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| **Role Title** | **Digital Delivery Manager** |
| **Job Family** | **Corporate Development** |
| **Competency Level** | **Principal Officer** |
| **Pay Range / Scale** | **PO8** |
| **Purpose** | |
| Waltham Forest is a digital first organisation who wants to support its residents and businesses to be empowered to complete transactions online for any device, anywhere and at any time – a true 24/7 service.  As a Digital Delivery Manager, you will be focussed on the delivery and continuous improvement of Waltham Forest’s digital service, delivering change by working with the customer experience, strategy and insights, communications teams to bring together a full end to end online service which has the customer at the centre of the process. You will need to engage with stakeholders at all levels, council services and digital teams to bring them along on this journey of excellent customer experience.  You will be an experienced agile coach and scrum master used to working in a fast-paced environment, using tools, such as Jira, to track, manage and deliver a wide range of projects. You will excel at functional and technical requirement gathering and product management; developing and prioritising product roadmaps and backlogs, writing user stories. You will be 100% focussed on building brilliant customer experiences that increase digital channel adoption and improve resident’s experience of the council.  You will provide vision, management and direction to the digital team and stakeholders throughout projects and ensure that the team always has an adequate amount of prior prepared tasks to work on and resources are effectively managed against multiple concurrent projects and support tasks.  You will create business cases, project updates, chair project boards and be comfortable presenting to a range of different stakeholders, from Senior Management Board to show and tells at all staff meetings. | |
| You will be committed to ensuring that required outcomes (business change, service improvements and council savings) are met to ultimately improve the life chances of our residents. | |
| **Accountabilities** | **End result / Outcomes** |
| Lead, plan and organise incoming work to ensure the delivery of complex digital projects are met to agreed timescales, ensure professional standards and core deliverables. | Resources are identified from both within digital and outside as and when required and agreed with services.  Work is completed on time and to the quality and standards required.  Changes to priorities are accommodated.  Outputs are delivered to programme requirements and reflects customer and stakeholder requirements, within organisational constraints.  Projects are aligned to corporate strategies and are effectively implemented within area of responsibility.  Professional and legal compliance is assured. |
| Lead programmes workstreams. Contribute to the delivery of wider programme. | Practical, effective solutions are developed and delivered in accordance with legislative requirements and good practice guidelines and address any relevant environmental / conservation / technical / design issues.  Outputs are delivered to agreed specification, timescales and budgets.  All project documentation and reports are completed correctly.  Information, advice and support are accurate, timely and constructive.  Problems are identified and logged as issues or Issues and are mitigated, managed through to conclusion or escalated if appropriate. |
| Lead, motivate and develop the team to create and maintain a highly competent and engaged 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. |
| Challenge customers’ and service practices, using the digital first principles. | Customer insights are used to inform the product lifecycle, opportunities are identified, and evidence is used to back this up.  Services are challenged to look at business as usual and questioned how we can deliver differently. Work with service to influence how digital can enhance delivery and improve the customer experience. |
| Manage key relationships with delivery partners /providers /suppliers to commission / manage / evaluate / enhance appropriate service delivery / capacity within area of responsibility. | Opportunities to improve delivery / capacity of provision are proactively identified and actioned.  Suppliers and supply chains are resilient and adaptable managing these relationships to ensure we get continued value for money. |
| Ensure the development and delivery of continuous improvements in all aspects of the service. | Improvements are developed and delivered effectively where appropriate a DevOps framework is followed to identify efficiencies and speed up delivery.  Developers are engaged on a continuous improvement plan in terms of their personal professional development. |
| Identify, secure, deploy and manage the resources (equipment, people, and systems) are utilised optimally and efficiently. | Project budgets are planned, developed and delivered. Value for money is maximised.  Roadmaps are developed to ensure oversight of future demand and planning against available resource.  Resources are managed within the team to enable delivery of projects / workstreams / support. Ensuring the team are working to capacity and escalating resource gaps/conflicts in priorities.s.  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.  Opportunities to improve technical tools and development practises are proactively identified and actioned.  Appropriate safeguarding training is provided. |
| Work closely with others to clarify changing requirements. Identify, recommend, and support the development and delivery of improvements. Contribute to the development and implementation of policies, procedures, and systems. | Improvement opportunities and plans to achieve them are identified and recommended.  Agreed improvements are developed, delivered and evaluated.  Changes are effectively communicated to others. |
| Contribute to programme plans and budget planning as required. | Plans reflect input. |
| Quality check documents, decisions and / or presentations before delivery | All work meets required standards. |
