

Job Description

Job Title:	Director of Digital Transformation	Reports To:	Director of Corporate Services
Department /Division:	Business Information Services	Date Completed:	October 2015
Pay Range:	SCS1	Career Family:	SCS

Role Purpose
<p>Reporting to the Director of Corporate Services, the Director of Digital Transformation (DDT) will be the architect of digital business for the service, developing and delivering the CPS digital strategy. The DDT will lead the primary criminal justice transformation programmes in England and Wales; including the CPS Digital Business Programme and the Criminal Justice System (CJS) Common Platform Programme on behalf of the service.</p> <p>The DDT will deliver a digital by default service for the CPS, ensuring strong, visionary leadership of the transformation programmes and the maximisation of technology and efficiencies, to bring about change and the achievement of modern, efficient, paperless working.</p> <p>The DDT will define the long term strategic digital objectives for the CPS, ensuring a service that meets the future needs of a joined up and efficient criminal justice system. The CDO will have the overall responsibility for ensuring the CPS has an effective, flexible and robust technical infrastructure that supports business objectives and responds to evolving business requirements.</p> <p>Serving as the principal liaison with the joint project on developing a common CPS/HM Courts & Tribunal Service (HMCTS) IT platform, the DDT will lead and embed a sustainable digital capability across the CPS and in alignment with the Information Systems (IS) strategies of other partner CJS organisations and the Government Digital Service policies.</p> <p>The DDT will be accountable for setting the Business Information Systems Directorate (BISD) priorities and ensuring all programmes and deliverables are successfully achieved within time and cost constraints. He/she will be the senior leader, directly line managing a senior management team of Grade 6 managers located in multiple sites across the business and undertaking all line management responsibilities in accordance with CPS policies and procedures.</p>

Key tasks	Accountability
<p>Leading & Communicating</p>	<p>The DDT will provide visible leadership for the BIS Directorate and all CPS digital users. Working with the Corporate Services senior leadership team, the post holder will significantly contribute to the Directorates strategic business plan and priorities, ensuring agreed measures, interventions and actions for the successful achievement of performance in line with the CPS core quality standards and values. The post holder will provide visible and pro-active leadership of staff, especially in driving forward and embedding change and performance improvement. He/she will support the Director of Corporate Services in ensuring that HR, performance, communication, engagement and change strategies are embedded and adhered to.</p> <p>The post holder will set the strategic direction for CPS BIS, be responsible for developing the CPS IT architecture and serve as the principal point of liaison with HMCTS in developing a sustainable cost effective and efficient final platform that meets the information management and business process needs of both agencies.</p> <p>The DDT will work collaboratively with CPS business operations to improve, through digital working, the efficiency and effectiveness of all operational business processes.</p>

Key tasks	Accountability
Leading & Communicating	<p>The post holder will ensure strong and harmonious relationships with all BIS suppliers and will be the senior escalation point for all issues arising out of those relationships. He/she ensure that the choice of suppliers to support the technology infrastructure is most suitable for the maintenance and development of an optimal solution to business requirements for both current and planned structures.</p> <p>The DDT will be responsible for the effective day to day management and development of staff within the Division, supporting the senior management team in providing personal direction and guidance for all aspects of Directorates management. This will include developing, leading and encouraging succession planning across the CPS and CJS as part of wider workforce capacity planning.</p> <p>The post holder will develop and lead a mechanism of inward and outward communication on all aspects of digital working through a network of internal and external stakeholders and partners.</p>
Managing a Quality Service	<p>The DDT will take the lead on and ensure compliance with all aspects of the digital programme across CPS operational Areas. This compliance will be managed and monitored through the programme delivery team. Where compliance, performance and/or delivery in an operational Area is below the required standard, together with appropriate support from within the Area and HQ, the DDT will actively identify and deliver the required improvement(s).</p> <p>The post holder will manage the strategic provision and continuous improvement of quality information and communications technology services through the best practice of information management and knowledge sharing.</p> <p>The DDT will support the Chief Executive Officer and Director of Business Services in forging and maintaining a successful delivery partnership with HMCTS. He/she will proactively contribute to performance and quality improvement programmes, working closely with the Director of Business Services and other HQ and Area Directors, the DDT also actively contribute to other national projects and work to help the CPS to develop and progress.</p> <p>The post holder will manage the migration of CPS digital systems into the new common platform, ensuring benefit realisation targets are achieved and securing full business commitment for significant business change and innovation</p> <p>In collaboration with the Director of Corporate Services, the DDT will be accountable for and lead on the acquisition and management of all IT/IS and communications contract negotiations for the CPS.</p> <p>He/she will ensure the highest quality of service and that suppliers continue to support business requirements to agreed costs and SLAs, that all technology suppliers provide innovative solutions and said suppliers demonstrate how they positively contribute to an evolving business strategy.</p> <p>The DDT will ensure that effective change and programme management delivery processes are followed for all technology changes throughout the organisation.</p>

