

Group Director Modernisation and Digital

Department

Chief Operating Office

Reports to

Chief Operating Officer

Job purpose

To transform how team Jersey operates by introducing new approaches to the reform of public services, business change and the use of innovative technologies to deliver agile, efficient and effective services. Developing and delivering the vision for a Modern, Digital Government across the organisation, involving local businesses and the island community in their development. Leading and collaborating with key Strategic Partners internal and external, including HR and Finance, to lead, develop and deliver the Digital strategy for the government; influencing innovation and the delivery of the wider island digital agenda.

Responsible for playing a pivotal role in the delivery of the States of Jersey's strategic outcomes, providing the solutions to enable change through new and innovative ways of working to bring high quality public services to Jersey. Lead the design of modern public services to include a customer perspective to ensure better, quicker, and simpler engagement with the government through effective and efficient systems.

Job specific outcomes

Reporting to the Chief Operating Officer (COO), and with the following roles reporting to them:

- Chief Technology Officer (CTO)
- Chief Architect (CA)
- Chief Delivery Officer (CDO)
- Head of Compliance and Governance (HC&G)
- Head of Corporate Portfolio Management Office (HCPMO)

The individual will use strong leadership skills and delivery expertise to take a lead role in the programme of reforming public services and the implementation of the target operating model for Modernisation and Digital; by directing the Business-led and Digital transformation of a wide range of shared-public services currently delivered and/or supported in-house, to residents, businesses and visitors to the Island with the aim of improving self-service and customer access and the efficiency and effectiveness of the services.

Develop the transformation and change management capability, enabling the organisation to deliver to the wider modernisation agenda with an enterprise perspective, breaking down organisational silos, integrating people, processes (i.e. business process reengineering), information and digital delivery from the outset, supporting organisation design and financial modelling. This joining up of services across departments and use of business process reengineering techniques will reduce duplication, cost and combined with the appropriate technologies to enable the reform of services and improved value for money.

Lead the transition to a plan-build-run model in the operational information services environment to both unlock short-term value and enable a broad range of strategic objectives, with the intention to

reduce cost, improve performance and help prepare the State of Jersey for next-generation technology products. (E.g. private cloud, virtualisation, advanced telephony etc.)

Accountable for defining, managing and ensuring the delivery of standardised and integrated services across technology domains to meet business needs to facilitate a broad set of performance-improvement and transformation objectives.

Working with the CDO, , plan through effective relationship and product management; collecting business requirements, performing demand management and serving as the overall interface with business partners as well as developing and optimising a set of reusable service offerings.

Collaborating with senior leaders from across the organisation to plan in a number of dimensions, using new types of metrics and business intelligence to inform initiatives to prevent demand; exploiting emerging technologies to enhance digital customer-led services. Working with the CTO to be able to advise the COO on the understanding of business requirements, defining service levels and calculating product unit costs.

Directing the Modernisation and Digital senior management team to oversee all product engineering to ensure the technology design and configuration of all service offerings are ready for use in the live environment; investigate vendor offerings, selecting specific technologies, performing the integration required to ensure they work together and conduct pre- release testing to ensure business continuity and stability.

Ensure the CDO leads on deployment, taking complex requests from across the organisation and developing implementable solutions using standard service offerings and integrate them into the everyday environment.

Build capabilities to address complex problems by ensuring that the right skills exist within the Modernisation and Digital support functions to support the workforce through significant change, redefining roles and identify training and development requirements.

Working in partnership with functional leaders to co-create a programme of continuous improvement and action learning to provide feedback to inform the commissioning and delivery cycles in order to drive up improvement in service delivery and ultimately service outcomes.

Enable the education of customers both within the organisation as well as island residents to be self-supporting to encourage the shift from physical contact to digital.

Ensure that the CTO puts in place business continuity and disaster recovery plans are in place and remain fit for purpose for all digital services provides by the States of Jersey to its staff and island residents

Ensure that the appropriate governance structures are in place for information management and Security, enabled by the HC&G, and that all employees and members are aware of their duties and responsibilities, specifically in relation to data protection. The role will also have oversight and be the legal Senior Risk Officer (SRO) for Data Protection.

Ensure that a robust programme and project management framework, enabled by the Corporate Portfolio Management Office (CPMO), is embedded to ensure that all projects are subject to the appropriate design authority and financial approval; and that all managers understand the governance

arrangements to ensure that agreed projects are delivered to agreed measures in relation to time, cost and quality and that benefits are delivered and tracked.

Statutory responsibilities

Active engagement, participation and compliance with any other statutory responsibilities applicable to the role, as amended from time to time.

This role is politically restricted. The job holder is not permitted to undertake political activity involving standing for election to the Government or as a Parish Constable, or publicly supporting someone who is standing for election or playing a public part in any political manner.