| Act in accordance with all policies and procedures which apply to the job and understand the reasons for this. | All policies and procedures are complied with. |
| **Job Specific Accountabilities** | **End Results/ Outcomes** |
| Lead and manage the Digital Development and for both web and CRM teams, ensuring they continually strive to improve digital experiences for customers, delivering quality work as per their objectives and addressing any performance issues as appropriate. | Lead the Digital Development team and Web development team, providing the vision and ongoing leadership that ensures they are successful in delivering outcomes and intended benefits.  Management of team resources across multiple concurrent projects and support work to ensure delivery of agreed outputs.  Team members are equipped with the necessary skills, experience and behaviours. They understand the expectations of their role within the wider Digital team and are set objectives that they consistently meet or exceed.  Ensure direct reports receive the necessary level of guidance and support to achieve their goals, identifying opportunities for individual growth and agreeing areas for development.  Provide timely and constructive feedback on a regular and on-going basis to direct reports as a part leading their overall achievement and development.  Reflect with the team to continuously self-learn.  Any under-performance is identified and addressed at the earliest opportunity. |
| Lead the agile scrum team, planning, directing, coordinating and executing activities to drive continual improvement to the Waltham Forest digital customer experience. | Drive continuous refinement and improvements to housing services based on service priorities, customer priorities, data and insight.  Use customer insight and analytics to validate customer problems and solutions throughout the product development process.  Maintain product roadmaps and backlogs, write effective user stories and define technical requirements ready for handover to the Digital Team.  Manage agile tools, in particular JIRA and reflect to ensure there is continuous drive to improve processes.  Ensure all digital services are built to an appropriate level of quality for the stage (alpha/beta/production). |
| Champion the use of analytics and user testing to make informed decisions relating to housing products and solutions. | This data is used to inform day-to-day decision-making.  Key performance measures (top tasks, completed / uncompleted tasks, satisfaction rates and other such measures) are reported on where required.  Testers are regularly engaged to seek feedback and insight on proposed changes. |
| Build strong relationships with council services, supporting and mentoring them to put the customer first and use data to drive decision making. | Council services adopt a customer-first mentality, looking for opportunities to improve the offering to residents, while making internal efficiencies.  Council services seek feedback and engage with user & resident testing.  Matrix-manage multidisciplinary teams. |
| Establish and build a strong relationship with our suppliers / partners / collaborations and providers | Establish regular contact with Account Managers, Developers and Support staff to ensure Waltham Forest is on the forefront of platforms and applications it uses, and where possible collaboration on improvements.  Influence partners we work with to get our enhancements into their roadmaps and product backlogs.  Actively participate in external communities, digital practices, collaborate with other councils/groups/suppliers to share and bring this knowledge back to re-apply skills and best practice into the team. |
| Represent and champion the housing Programme, the excellent work and outcomes it is delivering. | The Housing Programme – its ways of working and achieved outcomes– are advocated on all occasions. |
| **Nature of Contacts** | |
| The ability to communicate well and build strong relationships is essential in this role. You will need to quickly earn the trust of project sponsors, stakeholders, the Digital & ICT team and Council Services, proactively understanding their priorities and keeping them updated on progress.  If there’s conflict you’ll resolve it using your sensitivity, persuasiveness, and negotiation skills to communicate in a non-technical language that your stakeholders understand.   * Working closely with Heads of Service, and senior representatives from external organisations in both the public and private sector, providing expert advice, guidance and support on highly complex and sensitive digital related issues * Build strong relationships with senior and junior representatives from across the organisation, acting as a Digital Champion, educating and advocating agile delivery methods with services and the wider digital team * Build a strong relationship with PMO, Communications, Change Agency and Digital & ICT. working with them to create effectively project management methodologies and techniques used in digital project management * Report to the Head of Digital & Customer Experience, keeping them informed on progress and challenges, and taking their steer on the direction of service. * Build and sustain effective relationships with key stakeholders and delivery partners including negotiation of complex political issues, contractual agreements / amendments and delivery milestones to ensure projects run smoothly and meet stakeholder expectations. Where appropriate coordinate partnership working activities and working groups * Daily interaction and partnership working with the development and content teams to successfully deliver outcomes that meet organisation goals * Line management, resource management and mentoring a range of roles such as CRM Solution Architect, Developers, Support, UX, Content Designers, Data Analytics and Apprentices * Direct contact with residents, local businesses and external agencies. | |
| **Procedural Context** | |
