

ROLE PROFILE

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| Job Title: | Director of Digital | Job Code: | |
| Directorate: | Resources | Version: | 1.0 |
| Reports to: | Executive Director of Resources | Date Created: | August 25 |
| No. of direct reports: | 5 | Grade: | <i>To be determined by Job Evaluation</i> |
| Politically Restricted post: | No | Roles Budget Responsibility: | <i>Insert Value or N/A Add Direct / Indirect</i> |
| DBS check required: | No | | |

JOB PURPOSE

The Director of Digital will develop and deliver a strategic plan to build a robust digital programme for EMCCA, delivering a holistic vision for customer experience, data, skills, and culture. This will involve bringing together dispersed systems and new ways of working to deliver greater organisational benefit and will build on existing activity to support EMCCA objectives and future ambitions.

The role includes shaping, leading, and delivering the Digital Strategy across the organisation, aligning with EMCCA's vision in a collaborative and cross-organisational manner that adapts to EMCCA's changing environment.

The programme will design and implement EMCCA's approach to data, how data is led, governed, and utilised, designing the organisation's digital operating model, allowing it to become digitally savvy, exploit technology, deliver intelligence-led investment decisions, and fulfil EMCCA's operational functions. This will involve championing the right technology, platforms and/or systems ensuring value for money.

The post holder will have exceptional leadership, strategic planning, programme and change management skills to drive continuous improvement and innovation, using change management programme expertise combined with strategic technology knowledge to lead the transformation, ensuring a full understanding of EMCCA's future requirements and capabilities are captured, and delivered as part of this project.

The role will need to develop a framework to deliver BAU functions alongside a project-based programme with varied spend cycles, source funding and tight delivery timescales. This will require organisational design, change management to implement and embed new ways of working, ensuring clear communications to stakeholders, senior managers, and employees across the organisation.

Develop and execute customer service and operational strategies aligned with organisational goals.

Lead continuous improvement initiatives across customer service and facilities operations.

ACCOUNTABILITIES

- To strategically own and provide leadership, vision and delivery for all of Digital Innovation and ICT, Customer Services and Operations.
- Lead on digital inclusion and community empowerment through digital solutions.
- To directly shape and allocate the digital and IT investment (both financial and resource) in activities that support our agreed strategy priorities.
- Act as the Digital Innovation and ICT representative at national and regional events, meetings and working parties and is responsible for developing constructive working relationships with, for example, the LGA, regional Councils, SOCITM, local digital networks and the Council's strategic partners.
- . Accountable for existing ICT standards and key performance analytics and metrics, and establish new ones as required, to ensure services can effectively monitor performance in line with service targets, with particular emphasis on client focus and cost effectiveness.
- Lead and mentor a team of digital and ICT professionals, fostering their growth and development in the field of emerging technologies and AI, and ensure the service enables the organisation with horizon scanning and a customer focused deployment of new technologies.
- Act as the **Voice of the Customer**, translating feedback into actionable improvements.

MAIN DUTIES AND RESPONSIBILITIES

- Provide strategic, effective, and highly visible leadership in developing and managing the digital implementation programme and across the organisation, taking ownership of the delivery of the portfolio of projects and workstreams, forging collaborative relationships and ensuring learning and innovation to enable the EMCCA to embrace a programme of change.
- Act as a trusted advisor in providing strategic guidance to senior leadership on digital-related matters, guiding senior colleagues on the financial impact and viability regarding proposals for future technological investments identified as part of this work across the organisation, providing support in the development of business cases as applicable.
- Drive initiatives to enhance customer experience and create and foster digital innovation and digital leadership, helping to lead the way across other combined and local authorities by providing enhanced modernised solutions and seeking opportunities to benefit from the latest technologies.
- Embed a digital first / digital by design mindset that seeks to maximise the benefits and opportunities for the EMCCA to enhance its products and services.

- Review existing arrangements to create a fit for purpose governance and decision-making structure around digital, data and intelligence management and its application across the organisation and the wider regional ecosystem, which supports the business plan and financial management.
- Create discipline around culture and governance, finance, funding and current spend, to ensure procurement of digital technology, training and staff that provides organisational efficiencies and value for money.
- Review the current suite of systems / access / processes and design a new united and cohesive digital environment for internal and external stakeholders that unifies digital services, creating new systems and processes that will drive efficiency and productivity, improve connectivity with trusted access, clear ownership, and enhance data intelligence, including organisational / regional partner access where appropriate.
- Design the EMCCA digital operating model built on a full understanding of both the current EMCCA digital infrastructure, the digital needs of the customers, the data maturity / capability and use of productivity tools. Develop the future requirements to ensure alignment to the organisation's strategic objectives, organisational needs, and priorities.
- Deliver the agreed roadmap leading to a digitally enabled organisation and workforce that manages its data assets to the highest of standards, supports policy development and decision making and delivery of initiatives to meet the strategic outcomes of the organisation and the aspirations of the wider region.
- Develop a programme that enables the current teams to build information, technology, and digital culture strategies for EMCCA that can act as an exemplar for the region and other combined authorities.
- Establish collaborative relationships to identify opportunities and drive change across areas such as data culture, data skills and data infrastructure to help EMCCA deliver on its main objectives.
- Deliver a programme across the organisation to become a regional centre of excellence, demonstrating the internal adoption of digital productivity tools, delivering excellent digital experiences for the customers, and supporting a wider ecosystem on data and intelligence in line with the ambitions of the digital road map.
- Ensure there is a professional, well planned training programme rolled out across EMCCA for all digital tools to assist in the adoption of new ways of working whilst supporting and upskilling the organisation throughout the journey.
- Work with existing departments to shape and deliver key messages for the programme engaging colleagues at all levels to ensure these are understood, adopted, and championed.

