

Be Bold, Make a Difference, Show you Care

JOB ROLE PROFILE AND PERSON SPECIFICATION

Post Title and Number: Head of Digital Delivery

Present Grade: Awaiting Evaluation – Deemed HoS1 Dept: Resources

Service/Section/Team: Digital Services

Reports to (title): Head of Project Delivery and Governance

Purpose of the Role:

The post holder will lead and hold accountability for the delivery of a highly complex fast paced service portfolio approved by the Executive Management Team of the Council

This is a role that requires a highly motivated, delivery focused individual, who has high emotional intelligence, strong personal ownership and succinct verbal and written communication skills. Engaging across the Council, will require a high level of influencing and partnering skills along with a combination of focus, flexibility and responsiveness, supported by a full range of senior management and leadership skills.

They will lead in enabling delivery of a complex portfolio applying a wide range of business, technical and management principles, to

- Lead in the delivery of a complex portfolio of business impacting technology enablers
- Collaborate in the strategic development of the overall service through, but not exclusive to:
 - The relationship with the service areas and associated third party partners
 - Collaboratively with other portfolio managers, the people, process / policies and technology / tools that enable high performance delivery
- Identify problems within the function / portfolio to enable proactive remediation or develop an approach to provide improvement addressing the problem before it becomes an issue
- Absorb complex business, technical and financial information and capable of communicating effectively at all levels
- Oversight and assurance for all portfolio finances
- Lead and manage a resource pool of project managers
- Matrix Manage a diverse range of subject matter experts that support the delivery lifecycle of programmes and projects within the portfolio
- They will be primary escalation point for the portfolio delivery

The post holder must meet deadlines, conduct research into service issues and products, and to take initiative in the strategic development and completion of projects and required training ideas.

In the absence of the Head of Project Delivery and Governance, this role may be required to deputise and act as the primary escalation point and communication point to/from all other Digital Services and internal and external stakeholders.

The Digital Services is provided 24 x 7 x 365. As such, there may be times when the post holder is required to be available on call- out of hours, including weekends, on a roster basis.

The remit of this role will encompass the following responsibilities:

- To ensure the successful delivery of the Council's approved portfolio, ensuring projects and programmes are delivered to agreed time, cost and quality, through an appropriate resourcing profile and by mitigating risks and issues to ensure this is achieved.
- To ensure all project delivery resources comply with the organisational standards and framework for project delivery, reporting and governance, including requirements for Information Governance and change management.
- To manage the approved budget for the portfolio delivery, ensure transparency and forecasting are robust and accurate. Budget management will include capital spend, Flexible Use of Capital Receipts and revenue demands.
- To prepare regular performance reports to support the transparency of delivery progress to the Council's Executive Management Team, constructing a cohesive and comprehensive Board level summary that will enable, transparent and consistent messaging keeping them fully informed.
- The post holder is to ensure that Digital Services Senior Management Team receive robust advice, accurate updates, options on landscape, enterprise level approaches to Project delivery, analysis, training in a way that informs decision making, organisational strategy and challenges current thinking and enables debate across all Digital Services.
- Maintain an understanding of trends and continuous improvement approaches to support financial savings as an outcome and ensure that these are well understood across the service for all solutions proposed by the team.
- To deliver continuous improvement to or suggest alternative solutions for automated approach to performance in delivery.
- To work with colleagues and external partners to develop integrated approaches to improve data quality and adoption of technological tools.
- Motivate, lead and develop a team to support a culture of high-quality performance and continuous improvements.
- These tasks and objectives may be varied from time to time to meet the changing business needs and priorities of the Council.

Dimensions including Structure Chart:

1. Annual budgetary amounts with which the role is either directly or indirectly concerned:

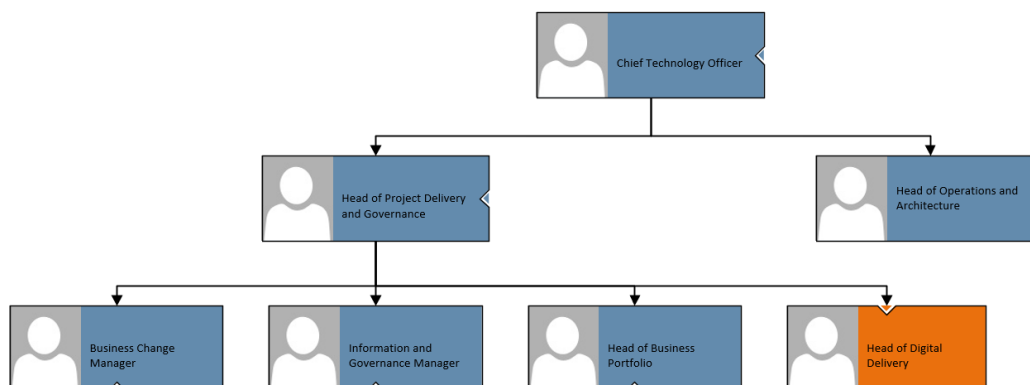
This will vary depending on the annual proposed portfolio priorities, projects and responsibilities of the role as this evolves.

