

HEAD OF DIGITAL STRATEGY & DELIVERY

Job Description

Directorate:	Resources		
Service:	Digital Strategy & Delivery		
Location:	County Hall		
Salary range:	Grade 14	Grade:	14
Reports to:	Director of Digital	Staff responsible for:	Digital Strategy & Delivery Teams

Job purpose and scope

The Head of Service for Digital Strategy & Delivery will provide leadership and direction to ensure the effective delivery of the following services/functions:

- Digital Strategy Development
- Programme and Project Management
- Business Analysis
- Business Engagement
- Digital Delivery
- Digital Innovation
- Enterprise Architecture

This role is pivotal in driving the digital transformation agenda and the future delivery of Council services that are technology enabled. The Head of Digital Strategy & Delivery will align Digital capabilities with Lancashire County Council's strategic objectives through proactively working with senior leaders, seeking out leading practice and innovation, defining future state architecture and solutions and ensuring they are delivered and embedding in services.

Fostering a culture of innovation and continuous improvement this role will also proactively test new innovations that can make a difference to how our services operate more productively and outline business cases for scaling this across wider services and the organisation.

This role will be instrumental in embedding this new approach and supporting staff development to attain additional skills required to support these capabilities and leading the embedding of the new digital operating model, working practices, and culture in their service area.

Performance Indicators

- Quality of advice/service against legal, safety and best practice standards
- Achievement of relevant service targets
- Adherence to internal/external quality standards if applicable
- Adherence to policies and procedures
- Accuracy and timeliness of information recording and processing
- Customer and stakeholder feedback
- Leading Lancashire Framework



Leading Lancashire Our Leadership Framework

Our Vision and Values We are driven by a simple yet powerful vision – “Here at Lancashire County Council, we are helping to make Lancashire the best place to live, work, visit, and prosper.”

This vision is at the centre of everything we do. Embedded in our identity are our values: **Supportive, Innovative, Respectful, and Collaborative**, our guiding principles that enable everyone to thrive.



Four Spheres of Leadership

The Leading Lancashire framework is a dynamic approach, encapsulating four key spheres:

Responsibilities, Capabilities, Behaviours, and Results.

These spheres form the bedrock of our leadership ethos, providing clarity and direction for all leaders. Responsibilities guide our actions, Capabilities cultivate our potential, Behaviours shape our interactions, and Results measure our impact. Together, these spheres ensure leaders deliver their best for themselves, their teams, LCC, and the people of Lancashire.



The Lancashire Mindset

Woven through the Leading Lancashire framework we introduce The Lancashire Mindset: Growth, Ownership, Optimism and Positive Impact. Adopting this mindset across the entire organisation not only brings our values to life but also emphasises the collective commitment to delivering the best for the people of Lancashire.

The Lancashire Mindset not only shapes our approach to leadership but also serves as a guiding force for a culture rooted in growth, ownership, optimism, and the commitment to making a meaningful positive impact.



Levels of Leadership

The **Leading Lancashire** framework provides an opportunity to define and clarify the focus and purpose of the various leadership levels within the organisation.

VISIONARY (Long-Term Direction):

Level 1 & 2 Leadership – Executive Directors and Directors
Senior leaders at this level, are Visionary Leaders. They have the privilege of shaping the long-term vision for the organisation, providing strategic and visionary direction that will guide the future success of Lancashire County Council.

SHAPING (Medium to Long-Term Strategy):

Level 3 Leadership – Heads of Service
Heads of Service at this level are Shaping Leaders. They are empowered to shape strategies with a broad mid to long-term view, setting clear strategic initiatives that provide direction to the management population, contributing to the organisation's success in the medium to long term.

OPERATIONAL (Short-Term to Immediate Effectiveness):

Level 4 Leadership – Management Roles
Leaders at this level, found in various management roles, are Operational Leaders. They focus on immediate operational effectiveness, ensuring their teams deliver in the short term, meeting objectives and driving success on a daily-to-monthly basis.

These refined terms more explicitly convey the visionary, shaping, and operational aspects of leadership at each level within the **Leading Lancashire** framework.

Accountabilities/Responsibilities

- **Strategic Leadership:** Provide visionary leadership and direction to the relevant services/functions, ensuring the alignment of Digital and ICT with Lancashire County Council's strategic goals and objectives.
- **Enterprise Architecture Practices:** Embed enterprise architecture practices within the council, ensuring they support current and future business needs. Demonstrate a track record of successfully embedding enterprise architecture practices in a public sector setting, driving simplification and standardisation to achieve efficiency.
- **Digital Strategy Development:** Drive the development and execution of the digital strategy, ensuring the delivery of digital outcomes, uptake of digital services and its alignment with the overall business strategy.
- **Digital Innovation:** Develop and embed the approach to test and scale existing and emerging technologies that can support the Councils long term vision and goals, generating robust business cases to scale and embed innovation.
- **Strategic Dependencies Management:** identify and proactively manage any strategic dependencies across digital and wider council change programmes with key stakeholders ensuring clear links to the Councils major transformation programmes and business initiatives.
- **Partnerships:** Work with other public sector organisations, vendors and other third parties to create effective partnerships which support the successful delivery of digital services.

