notification of any deviations in the project scope, schedule, budget or quality. |

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| **Generic Role Accountabilities** | **End Results/Outcomes** | |
| Manage key relationships with delivery partners /providers /suppliers to commission / manage / evaluate / enhance appropriate service delivery / capacity within area of responsibility. | Services / goods are delivered on time, to budget and standards agreed. Opportunities to improve delivery / capacity of provision are proactively identified and actioned.  Suppliers and supply chains are resilient and adaptable to meet changing needs. Expected operational efficiencies are realised budget and standards agreed.  Opportunities to improve delivery / capacity of provision are proactively identified and actioned.  Suppliers and supply chains are resilient and adaptable to meet changing needs.  Expected operational efficiencies are realised. | |
| Develops service plans to meet strategic business goals. Ensure compliance with all internal and external standards. | Service plan and targets for area of responsibility are developed from Council’s overall strategic directives and agreed and communicated within required timeframe.  Strategic and operational input is provided to wider business planning and development.  Progress against objectives is effectively monitored and delivered.  Strategic and operational input is provided to wider business planning and development.  Progress against objectives is effectively monitored and delivered | |
| Ensure the development and delivery of continuous improvements in all aspects of the service. | Improvements are developed and delivered effectively.  Stakeholder requirements are met. | |
| Lead, motivate and develop staff to create and maintain a highly competent and participative workforce. | The team is highly competent, effective, motivated and outcomes focussed.  Recruitment, induction, development, performance reviews, employee relations and all HR processes and planning is completed to the required standards and timescales.  Effective team meetings take place to required timescales. | |
| Identify, secure, deploy and manage the resources necessary for the professional service area to meet/exceed its objectives. | Resources including equipment, people, and systems are utilised optimally and efficiently.  Annual budget is planned, developed and delivered. Value for money is maximised.  Financial expenditure and financial integrity are controlled to assure regulatory and Council policy compliance. | |
| Ensure the necessary standards relating to safeguarding best practices/protocols are effectively communicated, monitored and maintained | Safeguarding standards are monitored and maintained in compliance with Council policy.  Appropriate safeguarding training is provided. | |
| Implement a risk management programme and advise on issues affecting Council service areas. | Business threatening situations are recognised, planned for and managed or escalated as appropriate.  Systems and governance are in place to and respond promptly to critical events.  Continuous service is provided | |
| **Nature of Contacts** | |
| * Senior managers, directors, members and equivalent level external contacts, key stakeholder’s partners and providers, to identify / meet requirements, generate and co-ordinate original ideas and develop council and partnership wide policy and service delivery. * To provide expert advice, guidance and support on highly complex / sensitive issues. * Communicate changes in policy, strategies and working practice both internally and to partner organisations / stakeholders. * Work closely alongside the wider Digital team to understand their capabilities and then promote these to the rest of the organisation, ensuring their expertise and resource is well used. * Promote the Digital & Web policies and highlight areas that are not adhering to governance. * Build and sustain effective relationships with all internal and external stakeholders. * Work in partnership with internal and external contacts to develop and maintain joint working and promote the Council position. * Co-ordinate partnership working activities and internal / external working groups. Influence their decisions. | |

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| **Procedural Context** |
| Manage highly complex / high risk issues within a framework of policy and regulatory guidelines. Objectives and targets are developed and agreed in line with service plan. High level of discretion and use of initiative in deciding what course of action to take. Exercise expert judgement in assessing complex stakeholder requirements, potential risk and managing quality assurance of service.  Significant expert knowledge and significant experience is required to resolve highly complex issues and proactively anticipate and mitigate problems. Design and develop innovative solutions which enhance the quality and efficiency of services and reputation of the Council.  Occasionally the post will be expected to work from other locations.  Reports to: Assistant Director of Digital Innovation and Delivery and/or the Corporate Director, Customer Strategy & Digital Channels. |

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| **Key Facts and Figures** |
| * Enable others to understand changes and developments in relevant area and learn new processes / procedures. * Responsible for ensuring contractors / providers deliver to agreed standards. * May manage project teams of both internal staff and external contractors / consultants. |

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| **Resourcing** |
| Budget Responsibilities: Currently the budget for the Digital Change Team comes from internal recharging for project managers and an oversight fee. This role will be responsible for managing this and ensuring there is sufficient funds in the pipeline to fund the team.  Supervisory Responsibilities: Team of between 5 and 10 Project Managers, Senior Project Managers and Programme Managers. Managers are funded via recharging and can be flexed according to need. |
| **Knowledge, Skills and Experience** |
| * Experience of building excellent relationships with Senior managers and Members, with a view to ensuring that corporate visions and priorities are delivered and that an excellent customer service is experienced by those stakeholders. * Experience of detailed resource management and success in implementing new resourcing approaches * Experience of managing a mixed and varied workload of conflicting priorities responding effectively to the needs of all customers. * Experience of report writing and communications for a variety of audiences, demonstrating numeracy and literacy and applying expert knowledge. * Experience in dealing with a range of complex and contentious matters requiring a consistently high degree of support, persuasion and advocacy and an awareness of major policy objectives. * Experience of matrix managing and coordinating employees carrying out work across a range of major functions. * Strong leadership, influencing, people engagement, and people management skills. * Ability to work autonomously to meet the objectives of the organisation. * An ability to respond to unpredictable volume of work, with a positive attitude and a willingness to learn new ways to accomplish work activities and objectives. * An exceptional communicator able to operate and empathise with stakeholders and business groups, influencing and gaining commitment to objectives. * Excellent planning and organisational skills coupled with a strong focus on the delivery of the objective. * Creative and innovative in finding solutions to complex problems. * Knowledge of governance frameworks for both the constituent projects and the programme itself. * Possess strengths in organisational, attention-to-detail, reasoning, critical thinking, and problem-solving skills. |
| **Indicative qualifications** |
| **Indicative qualifications**  Educated to degree standard or equivalent.  Appropriate portfolio, programme and project management qualifications or equivalent experience, illustrating experience of both Agile and Waterfall approaches and a blend of the two. |
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The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities which may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.