The current overarching approved Strategic Portfolio has been approved for 2024/25 as £4M

The post holder will ensure that any solutions recommended fall within or under the budget allocated and will drive efficiencies on solutions to reduce costs even further.

The roles require the candidate to have a good solid understanding of budget management and controls and capability of managing a capital and revenue account for their area.

2. Structure Chart:



- **Number of direct reports:** TBD but will include programmatic SMEs along with management of specialist external teams
- **Nature of reporting relationship between post holder and line manager.**
Reporting to the Head of Project Delivery and Governance
- **Any other relevant statistics** See Purpose of the Role and Key Accountabilities sections for details

Key Accountabilities:

Accountabilities
1. Being a role model for the leadership behavioural competencies and cultural change, positively promoting the Council's standards and values through motivating the workforce and embedding a culture of data driven decisions making and outcome delivery to ensure the Council can deliver more with less.
2. Optimising the use of allocated resources through the planning, organisation, alignment and co-ordination of services within the remit to facilitate the delivery of seamless and effective value for money outcomes that meet all statutory and regulatory requirements and deliver the required service outcomes.
3. The organisation, development and alignment of teams within the line management remit to facilitate the delivery of integrated/seamless outcomes.
4. Developing, determining and ensuring performance objectives for teams within the management remit ensuring that these are understood and that appropriate output focused performance management measures are developed and effectively implemented.
5. Taking an active role in promoting, developing and progressing opportunities to engage/collaborate with colleagues and partners to facilitate the delivery of seamless value for money outcomes.

6. Ensuring effective performance management arrangements are developed and implemented to ensure that teams within the management remit deliver value for money outputs/outcomes.
7. Ensuring effective communication channels between customers and staff to ensure the quantity, quality and standards of service outputs are understood and delivered and that these channels provide effective opportunities for feedback.
8. Ensuring measures are in place to facilitate effective two-way communications and engagement of staff.
9. Ensuring all staff within the management remit are aware of and actively comply with the Council's standards, values and code of conduct, ensuring where necessary, the corrective action is taken.
10. Identifying areas for improvement in the service and developing appropriate initiatives to improve service delivery.
11. Any other duties reasonably requested by management
12. Carry out all accountabilities in compliance with the Council's Policies and Procedures
13. Providing active and committed support to all staff in the delivery of the corporate strategic aims.

Key Relationships (Internal and External):

Internal

Directors and Heads of Service. Briefings provided to Chief Executive, Directors, Executive Management Team, and other Departmental Management Teams as necessary.

External

Multi nationals, nationals and SMEs, business support agencies (national, regional and local) grant making authorities and agencies, London Councils, external economic development consultants/analysts, key stakeholders e.g. Borough Police Commander, Senior Officers in NHS Enfield & PH England, Head of CVS and community representatives.

Equality and Diversity:

The Council has a strong commitment to achieving equality in its service to the community and the employment of people and expects all employees to understand, comply with and promote its policies in their own work.

Health and Safety:

The post holder shall ensure that the duties of the post are undertaken with due regard to the Council's Health and Safety Policy and to their personal responsibilities under the provisions of the Health and Safety at work Act 1974 and all other relevant subordinate legislation.

For a more detailed definition of these responsibilities, refer to the current versions of the Corporate Health & Safety Policy, Group Safety Policy and employee information leaflet entitled "Health & Safety Policy; Guidance on Staff Health & Safety Responsibilities".

Corporate Health and Safety Responsibilities

All employees have personal responsibilities to take reasonable care for the health and safety of themselves and others. This means:

1. Understanding the hazards in the work they undertake;
2. Following safety rules and procedures;
3. Using work equipment, personal protective equipment, substances, and safety devices correctly; and
4. Working in accordance with the training provided and only undertaking tasks where appropriate training has been received.

Employees shall co-operate with the Council by allowing it to comply with its duties towards them. This requires employees to:

- take part in safety training and risk assessments and suggest ways of reducing risks; and
- take part in emergency evacuation exercises.

Employees shall report all accidents, 'near miss' incidents and work-related ill health conditions to their manager/supervisor/team leader.

Employees shall read the Corporate Health & Safety – Organisation Part B Policy to ascertain and understand their responsibilities as an employee, line manager, Assistant Director or Director of the Council.

Information Security:

To protect the confidentiality, integrity and availability of Council information, including information provided by customers, partner organisations, and other third parties, where applicable, employees will comply with the Council's Information Security Policy.

Statement of Commitment to Safeguarding of Children and Vulnerable Adults through safer employment practice:

Enfield Council is committed to safeguarding and promoting the welfare of children and vulnerable adults. Safe recruitment of staff is central to this commitment, and the Council will ensure that its recruitment policies and practices are robust, and that selection procedures prevent unsuitable people from gaining access to children, young people and vulnerable adults. All staff employed to work with or on behalf of children and young people in the Council must be competent.

All staff working with Children & Vulnerable Adults should be aware of and share the commitment to safeguarding and promoting the welfare of children, young people and vulnerable adults when applying for posts at Enfield Council.

