Corporate Head of Digital Delivery

Directorate: Communities

Permanent or FTC role (role profile will be the same, individual posts will be confirmed as one or the other), based in Kingston and Sutton

Grade M +3

Reports: 4-5 direct with overall organisation of 40-50
Budgetary responsibility: Approx. £2.5m+ depending on the levels of transformation work

Shared Digital & IT Service

Digital and IT is a shared service between Kingston and Sutton Councils providing digital and technology services to both Councils as well as a number of arm's length companies. These companies are all different - in size, their customer groups and their aims. Digital & IT needs to ensure that it is able to deliver against all their organisational priorities through the use of a flexible service delivery model.

Many of the organisations we serve have already undergone significant digital and technological transformation. Digital and IT is committed to delivering great public services that are not only highly effective but also easily accessible. We've championed the digitisation of services as well as adopting a 'mobile first' model to ensure that this commitment is fulfilled. There continues to be great opportunity to revolutionise the way we deliver key services.

Context

Why Kingston?

This special place in South West London between the capital and the country has been a Royal Borough longer than anywhere else - it is where the first Kings of England were crowned but Kingston's cultural heritage goes beyond its ancient history, with vibrant town centres and a rich and diverse music scene. Kingston is going places - it is set to be one of the fastest growing parts of London; and with the arrival of new infrastructure such as Crossrail 2, as well as its award winning Go Cycle scheme is at the forefront of the changing face of our City's transport.

So Kingston is changing with new commercial and residential developments, not just in Kingston Town Centre but in all parts of the Borough; in Surbiton, New Malden, Tolworth and Chessington in the rural south of the Borough. Kingston is a great environment. Kingston itself which has the River, the historic market place and Church, parks and gardens but in all its town centres has something unique to offer.

Kingston's people are well educated, innovative and entrepreneurial; the Borough has been home to great industry and creativity for many years; reflected in assets such as the Rose Theatre, the International Youth Arts Festival, and Kingston University; which boasts the more new graduate business start ups than any other.

The communities of the Borough are in the most part strong, healthy and prosperous. That said, there are people who rely on the Council and other public services to enable them to reach their potential. Like most places, our population is ageing and more people are living

longer and so some people need more support to stay independent, safe and well. Kingston is a diverse Borough, not just because of this range of need, but because it is home to people from diverse and interesting cultures and backgrounds. Kingston has a large Sri Lankan Tamil community and is home to more people from Korea than any other part of the UK.

Our Ambition

Kingston is a successful place because throughout its history it has adapted and changed. It has built on its past by embracing the future. The Council wants to continue that journey and has identified the outcomes it wants to strive for with its communities:

- People achieve wellbeing independence and healthy lives
- People prosper and reach their full potential
- A safe and resilient community where everyone is welcome and which supports the most vulnerable
- A network of engaged communities where everyone has a voice and does their bit
- A borough that embraces growth and attracts investment for a stronger and more diverse economy
- A borough of choice and opportunity that has broken the mould to increase housing and jobs
- A sustainable borough with a diverse transport network and quality environment for all to enjoy
- A borough with an identify rich in history, heritage and creativity which drives its future

Kingston Council has an ambition to change its relationship with its communities, to be more engaging, consultative and to work with residents, businesses and the voluntary sector to achieve the best for the borough. To do this it needs to reinvent itself and ensure that all its resources are used to best effect; rather than simply cutting costs and making savings. To be successful it needs to transform itself into a high performing networked organisation with a highly constructive culture where people truly flourish and reach their full potential.

Our priorities and values

The Council wants to change its relationship with our communities, our partners and the people we serve. This means:

- Enabling communities to do more for themselves
- Enabling people to be independent and be able to flourish
- Enabling good growth for businesses and our communities to thrive
- Enabling our staff to take decisions and be free of unnecessary bureaucracy
- Enabling us to use our resources and assets – human, physical and financial – to the very best effect
- Enabling through services that are 'publicly designed, not necessarily publicly delivered'

These principles runs through our organisational development and is embedded in everything we do. Underpinning these priorities are the following values:

Innovative:
- Promote a culture that encourages creativity
- Embrace new ideas and ways of working
- Ambitious to push the boundaries to realise potential

Open:
- Respect and recognition - everyone has a voice that is heard and we are all valued
- Collaborative - working together with new and existing partners
- Empowering staff and residents to encourage informed decision-making
- Inspire trust by acting with integrity in all we do

Smart:
- Commercial savvy and acumen to find solutions and best value
- Agile working
- Customer driven, listening and responding to consistently deliver 'best in class'/excellence

Role purpose

The Council is focused on progressing its thinking to deliver the best possible outcomes for its communities. To do this the Council needs Corporate Heads of Service who thrive in a networked organisation and who can work corporately, across complex networks and systems and provide strong operational leadership within a strategic context.

Corporate Heads of Service will have three main areas of focus:

- A corporate leadership focus, working as part of a wider organisational network that supports the councils' ongoing transformation
- A functional focus, with leadership responsibility for services, resources and people
- A locality focus as part of the Council's Neighbourhoods model.