- **Business Engagement:** Foster strong and trusted relationships with key stakeholders, ensuring their needs and expectations are met through effective digital services.
- **Programme and Project Management:** Ensure the successful delivery of digital programmes and projects, on time and within budget using appropriate methodologies.
- **Business Analysis:** Lead the business analysis function, ensuring it provides valuable insights, practical improvements and supports decision-making processes.
- **Customer Focus:** Develop and deliver the council's digital ambitions both internally and externally, ensuring that the Council's digital ambitions are articulated and delivered effectively.
- **Performance Management:** Promote and embed a strong performance culture through the setting and monitoring of performance targets for direct reports.
- **Stakeholder Engagement:** Effectively manage senior stakeholder and member engagement, including:
 - Building and maintaining strong relationships with key stakeholders, including senior management, council members, and external partners.
 - Ensuring regular communication and updates to stakeholders on project progress, risks, and issues.
 - Facilitating stakeholder workshops and meetings to gather input and feedback on digital initiatives.
 - Addressing stakeholder concerns and ensuring their needs and expectations are met through effective digital solutions.
- **Embedding the Model:** Lead the embedding of the new model and expected ways of working and set a clear expectation on how the service will collaborate with other digital team, senior stakeholders and service users.
- Due to the changing nature of the business, this job description serves as a framework to outline the main areas of responsibility. It is not intended to be either prescriptive or exhaustive and will inevitably change. You are expected to be flexible and may be required to operate in different areas of work/carry out different duties as required.

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.
- **Safeguarding Commitment**
We are committed to protecting and promoting the welfare of children, young people and vulnerable adults.

- **Skills Pledge**

We are committed to developing the skills of our workforce. All employees will be supported to work towards a level 2 qualification in literacy and numeracy if they do not have one already.

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

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

- Honours Degree level qualification or equivalent experience in a similar role
- Relevant professional qualification or equivalent
- Management qualification or equivalent experience *

Experience

- Significant experience in a senior leadership role within a digital services environment.
- Significant experience of working across large organisation and it services translating business initiatives and strategic goals into digital programmes, utilising existing and emerging capabilities to deliver whilst maintaining adherence to good architecture principles.
- Significant experience of successfully leading and delivering complex digital programmes and projects at scale and across multiple complex services, ensuring clear reporting and monitoring of delivery and measures of success.
- Significant experience of developing robust business cases to embed technologies at scale that delivery better outcomes for services and residents at pace in a considered way.
- Significant experience of introducing new capabilities or innovative technologies into complex services or business units i.e. Generative AI, RPA, etc.
- Proven track record of strategic architecture planning in a complex environment with experience of developing robust business cases for Cloud adoption, Network simplification and security enhancements.
- Significant experience in developing and implementing digital and technology strategies with associated delivery plans and business cases.
- Strong experience in business engagement and stakeholder management.

Essential knowledge, skills & abilities

- **Strategic Thinking:** Ability to think strategically and develop long-term plans and strategies.
- **Leadership:** Strong leadership skills with the ability to inspire and motivate teams:
 - **Visionary Leadership:** Ability to set a clear vision and inspire others to achieve it.
 - **Change Management:** Expertise in leading and managing change within a complex organisation.
 - **Collaboration and Teamwork:** Proven ability to work collaboratively with people at all levels of seniority and across different professional disciplines in order to build effective teams.
 - **Influence and Negotiation:** Skilled in influencing and negotiating with stakeholders at all levels.
 - **Emotional Intelligence:** High level of emotional intelligence, with the ability to understand and manage one's own emotions and those of others.
 - **Resilience:** Ability to remain resilient and maintain performance under pressure.

- **Innovation:** Commitment to fostering a culture of innovation and continuous improvement.
- **Decision Making:** Proven ability to make informed and effective decisions.
- **Communication:** Excellent communication skills, both written and verbal, with the ability to influence and negotiate at all levels.
- **Analytical Skills:** Strong analytical and problem-solving skills, with the ability to make data-driven decisions.
- **Project Management:** Excellent project, programme and agile methodology management skills, with the ability to manage multiple projects simultaneously.
- **Business Acumen:** Strong business acumen with a good understanding of the digital landscape and emerging trends.
- **Customer Focus:** Ability to lead and manage the delivery of a customer-focused, consistent, and proactive digital service.
- **Fresh Ideas and Objectivity:** Demonstrated ability to bring fresh ideas and objectivity about 'what works' in terms of digital innovation, ensuring that the service remains at the forefront of technological advancements.

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.
- This is an essential car user post*
You will be required to provide a car for use in connection with the duties of this post and must be insured for business use. In certain circumstances consideration may be given to applicants who, as a consequence of a disability, are unable to drive