PERSON SPECIFICATION

Job Title: Head of Digital Delivery

Grade: Awaiting evaluation – deemed HoS1

Department: Resources

Team: Digital Services

KNOWLEDGE, SKILLS & ABILITIES	HOW TESTED Application – A Test – T Interview – I
<p>Job Specifics – Skills, Experience, Knowledge, Behaviours</p> <p>Essential:</p> <ol style="list-style-type: none"> 1. Substantial experience at a senior level of leading, developing and successfully delivering a portfolio of programmes and projects for a complex multilayer organisation 2. Substantial experience at a senior level of managing commercial relationship with 3rd party vendors / partners in the function of delivering highly technical business solutions across a variety of platforms/systems/applications 3. Demonstrable experience in successfully managing key senior stakeholder relationships and converting their roadmap into technology enablers 4. Demonstrable experience of leading at a senior level as part of, or with, a portfolio change function, and the ability to effectively communicate with and influence key stakeholders in developing and managing portfolio function 5. APM Project Management Qualification (PMQ), PRINCE2 Practitioner, MSP Foundation or equivalent certification 6. Must have specific experience of leading senior managers and members within a complex organisation 7. The role will require excellent commercial and financial skills, although does not require a formal accounting qualification 8. Candidates will require the mental agility and focus to be able to manage and influence a wide range of projects at any one time 9. Qualifications or demonstrable experience in Benefits Realisation methodologies, delivery methodologies (waterfall / Agile), Senior Leadership/Management, Organisational Design, Change Management, Risk Management 10. Strategic judgement and clear decision making 	<p>A/I/T</p>

<p>11. A high degree of personal and professional integrity with the ability to influence, persuade and negotiate with internal and external stakeholders</p> <p>12. The necessary leadership ability to inspire their team to work collaboratively with other enabling functions</p> <p>13. Budget management responsibilities</p>	
<p>Behaviours</p> <p>Appropriate behaviours are key to the delivery of our vision for Enfield.</p> <p>We want staff who will work collaboratively, flexibly and constructively, and exhibit this ethos in all their dealings with residents, colleagues and partners. Our leaders will be exemplars of the following behaviours and encourage them in staff at all levels;</p> <p>Takes Responsibility We want staff who are willing to make decisions and be accountable for them. Staff should have a positive can-do attitude where they see problems as challenges which can be overcome. They should accept responsibility for service delivery, be clear about their service offer and deliver what they promise.</p> <p>Is Open, Honest and Respectful We want staff who are comfortable and confident to acknowledge the difficulties and the barriers they face. They should also be able to constructively challenge the way things are done where there is evidence that it impedes service delivery. Challenge should be conducted in a professional, courteous manner with the aim of reaching a mutually agreeable resolution.</p> <p>Actively Listening and Learning We want staff who are prepared to actively listen and reflect on customer concerns with a view to understanding the customer's point of view. Staff should be able to receive constructive criticism and be prepared to adapt the way they operate and deliver services where appropriate.</p> <p>Working Together to find solutions We want staff who can work collaboratively with other departments and partners, freely sharing their knowledge and skills to identify solutions to address customer concerns.</p> <p>Candidates: Please ensure you address these behaviours in your responses to the essential and desirable (if applicable) criteria above.</p>	<p>A/I/T</p>

<p>Competencies:</p> <ol style="list-style-type: none"> 1. Influence <ol style="list-style-type: none"> a. Provide Leadership b. Build Relationships c. Communicating Information 2. Solving Problems <ol style="list-style-type: none"> a. Intellectual Adaptability/Commercially Focused b. Investigating Issues c. Creating Innovation 3. Adaptability <ol style="list-style-type: none"> a. Resilience b. Leading Change c. Giving Support 4. Deliver Results <ol style="list-style-type: none"> a. Driving Success b. Planning and Managing Resources c. Political Awareness <p>Candidates: Please ensure you address these behaviours in your responses to the essential and desirable (if applicable) criteria above.</p>	<p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p>
<p>Knowledge*</p> <p>You should be able to demonstrate core competencies and specialist discipline experience. The key qualities we are looking for are:</p> <ol style="list-style-type: none"> 1. Digital, Data, Information & Technology background with relevant experience in a technical and/or consulting environment 2. Understanding of the complete project and change service lifecycle including concept through to sourcing, design, build, test, deployment and disposal management 3. Experience of working with and collaborating across technical and project work streams to drive results 4. Experience of identifying, developing and transitioning knowledge to up-skill internal teams 	<p>A/I</p>

<ul style="list-style-type: none"> 5. Excellent oral and written communication skills with the ability to influence effectively across multiple mediums 6. Excellent stakeholder management with focus on nurturing & developing strong relationships 	
<p>Special requirements</p> <p>Candidates: Please note you will be expected to meet these requirements of the role and they will be explored with you at interview.</p> <ul style="list-style-type: none"> 1. Successful delivery of a range of projects and programmes 2. Progress reporting 3. Integrated portfolio planning 4. Risk Management 5. Transition planning and handover process to BAU 6. Leadership 7. Service 8. Budget Management 	<p>A/I</p>