Services

- Public Service Reform and Modernisation of Public Services
- Chief Technology Office and all IT, Data and Insight operations
- Internal digital infrastructure and delivery
- Design authority
- Information Services and Digital Strategy (aligned to government Digital Policies and the Government Plan)
- Information management, Cyber-security and Compliance
- Data protection (GDPR)
- Corporate Portfolio Management
- Change Management – delivering and sustaining strategic change – ideas generator

Organisational structure



Core leadership accountabilities	
Ministerial relationships	Provide guidance and support to Ministers, translating their political visions and priorities into coherent initiatives that will deliver their intended outcomes
Finance and performance	Be responsible for significant delegated budget and resources ensuring that they are allocated effectively for the delivery of intended outcomes in a manner which demonstrates values for money and compliance with relevant policies and guidelines
Corporate parent	Be responsible for providing the best possible care and safeguarding of children and vulnerable adults in the Island, by creating collaborative, efficient, and joined up public services where children and vulnerable adults can flourish in a healthy, safe educational and social environment.
Customer and Islanders	Ensure that there is a clear and consistent focus across the organisation and its partners on delivering inclusive and an outstanding customer service experience to all customer and Islanders
People management	Provide strong and inspirational leadership, promoting a culture of high performance, continuous improvement, innovation. Be responsible for optimising workforce capability, ensuring fair and transparent approaches talent management and resourcing decisions that promotes diversity and inclusive. Develop workforce plans that ensure the capability and capacity required to meet current and future business requirements
Jersey Standard	To be responsible for creating the Jersey Standards. A performance and service excellence framework for the Government of Jersey
Partnership	Develop effective internal and external partnerships and collaborative working to achieve the strategic vision of One island, one community, one government, one future. Act as a positive ambassador for the Island and the Government of Jersey.
Governance, compliance and organisational reputation	Provide assurance that strategic decisions are being made in accordance with governance arrangements, relevant legislation with particular reference to Jersey Laws, statutory requirements and policy and operate within an acceptable level of risk. Lead by example and behave in accordance with the code of conduct, carrying out duties within profession good practice and legal standards.

Executive traits and behaviours	
Make the right impact	Inspires others, is visible, adaptive, authentic and engenders trust
See things through	Demonstrates courage, takes responsibility, is resilient and tenacious
Move at pace	Learns quickly, is curious, agile and innovative

Makes things happen	Thinks strategically, acts tactically, creates social value through commercial approach
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Creating conditions for success	
Builds powerful relationships	Achieves through influence not control, promotes teamwork and partnership
Builds and sustains effective alliances	Forges dynamic alliances with others to provide world class services
Creates capability	Successfully leads team, realises potential, creating a learning environment where talent thrives
Creates a successful team Jersey culture	Works corporately to create cohesion, breaks down silos and achieves through common goals
Generates ambition	Sets the highest performance and ethical standards, hold people to account
Delivers transformation	Articulates a clear vision, wins hearts and minds and takes balanced risks

Person Specification [for recruitment only]

Specific to the role

- Significant experience of large-scale transformation programmes and project management including leading and coordinating public service reform programmes and developing change management capability within others.
- Experience of integrating and realising synergies from previously separate organisations e.g. post-merger integration, creation of shared services, machinery of government changes.
- Experience of using business process re-engineering techniques such as Lean or Six Sigma to improve business processes and build a culture of continuous improvement.
- Experience of enabling complex organisations to deliver transformation, using appropriate technologies to enable the reform of services.
- Oversight of release and change management, agile project management, open standards, open source and cloud platforms; and encourage best practice in ICT and digital services to deliver change.
- Expert understanding of key developments in digital industry, current technology landscape and market place.
- An understanding of the management of development life cycle, security and governance, supported by experience of working to standards.
- Extensive and broad strategic, digital and change management background ideally within the private and public sectors.

Generic to senior leaders

Demonstrate significant experience of working in a senior role in a political environment and evidence of the ability to challenge and negotiate with a wide range of stakeholders.

Demonstrate knowledge and understanding of the challenges that the Government of Jersey faces, matched with an understanding of the policy and governance requirements for the department accountabilities within the role.

Demonstrate a proactive, credible and authoritative voice on behalf of the Island with evidence of successful lobbying of senior government figures and counterparts, and other influential stakeholders.

Ability to build and develop strategic relationships, influencing and negotiating with a wide range of stakeholders and partners to achieve outcomes.

Demonstrable track record of leading, motivating and managing teams to achieve high performing and significant sustainable service improvements and outstanding results, within agreed budgets to meet agreed targets and strategic objectives, within an organisation of a comparable scope and complexity.

Experience of developing and sustaining a culture that meets the needs of and engages with customers and staff within an inclusive, open and high-performing environment.

Demonstrable evidence of applying creative and business like approaches to managing demand for services to deliver cost effective and efficient outcomes.

Demonstrate the capability and capacity for critical thinking and ability to apply this insight in a practical and engaging manner.

Qualified to degree level or equivalent qualification or relevant experience.