

Job Description

Digital Strategy Manager

Service:	Digital Service	Team:	
Location:	County Hall, Preston		
Salary range:	£58,444 – £63,734	Grade:	13
Reports to:	Head of Service	Staff responsible for:	Up to 12

Job Purpose

The Digital Strategy Manager will own and drive the delivery of LCC's Digital Strategy for our citizens and staff.

As a Digital Strategy Manager, you will also manage a diverse portfolio of Requests from both LCC and its customers. The portfolio will range from very large, complex ICT projects of value £1M+, through to large (£100K+) projects, high volumes of small to medium size projects (£20K to £100K) and all other change work, such as consultancy, work packages, and supporting tasks.

The Digital Strategy Manager will have staff management responsibility for a team of ICT solution design, implementation, engineering and project co-ordination staff. The post will typically have a team of up to 12 FTE.

The Digital Strategy Manager will manage all resources, departmental and project budgets, issues and risks, and project standards issues for the successful delivery of their portfolio area.

The Digital Strategy Manager will be expected to work with a high degree of autonomy and to plan up to 12 months in advance in relation to resourcing, budgets and the content of complex projects

Accountabilities/Responsibilities

- Collaboratively develop the Digital Strategy and articulate it to all sections of the business and to partners, stakeholders, businesses, and the public in the region.
- Promote an agile, digital and change vision, to support the creation of a Digital organisation and region.
- Drive cultural behaviour change and the adoption of technology within the organisation to support the digital journey.
- Work with all stakeholders in LCC to drive the Council's Digital Strategy, identifying demands for Digital Solutions
- To develop and foster excellent external relationships, with stakeholders, private sector, and partner organisations to ensure the Council is a key player in national and regional digital activities.
- Identify how digital opportunities can help achieve the organisation's goals and support the Council's financial plan.

- Support and drive the digital skills roadmap working with Learning and Development colleagues to build a digitally enabled workforce.
- Provide an external viewpoint to respond to national digital themes and their impact on local delivery of the strategy.
- Together with ICT System Specialists and Architects, work with key strategic partners e.g., NHS, telecoms providers, Universities, System Leaders to deliver a broader Digital Strategy for Lancashire including developing core values and sharing of customer data.
- Manage a portfolio of projects, consultancy, work packages, and supporting tasks to achieve revenue, cost and customer satisfactions targets set.
- Drive the delivery of high volumes of medium / highly complex undefined solutions.
- Manage the service delivery of high-volume change requests, resource requests and consultancy within the agreed solution area.
- Manage and motivate a large, diverse team of ICT professionals to produce highly effective results.
- Ensure strategic and benefit-led projects are successfully managed, taking part in business case development, delivery and benefits management.
- Ability to manage high levels of ambiguity when dealing with how to implement a portfolio of projects.
- Proven ability to build and maintain long term stakeholder support.
- Ability to build relationships/ and communicate with stakeholders at all levels of the organisation.
- Excellent communication skills, including presenting and writing reports.
- Manage a team of senior ICT professionals (including Senior Project Managers, Project Managers, Principal ICT Designers/Engineers, Senior ICT Designers/Engineers) providing leadership, motivation, control to ensure that they deliver on their objectives in an effective and efficient manner and in line with the strategic vision
- Provide immediate line management and supervision for the team in all matters relating to performance, conduct and attendance.
- Manage and prioritise the workloads of the team against agreed targets.
- Monitor the work undertaken and schedule tasks.
- To meet performance and quality targets for speed, efficiency and incident resolution and monitor the quality and effectiveness of contact and referrals, identify any under-performance and take appropriate action.
- To ensure that employees are well informed, supported and motivated.
- To develop, disseminate and implement guidance for the team.
- To prepare, monitor and review the training needs of staff, and undertake appraisal interviews and return to work interviews with staff to monitor and continuously improve performance.
- To ensure that all members of the team have the opportunity to contribute to the continued success and development of the existing and integrated service by obtaining staff feedback, ideas and suggestions and reporting these to senior management as appropriate.
- Develop performance and quality measures ensuring that a performance culture is instilled into the operational service and closely monitored

- Defining tactical actions and strategic direction for the designated technical area, including improvements, road mapping and obsolescence, identifying and designing innovative service improvement initiatives.
- Mentor, support and provide guidance to ICT Engineers/Designers and ICT Technicians on the delivery of individual projects.
- Provide coaching and mentoring to Project Managers in all aspects of the professional discipline of project management.
- Supporting the development of ICT Engineers/Designers and Project staff.
- Maintain professional standards including high standards of behaviour, performance, quality, credibility and integrity at all times.
- Seek guidance from subject matter experts, in order to learn and develop skills
- Maintain an up-to-date knowledge of ICT technical area(s).
- Maintain an awareness of solution discipline/client sector trends and policies relating to ICT.
- *In addition to the skills knowledge and experience described above, you may be required to undertake a lower graded role as appropriate*

Other

- **Equal Opportunities**

We are committed to achieving equal opportunities in the way we deliver services to the community and in our employment arrangements. We expect all employees to understand and promote this policy in their work.

