

Job title: Executive Director Customer, Digital and Change
Directorate: Customer, Digital and Change
Date agreed: 29 April 2024
Grade: PS18

Role Purpose

As the Corporate Leader for Customer, Digital, and Change Services, lead the council's portfolio of customer, digital and people and change services to drive transformative change and innovation while fostering a culture of excellence and collaboration within the organisation.

Provide strategic direction and inspirational leadership to shape the council's strategic agenda, ensuring the delivery of impactful services that meet the evolving needs of Surrey residents.

Drive sustainable public service reform, leveraging innovative practices and digital solutions to optimise service delivery and enhance resident experiences. Through strategic collaboration and resource allocation, enable the organisation to adapt, innovate, and thrive in a dynamic and ever-changing environment, ultimately making a tangible difference in the lives of Surrey's residents and communities.

Operating context

The county council is entering a period of change in its strategic leadership. A new Chief Executive is joining in August 2024 and the leadership team and structure of our directorates have been reshaped to align to our strategic vision and priorities.

'The Surrey Way' sets out the way we do things at the council. It breaks down our ambitions and objectives, and provides us with a clearer, more joined up picture of what our ways of working should be across three key components:

1. Our Purpose - what we are trying to achieve, our vision and priorities
2. Our Organisation - what sort of organisation we need to be to achieve our purpose
3. Our People - what culture and behaviours we will need to live in order to support this

This role is key in championing and driving The Surrey Way and embedding it across the critical functions under their remit.

As part of the Corporate Leadership team (CLT) the postholder will provide expert professional advice to the Chief Executive, Leader and member portfolio holder(s) and work with other Executive Directors to engage Cabinet, partners, and colleagues across the organisation to set and deliver this strategic vision.

They role model the council's behaviours and leadership expectations, ensuring that all approaches and outcomes are consistent with organisational and public service values, and they work to empower and embed a culture of outstanding performance.

The post holder has direct line management for 7 functional leads who are responsible for over 1300 employees.

- Strategic Director Customer Transformation
- Assistant Director Cultural Services
- Assistant Director Registration, Coroner's Services and Customer Strategy
- Assistant Director Customer Excellence
- Director of Design and Transformation
- Director of People and Change
- Chief Digital Information Officer

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The role also has budget accountability of £64.5 m with significant opportunities to influence the wider organisational spend through the initiatives delivered within their portfolio.

Specific Role Accountabilities

Corporate leadership

1. Collaborate with Select Committees to infuse rigorous challenge, foster innovation, and introduce novel ideas into the organisation's strategic agenda, ensuring robust decision-making and forward-looking initiatives.
2. Strategically allocate and deploy resources to achieve corporate objectives while ensuring compliance with statutory and financial obligations, overseeing the implementation of effective systems to manage performance and mitigate risks proactively.
3. Exercise strategic and operational leadership in crisis management as part of the on-call Gold rota, collaborating with local authorities, health partners, and emergency services to ensure a coordinated and effective response to serious incidents.

Culture and collaboration

4. Provide inspirational and professional leadership to all staff members, cultivating a culture of excellence, accountability, and performance that drives the delivery of public value and operational efficiency at every level of the organisation.
5. Facilitate effective collaboration across council departments, members, and external partners, orchestrating engagement strategies with residents and stakeholders to nurture a vibrant and cohesive community that thrives on inclusivity, transparency, and shared ownership.

Change and innovation

6. Spearhead transformative change initiatives by leveraging innovation and creativity to develop future-proof delivery models that deliver exceptional value and services tailored to the evolving needs of Surrey residents, positioning the council as a trailblazer in public service delivery.
7. Explore innovative practices and best-in-class approaches nationally and internationally, identifying opportunities to enhance outcomes for Surrey's residents by adopting cutting-edge methodologies and adapting global best practices to local contexts.

Strategic functional leadership and delivery

8. Provide strategic leadership and direction to the Assistant Directors and Directors within the Customer, Digital and Change services. Through and with them, inspire, lead and motivate a large, multi-skilled professional workforce to deliver significant and impactful services and ensure the highest standards of performance and delivery.
9. Lead the delivery of a world class customer service function, harnessing the full potential of digitisation and AI to drive innovation, efficiency, and excellence in service delivery, while expanding the reach and accessibility of customer services across statutory and non-statutory provisions.
10. Deliver outstanding library services that serve as the heart of Surrey's communities, offering a diverse range of high impact, multi-agency services that enrich lives, foster learning, and promote social cohesion.
11. Enable the council's continued transformational improvement by providing strategic oversight and support for major change and transformation initiatives, ensuring the

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successful delivery of agreed projects and programmes through robust mechanisms and frameworks.

12. Collaborate closely with the Director of People and Change to support the council's workforce strategy, fostering a positive and collaborative organisational culture that empowers employees to thrive and contribute to the council's success.
13. Ensure the effective utilisation of IT resources to support the council's priorities and objectives, overseeing the provision of high quality, cost effective IT services that enable agile and innovative service delivery, while leading the council's digital strategy to drive a 'digital-first' approach to operations and service delivery.

Leadership Accountabilities

1. Lead by personal example and champion compassion and diversity, working inclusively with diverse stakeholders and delivering equitable services for residents that respect and value difference.
2. Lead and inspire staff and stakeholders, in line with the council's leadership values and accountability, promoting a culture of ambition, performance excellence and accountability aligned to public values and The Surrey Way.
3. Shape and deliver the council's guiding mission and strategic vision in collaboration with Cabinet, partners, and leadership to drive sustainable public service reform plans for the directorate and the organisation.
4. Innovate for efficient and dynamic future delivery models, proactively collaborating with others to improve outcomes for Surrey residents.

To operate effectively in this role, you will need

1. Substantial and robust senior leadership experience in a large and complex business environment.
2. Extensive knowledge of the operating context and issues facing local government and the wider economy as well as within the designated functional areas.
3. Substantial knowledge of policy, practice and delivery in the services covered by the Customer, Digital and Change Directorate.
4. Demonstrable experience as an exemplary people leader able to provide visible and dynamic leadership and embed a culture of performance excellence and accountability.
5. Credibility and an authoritative and influential approach, able to collaborate across service and organisational boundaries to drive innovation.
6. Politically astute at the highest level and able to work and deliver complex policy areas in a political environment.
7. Demonstrable experience of successfully leading large scale change activity with a focus on understanding, managing and exceeding resident and workforce expectations. Or,
8. Significant experience of proactively leading major change initiatives in a complex environment.

Other requirements

9. Politically restricted officer post.

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10. On call - be available if required to maintain key service delivery and in the event of a serious incident.

Reason for evaluation

This is a new CLT role created as part of a restructure of the Corporate Leadership Team and organisation of directorate functions in May 2024.