<p>Making Effective Decisions</p>	<p>The DDT will contribute to the design, development and delivery of national strategic plans, policies and priorities and create a climate of excellence by ensuring the senior leaders play a pivotal role in the implementation and evaluation of national CJS and CPS policies within their Area</p> <p>The post holder will act collegiately and collaboratively to:</p> <ul style="list-style-type: none"> • Respond to evolving business requirements with advances in technical capabilities • Share good practice across the CPS & CJS. • Identify opportunities to share learning and development across the CPS & CJS. • Identify and address National and Area digital working integration and performance. • Improve overall performance through collaborative working • Realise benefits across the CJS through collegiate working practices.
<p>Collaborating & Partnering</p>	<p>The DDT will develop and lead effective collaborative working relationships with internal stakeholders and key partners in the criminal justice community, such as Chief Constables and Chief Executive of HMCTS. Forging such strong working relationships the DDT will seek to influence other Government Departments and Public Sector Agencies at Director and Director General level, ensuring the needs of the CPS and CJS are met.</p> <p>He/she will promote successful partnerships with a view to drive up performance and efficiency across the CJS, whilst shaping business decisions to create a shared CJS digital vision that delivers a seamless high quality criminal justice service.</p> <p>The DDT will develop and maintain trust and credibility with the respective heads of national and local CJS agencies, enabling partnership working on equal terms. With these partners, the post holder will pro-actively identify and shape the CJS digital working priorities.</p> <p>The post holder will constructively challenge CPS and HMCTS current business processes and ensure senior leaders and partners in are fully briefed on digital enabled business transformation.</p> <p>He/she will lead the engagement on digital working matters across the CJS, ensuring that internal and external stakeholder strategies and priorities are successfully delivered through both personal involvement and the coordination of Senior Management Teams in promoting and embedding digital working.</p> <p>The DDT will work collaboratively with CPS business operations to improve, through digital working, the efficiency and effectiveness of all operational business processes.</p>

<p>Supervisory Responsibility</p>
<p>The DDT is the senior leader of a Directorate of approximately 40 staff. He/she will line manager a senior management team of 3 Grade 6 managers and is responsible for developing, communicating and managing performance objectives across direct reports; evaluating individual performance; providing professional support and guidance and addressing any performance or disciplinary issues. The DDT will exhibit clear, authoritative and credible leadership, motivate staff to perform to consistently high levels in a pressurised environment and build an effective team that is committed to achieving the CPS' core objectives.</p> <p>The DDT will manage a CPS budget of approximately £45 million, whilst contributing to the management of the wider CJS digital budget.</p>

Professional Competence Required

The DDT will have a respected project and programme expertise, with substantial experience of working at Board level on national agendas. The DDT will have a proven track record of success in leading high-profile technology programmes and delivering significant business outcomes through complex outsourced arrangements with multiple suppliers.

Key Contacts Internal	Key Contacts External
Director of Public Prosecutions (DPP) Chief Executive Director of Corporate Services Director of Business Services CPS Boards HQ Directors Chief Crown Prosecutors (CCP) Area Business Managers (ABM) Business Change & Delivery Managers	HMCTS Board HMCTS Delivery Directors HMCTS Change & Delivery Managers Government Digital Services CDO & ICT Directors Across CJS MoJ Home Office Judiciary Magistracy ACPO Law Society

Director of Digital Transformation

Person Specification

The CPS Values:

Alongside the competencies listed, candidates will be expected to display CPS values which will be tested at various stages of the process:

- **We will be independent and fair**

We will prosecute independently, without bias and will seek to deliver justice in every case.

- **We will be honest and open**

We will explain our decisions, set clear standards about the service the public can expect from us and be honest if we make a mistake.

- **We will treat everyone with respect**
- **We will behave professionally and strive for excellence**

Professional Competency:

The following competencies are drawn from Level 5 of the Government IT Profession Skills and Competency Framework

Leading & Communicating

- Inspire staff and delivery partners to engage fully with long term vision and purpose of the Department, supporting them to make sense of change
- Communicate with conviction and clarity in the face of tough negotiations or challenges
- Influence external partners, stakeholders and customers successfully – secure mutually beneficial outcomes

Collaborating & Partnering

- Proactively create, maintain and promote a strong network of connections with colleagues across the Department, wider Civil Service and externally
- Actively promote knowledge and resource sharing with peers and across functions
- Build high performing teams within own area, aligned around common goals

Delivering at Pace

- Translate strategic priorities into clear outcome-focused objectives for managers and provide the energy and drive in achievement of these objectives
- Maintain a strong focus on priorities, holding others to account for priorities and swiftly respond to changing requirements
- Drive a performance culture within own area and support and encourage a focus on performance and priorities

Core Competency:

The following competencies are drawn from Level 5 of the Civil Service Competency Framework:

Seeing the Big Picture

- Develop an in-depth insight into the dynamics and issues surrounding the Department and Government, including political, economic, social, environmental and technological impacts
- Understand where the Department sits within and aligns across the Civil Service
- Articulate the Department's business model and help people see their role within it

Managing a Quality Service

- Translate complex aims into clear and manageable plans and determine resource requirements to support implementation
- Maintain and improve service by managing risks to ensure own area and partners deliver against defined outcomes
- Work collaboratively with customers or service delivery partners to manage, monitor and deliver against service level agreements

Making Effective Decisions

- Weigh up competing views to generate ways forward which will meet organisational goals
- Ensure involvement and consultation where necessary and take decisive action when required
- Outline direction of travel, recommendations and decisions for their area, taking account of financial and implementation issues