Job Description

Post Title: Director of Digital and Data Transformation

Directorate: Transport for West Midlands (TfWM)

Reports to: Executive Director TfWM

Direct Reports: Up to 5 (potential for matrix structure working also)

Salary Band: Operational Director Level 1

Key Relationships: WMCA Executive Board, Digital & Data Team to include Data posts and or teams, sponsors of and key members of the Digital & Data Transformation project team, WMCA Project Management team and any Technology Governance Panel, Technical Design Authority, and other D&D groups that has membership across WMCA as well as external partners to include Chief Digital / ICT Officers in Local Authorities and the creation of any future joint teams.

Role Purpose

The Director of Digital and Data Transformation will develop and deliver a strategic plan to build a robust digital transformation programme for WMCA, 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 WMCA objectives and future ambitions.

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

The programme will transform WMCA's approach to data, how data is led, governed, and utilised, redesigning the organisation's digital operating model, allowing it to become digitally savvy, exploit technology and deliver intelligence-led investment decisions and fulfil WMCA'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 WMCA'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.

Main Responsibilities:

- Provide strategic, effective, and highly visible leadership in developing and managing the digital transformation 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 WMCA 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 transformation 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 WMCA 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.

- Redesign the WMCA digital operating model built on a full understanding of both the current WMCA 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.

- Create a 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 WMCA 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 WMCA deliver on its main objectives.

- Deliver a transformation 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 WMCA 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 staff 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 WMCA exec board with the correct governance processes in place to oversee scope, budgets, and timescales.

- Work transparently, producing external facing blog posts about current challenges, plans, and direction of travel. Responding to engagement with these posts, embracing challenge and adopting ideas.

Person Specification

Please specify (X) whether the experience required is Essential (E) or Desirable (D)			Assessment Method		
Experience	E	D	App*	Int**	Other***
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.	x		x	x	
An understanding of the role of the West Midlands Combined Authority, its strategic aims and objectives, and the opportunities and barriers it has, to develop policy and strategy for the region		x		x	
Evidence of establishing and maintaining strong working relationships across various departments and leadership levels, resulting in collaboration that contributed to key transformational objectives.	x		x	x	
Can confidently and successfully influence senior management or external partners to adopt new initiatives, leading to improved	x		x	x	

	E	D	App	Int	Other
organisational alignment or the delivery of a specific strategic outcome.					
Stakeholder management experience with the ability to develop, maintain, and strengthen partnerships with others inside or outside the WMCA and evidence of collaborating, negotiating, and influencing to achieve shared goals, with robust governance delivering change and developing initiatives.	x		x	x	
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.	x		x	x	
Confident leadership style with evidence of successfully lead and managing a team to deliver significant transformational change, achieving project milestones and targets.	x		x	x	
Experience in leading the successful design and implementation of strategic roadmaps or programme / portfolio plans.	x		x	x	
Experience of coordinating or managing a team of technology analysts, design, or delivery professionals with a history of improving service delivery.	x		x	x	
Experience of working with Technology Architecture and teams.	x		x	x	
Experience of working with Service Design teams.	x		x	x	
Experience of working in a matrix environment.		x	x	x	
Skills/Knowledge/Abilities	E	D	App	Int	Other
Communication: Demonstrates excellent leadership skills, both in managing and inspiring teams and in influencing the wider organisation to embrace digital opportunities. Ability to: • Communicate, present, and adjust to different audiences. • Analyse, interpret, disseminate, and present complex concepts and information clearly and concisely. • Be persuasive and sell proposals or concepts. • Create and craft compelling messaging and presentations.	x		x	X	
Can develop an understanding of organisation problems and opportunities in existing service processes. Recommends digitally enabled solutions and owns key strategic issues until resolution.	x		x	x	
Provide advice and support to Digital Services and other council services on technology contracts, following the formal decision-making procedures of the council.	x		x	x	
Ability to proactively manage key relationships with WMCA services and partners to capture, prioritise and strategically align business change and technology requirements.	x		x	x	
Demonstrable competency in Strategy / roadmap / Programme / Portfolio development and planning methods. Can develop and execute strategies to build a business model for the transformation through internal and external sources of funding.	x		x	x	
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.	x		x	x	

Resolve issues and barriers with senior officers to ensure that projects progress to successful outcomes.				
Ability to interpret / co-author technical solutions and position / present as business focussed proposals. Have a good understanding of AI and the opportunities and possibilities the use of this technology brings to the organisation.	x		x	x	

Qualifications/ Professional Memberships	E	D	App	Int	Other
Project management qualification or commensurate experience leading change projects/programmes.	x		x	x	
Accreditation or practical understanding of ITIL Service Management.		x	x	x	
Educated to degree level or commensurate business qualification or demonstrable work delivered to degree level standard.	x		x	x	

* Application
** Interview
*** Details will be shared at interview stage

Core Expectations
Our culture is underpinned by what we do and how we do it. Our behaviours outline the ways we need to work to deliver success, become truly inclusive, and make the organisation somewhere where everyone can give their best contribution.

Value	Competency	Behaviour
Collaborative	Team Focused	Works as part of team, managing and leading.
	Service Driven	Customer, resident, and partner focused.
Driven	Empowered & Accountable	Takes ownership and leads when needed.
	Performance Focused	Ambitious and going the extra mile.
Inclusive	'One Organisation' Mindset	Believe in each other's expertise.
	Open & Honest	We do what we say we are going to do.
Innovative	Forward Thinking	Embrace change and open to new possibilities.
	Problem Solving	Go for clear and simple whenever possible.

Health and Safety
All employees have a duty to take reasonable care for the health and safety of themselves and of other persons who may be affected by their acts or omissions at work; and co-operate with their employer so far as is necessary to enable it to successfully discharge its own responsibilities in relation to health and safety.

Equality and Diversity
To promote and champion equality and diversity in all aspects of the role.

Learning and Development
To participate in and take responsibility of any learning and development required to carry out this role effectively.

Performance Management

To actively engage in the performance management process and take responsibility for managing performance outcomes.

GDPR (General Data Protection Regulation)
To ensure the reasonable and proportionate protection, processing, sharing and storing of WMCA information in accordance with the relevant legislation, corporate policies, and in the best interests of the data subjects (Data Protection/GDPR), the WMCA, our partners, and the West Midlands, in all aspects of the role.

Other
There may be a requirement to work outside normal office hours on occasion to meet work deadlines, give presentations, attend meetings etc., including a requirement to work within stakeholder and partner offices within the WMCA Constituent area on a regular basis.