- Ensure the portfolio and roadmap is widely socialised, supported by clear project plans, reporting dependency mapping, and sponsors accountable to the relevant Panel and EMCCA exec board with the correct governance processes in place to oversee scope, budgets, and timescales.

Customer Services and Operations

- Oversee multi-channel customer service delivery (phone, email, chat, social media, etc.)
- Ensure consistent service quality through KPIs like response times, resolution rates, and customer satisfaction scores.
- Manage facilities operations including asset and property management, maintenance, safety, compliance, and space utilisation.
- Identify and implement process improvements and automation solutions.
- Evaluate and deploy customer service technologies (CRM, helpdesk platforms, etc.)
- Introduce tools and systems to enhance facilities management and operational efficiency.
- Partner with client relations and external stakeholders to optimise service outcomes and facility usage.
- Ensure full regulatory compliance across customer service and facilities operations.
- Identify and mitigate operational risks, including health and safety and data protection.
- Use customer insights and root cause analytics to drive improvement.
- Enhance first contact resolution and reduce cost-to-serve metrics.
- Lead crisis response efforts during service disruptions or facility emergencies.

This list is not exhaustive; you may be required to carry out other duties as directed by your line manager that are commensurate with the level of your post.

THE PERSON

| | Criteria | E / D |
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| Experience and Skills: | Proven experience of developing and driving. implementation of digital and data transformation programmes and leading transformation in a large complex public sector organisation to deliver successful tangible outcomes. | E |

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| | <p>Evidence of establishing and maintaining strong working relationships across various departments and leadership levels, resulting in collaboration that contributed to key objectives.</p> <p>Can confidently and successfully influence senior management. external partners to adopt new initiatives, leading to improved. organisational alignment or the delivery of a specific strategic outcome.</p> <p>Stakeholder management experience with the ability to develop, maintain, and strengthen partnerships with others inside or outside the EMCCA and evidence of collaborating, negotiating, and influencing to achieve shared goals, with robust governance delivering change and developing initiatives.</p> <p>Ability to synthesise complex and technical issues effectively and at pace to senior decision makers, making it accessible to senior leaders and general readers; and to use evidence and sound judgement to influence stakeholders.</p> <p>Confident leadership style with evidence of successfully lead and managing a team to deliver significant change, achieving project milestones and targets.</p> <p>Experience in leading the successful design and implementation of strategic roadmaps or programme / portfolio plans.</p> <p>Experience of coordinating or managing a team of technology analysts, design, or delivery professionals with a history of improving service delivery.</p> <p>Experience of working with Technology Architecture and teams.</p> <p>Experience of working with Service Design teams.</p> <p>Experience of working in a matrix environment.</p> <p>Demonstrable competency in Strategy / roadmap / Programme /</p> <p>Portfolio development and planning methods. Can develop and execute strategies to build a business model for implementation through internal and external sources of funding.</p> <p>Able to lead the identification and assessment of risks with associated strategies and projects, including technical operational, financial, and legal risks. Able to develop risk mitigation strategies and ensure compliance with relevant regulations and policies.</p> | |
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| | <p>Resolve issues and barriers with senior officers to ensure that projects progress to successful outcomes.</p> <p>Ability to interpret / co-author technical solutions and position present as business focussed proposals.</p> <p>Have a good understanding of AI and the opportunities and possibilities the use of this technology brings to the organisation.</p> | |
| Qualifications, Training, CPD: | <p>Project management qualification or commensurate experience leading change projects/programmes.</p> <p>Accreditation or practical understanding of ITIL Service Management.</p> | <p>E</p> <p>E</p> |
| Political Restriction | | |
| DBS | | |

PERSONAL ATTRIBUTES

We have proactively become a values-based organisation from the outset. In conjunction with our operational ethos emphasizing the importance of people, processes, and outcomes, we embrace continual improvement, and are guided by four core values supported by a behaviour framework

Lifting our region

- Able to put wider outcomes ahead of personal or organisational gain
- Able to act as a passionate advocate for a place, policy or programme

Working together

- Able to foster relationships with people from a variety of organisational and personal backgrounds
- Able to provide constructive challenge and bring diverse partners together

Making an impact

- Able to set out a clear rationale for proposals and show how these will drive wider system improvements
- Able to turn ideas into actions within limited resources

Being human

- Able to embrace and value a range of diverse perspectives
- Able to connect at a human level and bring an authentic approach to engaging with stakeholders.

These values shape our culture, influence expected conduct, how we work and interact with each other and our stakeholders, fostering positivity, and supporting the achievement of our goals and progress together.

The post holder will have exceptional leadership, strategic planning, programme and change management skills to drive continuous improvement and innovation, using change management programme expertise combined with strategic technology knowledge to lead the transformation, ensuring a full understanding of EMCCA's future requirements and capabilities are captured, and delivered as part of this project.

ORGANISATIONAL LANDSCAPE

Our Mission

We will be driven by our mission to ensure long-term systemic impact. Created by and for the benefit of our people, businesses, and places in the East Midlands area.

Our Vision

We will make our region more prosperous, sustainable, and fairer, helping our people and businesses to create and seize opportunities.

We are built on a foundation of systems leadership and partnership working.