There are two Grade M (Corporate Head of Service) roles in the Digital and IT department. Along with the department's Assistant Director, they form the Department's senior leadership team. These roles each have line management, budgetary and functional accountability aligned with the department's specific services and goals. Additionally, they are required to play a leading role in:
- Determination and execution of the Digital Strategy
- Senior stakeholder engagement across the Councils and other customers, partners and suppliers
- Digital and IT's brand and value proposition
- Ensuring the commercial viability and scalability of both transformation activities and operational services, including costing, charging, resourcing and negotiation
- Establishing and driving a culture within Digital and IT that matches the needs and aspirations of the councils and communities
- Innovating for change in technology and service fields to better serve our customers and communities.

The roles report directly to the Assistant Director, Digital & IT.

Both postholders are expected to have the skills and experience to carry out either role, cover for each other and to deputise for the Assistant Director.

Their main general operational responsibilities of both postholders are:
- Co-leading on annual and three yearly projection and forecasting of budgets. This will incorporate effective financial controls and mechanisms to ensure the allocation of

resources is driven by strategic priorities and is sufficiently flexible to respond to shifts in demand within a 3 year planning cycle.
- Developing and delivering the Digital & IT Joint Service Plan and associated KPIs
- Implementing a consistent approach to Service Development based around the ITIL framework
- Working closely with colleagues to understand service priorities and ensure projects and programmes are aligned to short, medium and long term objectives of the service and wider council objectives
- Driving down operational costs while driving up quality of service to the appropriate levels
- Managing strategic and operational relationships with 3rd party supplier and collaborators
- Representing the interests of LBS and RBK and other organisations on external bodies and at Council meetings
- Supporting service managers to ensure that digital services are used to their full potential
- Challenging, motivating and inspiring how Digital can enhance the quality of life for the public we serve
- Improving the interface between the business and Digital & IT
- Inputs into the security requirements of the ICT systems both physically and logically.
- Contributing into the Business Continuity and Disaster Recovery plans (DR.)

The specific sets of functions for the **Corporate Head of Digital Delivery** are:
- **Cloud and Platform:** support, operations and maintenance of infrastructure, cloud and datacentre technologies, including the technical elements of the move to the cloud and its subsequent management. Disaster Recovery and Business Continuity. Technical resource and input to projects and programmes (design, implementation and testing). Physical and logical IT security. Monitoring and Event Management. Availability and Capacity Management
- **Digital Customer Support:** the provision of end-to-end customer-facing Digital and IT support, including incident and request management, servicedesk, Pop-up IT and client services. Demand management and reduction. ITSM Toolset ownership. Digital and IT communications plan and brand development. Roadmap and delivery of the ITIL framework. Management of changes to the production environment, running of the Change Advisory Board (CAB). Service governance and reporting
- **Application Support:** support and maintenance of application technologies. Technical resource and input to projects and programmes (design, implementation and testing). Application lifecycle management
- **Problem Management**: identification, analysis, prioritisation and management of problems through to resolution

Key activities

Leadership
- As a member of the Corporate Leadership Group, plays a key role in the collective leadership of the Council, providing the constructive leadership needed to create the conditions for success and working across organisational boundaries
- Provides effective project leadership to ensure that cross-cutting and service-related projects achieve desired outcomes
- Provides inspirational and constructive leadership to ensure high performance within a networked operating model
- Facilitates change and innovation, building a working culture that encourages innovative, smart and collaborative working

- Listens to, and works with colleagues to develop a compelling vision for the service in line with corporate strategy and influences and motivates others to achieve this

Commissioning and Performance Management
- Commissions services and activities to secure the best outcomes for service users and deliver optimum value for money, in line with the Council's commissioning and contract management frameworks
- Translates internal and external intelligence in order to continually adapt and improve the service in line with demand
- Manages the performance of the service, working with colleagues to define outcomes, set targets and monitor performance, within a culture of continual improvement
- Develops operational plans that align to strategy, ensuring that the resources within the team are used to best effect and impact
- Ensures that the best use is made of the Council's resources to secure the best outcomes for residents within the resources available
- Ensures that the best use is made of financial resources and achieves balanced budgets and income and savings targets, as required

Customers and Partners
- Builds strong working partnerships across the public, private and voluntary sectors to enable the service to be delivered in an outcome-focused and efficient way
- Promotes community cohesion and the Councils commitment to valuing diversity, ensuring the development and implementation of effective social inclusion
- Works in partnership with Members to improve and develop engagement with residents, helping councillors navigate the organisation and signposting them to the right place to resolve issues

Digital/New Ways of Working
- Continually looks for ways to improve and modernise our service to customers, including developing and implementing digital/automated processes and eliminating paper wherever possible.
- Champions the use of new technologies, particularly Google, to enable modern working practices to thrive.

Equality and Diversity
- Embeds issues relating to equity, equality and diversity into all aspects of professional and managerial role, including service delivery

Corporate responsibilities

The Councils requires Corporate Heads of Service to undertake and support a range of important corporate responsibilities including:

- Data Protection
- Election duties
- Engagement & Collaboration
- Health and Safety
- Safeguarding – protection of vulnerable adults and children
- Volunteering/social impact
- Complaints handling and investigation
- Emergency planning and business continuity
  - Participation in an on call rota, acting as the Council's tactical manager and taking over from the Major Incident Team (MIT) Officer, when required.