| This is an exciting time to join Waltham Forest – London’s first Borough of Culture.  As the Business Analyst you will be tasked with making walthamforest.gov.uk and digital services best-in-class, working within the Housing Programme to continuously look for ways to improve the council’s digital offering. You’ll drive improvements through discovery, alpha, beta and live phases of development with the goal of making it simpler, easier and faster to use for residents to interact with Waltham Forest.  You will gather business, functional and technical requirements, iterate the product backlogs and roadmap, be a champion for user needs and communicate plans and progress through both internal and external channels where appropriate.  A key success measure of your role will be building the reputation within the council based on exceptional delivery, ensuring that the product meets and where possible exceeds stakeholder requirements and expectations and provides an excellent customer experience.  Day-to-day you will:   * Plan, organise and facilitate scrum events and rituals, including sprints, story estimation, daily stand-ups and retrospectives to enable the scrum team to be as effective and efficient as possible. * Manage stakeholder relationships and communication. * Develop an expert understanding of our users’ needs and champion these throughout the delivery of digital services, ensuring the customer is considered in every decision. * Write good user stories and make decisions based on data. * Changing the business's technical, functional, and non-functional requirements into clear meaningful user stories. * Collaborate with stakeholders as needed to prioritise and clarify user stories and groom the product backlog, ensuring that the scrum team has a clear understanding of the requirements and priorities for every sprint. * Participate in stakeholder review sessions, ensuring understanding of requirements and concepts in order to gain support and sign off of deliverables. * Engage with users and services through a range of channels (user groups, show & tells, digital champions) to encourage take-up and drive improvements to the council’s digital offering. * Set measurable goals for the performance and adoption of the digital services you are responsible for and report against these to demonstrate progress against stated benefits. * Good working knowledge of JIRA / Confluence. * Communicate and share the Digital vision and strategy with services.   You will be passionate about improving people’s lives and the on-going development and optimisation of digital services that provide a great customer experience.  Occasionally the post will be expected to work from other locations. | |
| **Key Facts and Figures** | |
| The Digital Delivery Manager will have responsibility for delivering overseeing digital products and services, resources and improvements that may have significant impact upon the design and operation of council services.  This role is key to educating others to understand diverse ways of working (agile vs traditional waterfall) and the benefits associated.  May manage project teams of both internal staff and external contractors / consultants. Responsible for ensuring contractors / providers deliver to agreed standards. | |
| **Resourcing** | |
| Budget Responsibilities: Responsible for ensuring all projects are estimated correctly and delivered by the scrum team within budget. Responsible for implementing and enforcing change management processes. Monitors actuals and flags to Head of Digital when project timelines are challenged.  Supervisory Responsibilities: Manages multiple multi-disciplinary teams | |
| **Knowledge, Skills and Experience** | |
| * Demonstrated experience in agile project delivery, having set up and run projects previously as Scrum Master with multiple agile teams. * Expert in agile delivery processes and frameworks including Scrum, Kanban and DevOps, with a strong digital delivery background Proficient in using agile project management software such as JIRA. * An excellent understanding of the fundamentals of software development, processes and procedures, incremental delivery and the value of using data and metrics to inform decisions. * Knowledge and experience of widely used agile techniques such as user stories, TDD, continuous integration and automated testing. * Ability to coach others effectively in agile techniques, and experience of improving agile teams through coaching and mentoring. * Proven at making a positive impact at departmental level, with the ability to build, manage and maintain excellent cross-team collaboration to ensure success of a project and/or sprint. * Strong influencing, conflict resolution and negotiation skills. * A passion for agile methodology and tools, keeping up to date with latest and emerging industry trends and technology. * Experienced in planning, directing and co-ordinating a mixed and varied workload of conflicting priorities, responding effectively to the needs of all customers. * Proven experience in the management of developers, ensuring an appreciation for the skills they have, creating trust to deliver their best work, and give honest and useful feedback * Proven experience in a leadership role with strong interpersonal skills, influencing and people engagement skills. An exceptional communicator able to operate and empathise with stakeholders and business groups, influencing and gaining commitment to objectives. * Experienced people manager. Actively build and maintain morale levels within the team through open communication and activities that foster a sense of team unity and a focus on the achievement of results. Ensure the project teams are high performing and following agile methodologies, continuously striving to improve digital customer experience. * Excellent planning/organisational skills, with a strong focus on the delivery of the objective. * Ability to deliver under pressure and provide responses to leadership in short timeframes. * High level of organisational and strategic input and awareness. * Proactive and results-oriented, creative and innovative in finding solutions to problems. * Excellent command of the English language, both written and spoken. | |
| **Indicative Qualifications** | |
| Educated to degree standard or equivalent.  Agile certified and experienced of working in an agile environment.  Evidence of continuous professional development. | |

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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 |