- **Health and safety**

All employees have a responsibility for their own health and safety and that of others when carrying out their duties and must help us to apply our general statement of health and safety policy.

- **Customer Focused**

We put our customers' needs and expectations at the heart of all that we do. We expect our employees to have a full understanding of those needs and expectations so that we can provide high quality, appropriate services at all times.

Our Values

We expect all our employees to demonstrate and promote our values:

- **Supportive**

We are supportive of our customers and colleagues, recognising their contributions and making the best of their strengths to enable our communities to flourish.

- **Innovative**

We deliver the best services we possibly can, always looking for creative ways to do things better, putting the customer at the heart of our thinking, and being ambitious and focused on how we can deliver the best services now and in the future.

- **Respectful**

We treat colleagues, customers and partners with respect, listening to their views, empathising and valuing their diverse needs and perspectives, to be fair, open and honest in all that we do.

- **Collaborative**

We listen to, engage with, learn from and work with colleagues, partners and customers to help achieve the best outcomes for everyone.

Person Specification

Solution Delivery and Digital Strategy Manager

All the following requirements are essential unless otherwise indicated by *

Your ability to meet the job requirements will initially be assessed by the information provided on your application but further assessment will be undertaken at interview and, in some cases, by using other types of assessment(s).

Qualifications
<ul style="list-style-type: none"> • Honours Degree (or equivalent) in an ICT related subject * • Industry standard qualifications relevant to the role *
Experience
<ul style="list-style-type: none"> • Extensive delivery of major ICT projects and programmes * • Line-managed large (over 20 FTE) teams of ICT staff • Experience of successfully managing multi-disciplinary ICT service teams to deliver high volumes of project and change work * • Wide appreciation of ICT technology and how ICT supports delivery of business strategy • Mentoring of senior and junior staff across a range of technology and non-technology disciplines • Creation and presentation of complex project and/ or service plans
Essential knowledge, skills & abilities
<ul style="list-style-type: none"> • Ability to manage high levels of ambiguity when dealing with how to implement a portfolio of projects; able to translate this ambiguity into a coherent programme of work and projects, often up to 12 months in advance • Ability to prioritise in conjunction with management, customers and suppliers * • Ability to perform resource management for large (over 20 FTE) teams * • Ability to work autonomously with minimal guidance from senior management • Ability to understand and demonstrate the strategic perspective in implementing ICT solutions and contribute to strategy * • Ability to produce and present high quality reports * • Extensive diverse team leadership e.g., PMO, implementation managers, engineers, designers and other subject matter experts • Can lead risk workshops and employ other techniques in support of risk management * • Ability to plan for and manage risks across a programme or portfolio of projects; and take swift, appropriate and decisive action to address issues * • Able to monitor and govern budgets for a programme or portfolio of projects in line with LCC financial principles and processes * • Guide and mentor project managers and oversee delivery of projects undertaken by them * • Line management of a range of ICT disciplines

- Ability to develop, execute and govern resource plans for a programme or portfolio of projects up to 12 months in advance *
- Ability to communicate at all levels
- Innovation early in the delivery cycle to avoid rather than solve problems
- Act on project lessons learned and ensure reuse of change services to minimise the need for bespoke project delivery *
- Win support for implementation strategy across client and own organisation and ownership of all elements to deliver the benefits
- Proven good customer management skills and ability to build relationships at all levels
- Ability to work in a professional and tactful manner when dealing with staff and clients
- Ability to develop trusted relationships with internal and external customers, senior managers and external partners*
- Ability to meet strict deadlines, working under pressure and be responsive to changing priorities*
- Ability to display resilience, energy, reliability and composure, often under pressure*
- Develop strong business cases for key projects and initiatives
- Identify and act upon potential business opportunities
- Manages resources actively in order to optimise productivity and utilisation *
- Finds appropriate resources and opportunities to support progress *
- Takes responsibility for solving customer challenges, regardless of organisational boundaries *
- Removes barriers to Right First-Time delivery to customers
- Adapts plans to meet changing customer priorities *
- Holds people accountable for execution of strategic priorities
- Provides a sense of urgency for delivering, whilst ensuring quality is maintained
- Builds effective relationships across teams that continue after task or project has finished
- Resolves issues that prevent effective teamwork
- Engages stakeholders effectively *
- Challenges existing ways of thinking/working and encourages others to do so *
- Consistently delivers on commitments, even when under pressure *
- Develops open and honest relationships with colleagues, customers and partners *
- Communicates news - good or bad - clearly, promptly and honestly *

Significant experience of developing, writing, or contributing to a digital strategy, ability to translate strategy into business goals and clearly articulate to all levels of the organisation, including local politicians and business leaders.

An in-depth understanding of how being digitally connected can impact on the region's economy and increase prosperity with new value creation.

Experience of defining and leading digital culture shift and behavioural change, within a large organisation.

A proven record of accomplishment of influencing and fostering strong relationships with partners, businesses, and service providers.

Highly developed policy analysis skills, with the ability to understand both the policy detail and the high-level strategic context.

Other essential requirements

- Commitment to equality and diversity.
- Commitment to health and safety.
- Display the LCC values and behaviours at all times and actively promote them in others.