Delivers the strategic objectives set by Council Gold. Coordinates and supports the Major Incident Team and other services responding to the emergency incident. Covers all associated activities required as Council Silver (as outlined in the London Emergency Services Liaison Panel - Major Incident Procedure Manual)
  ○ Own and review business continuity plans and arrangements for their service areas and participates in business continuity training and exercises

NB. The requirements of this post include attending meetings and other events outside normal hours as expected with a post of this nature and the postholder will need to manage their work life balance flexibly to meet the needs of the role.

The person

In order to successfully deliver the responsibilities of the role, you will need to:
- Understand and demonstrate that you are able to adopt the Council's transformational and leadership approach and contribute to the collective leadership required to continually develop this
- Have exceptional leadership skills, modelling a strong performance culture and constructively building achievement, confidence and skills in others
- Question and challenge conventional thinking, with a continual eye on the bigger picture in terms of the corporate context and external environment
- Display commercial confidence and the financial management skills to bring about demonstrable improvements in efficiency, value for money and income generation
- Be politically astute and able to build high levels of credibility and impact quickly, working within networks to deliver through and with others
- Role model agility and adaptability in mindset and ways of working
- Have significant experience and a proven track record of achievement in leading and managing resident facing services and activities
- Work successfully with elected members, partners and key stakeholders including residents, businesses, communities, partner organisations and other public services
- Have a degree or equivalent professional qualification, preferably in a relevant discipline
- Demonstrate commitment to own personal and professional development to meet the changing demands of the role
- Demonstrate a high level of innovation and creativity.

Experience
- Absorb complex technical information and communicate effectively at all levels to both technical and non-technical audiences.
- Detailed understanding of how to set and deliver ICT strategy
- Experience of managing an extensive portfolio of disparate projects
- Stakeholder management at a senior level
- Experience in working at a strategic and tactical level to ensure that deliverables meet the business needs of the organisation
- Management of a pipeline of work, including the co-ordination and influencing of demand
- Demonstrable commercial experience with programmes and portfolios, budgeting and resource management
- A champion of ITIL, with deep knowledge of not just the processes but also how to implement them.
- An understanding of technical and business environments sufficiently detailed to be able to direct and support technical teams.
- Understanding of the concepts of structured project management methodologies

- Knowledge of local government commissioning, contracts management and monitoring principles and techniques, including the formation and monitoring of Performance Indicators
- Knowledge of ICT Governance
- ITIL certified to Foundation level

Our leadership competencies

Leadership
- Inspire a sense of purpose and direction to achieve the successful delivery of outcomes for the Kingston community
- Track record of leading a team, functions, services and programmes of comparable scope, size and complexity
- Ability to demonstrate successful leadership experience and positive outcomes at a senior strategic level within an organisation of similar complexity
- Ability to build a strong and capable team, confidently setting the direction and clearly articulating the measures of success

Partnering for Excellence
- Proven ability in brokering and leading complex, high level partnerships
- Proven ability to deliver transformational change and achieve improved outcomes through public or private sector partnerships
- Ability to apply commercial judgement to make decisions that will deliver cost efficient and effective results for the Councils and the community

Communication and Influencing
- Demonstrate the sensitivities at operating in a political environment, balancing policy with local needs
- Experience of working successfully with elected Members and navigating a complex political landscape at a sub-regional level
- An ability to understand and respond to the complex, evolving economic and social environment within which the Councils operates

Putting the Customer First
- Demonstrate a strong commitment to service excellence, customer care and continuous improvement
- Identify and understand the needs of both internal and external customers by providing excellent customer service in all areas of Council business

Being the Best
- Provide the freedom and support to improve the performance of Kingston by challenging the status quo and providing enough scope for staff to experiment with new or innovative solutions

Our Values

Being an enabling council is a key principle that runs through our organisational development and is embedded in everything we do. Underpinning this are the following values:

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Digital & IT Behaviours

In Digital and ICT, we want to encourage behaviours that support the values of both of our Councils.

- Within teams and across the broader Digital and ICT department, we'll be expecting more senior team members to play an active part in developing, mentoring and buddying the less senior members of the team, even if they do not have direct line management responsibility for them. This way, we aim to build a high-performing and flexible team that supports one another and is able to deliver both ongoing service and transformational change for Digital and ICT customers and communities.
- All team members have the opportunity to develop and display leadership qualities by taking ownership of the work they do and being committed and present in their interactions with other team members and with our customers
- We expect every member of staff to invest in their own personal development and breadth of experience and capability. This is not achieved purely through formal training courses but also by getting involved, being inquisitive, challenging yourself and seeking out other opportunities to learn and to stay up-to-date with technology and business direction
- We have the responsibility of digitally enabling our Councils and communities - so every team member should be an ambassador for our solutions and technologies, whether or not they are in a technical role. We need to set the example by using our digital capabilities and facilities in full and with our customers so that they are inspired by what technology could do for them.