



**Digital Programme and
Transformation Manager
Recruitment pack**

Hafod is one of the leading providers of housing, care and support services in south Wales. We are a not-for-profit organisation with a significant history of successful delivery that spans over 50 years and we are very proud of what we have achieved in that time

We deliver high-quality affordable homes and support for people to maintain their independence and well-being for as long as possible. We also provide care to people in their own homes, in supported housing or in our residential care and nursing homes

Our ambition is to transform housing, health, social care and support in order to improve the well-being of our customers and our communities

Making Lives Better

Welcome

Thank you for your interest in our Digital Programme and Transformation Manager opportunity.

We seek an enthusiastic Digital Transformation and Programme Manager to join our Digital and IT Team and the newly formed Digital Transformation Office (DTO). The new team will identify, drive, and deliver service transformation across Hafod where technology is the key enabler.

We have begun a positive change journey that will ensure the DTO can drive fundamental organisational change and improve the services we provide to our customers, colleagues, and communities.

Our Digital and IT team has evolved over the past 12 months, from providing excellent IT support and infrastructure to our colleagues to now focusing on using technology and digital tools to transform the way we work and provide our services.

We are currently finalising our first digital strategy to provide our strategic direction for the next three years. We aim to transform the organisation by focusing on key themes such as enabling our colleagues, putting the customer first, and better using data and business intelligence.

As Digital Programme and Transformation Manager, you will play a key part in driving our digital ambitions and ensuring our improvement objectives are met. Having responsibility for the newly formed DTO, you will have the tools and resources available to you to identify and drive innovation opportunities forward, making a real difference to the organisation and our customers.

We're interested in someone who has the right energy level, seeks continual improvement, has a passion for driving positive change through the pro-active use of technology, and wants to support the organisation to become more agile, responsive and creative to transform the services we provide.

We celebrate equality, diversity and inclusion, and we are committed to offering equal opportunities to everyone regardless of age, disability, gender, sexual orientation, race or religion. We encourage applications from all backgrounds as we believe that our colleagues should reflect diversity as it only improves our ability to serve our communities effectively.

We are embracing hybrid working, and this role is currently predominantly based from home. However, occasionally, we will be required to attend our head office and other locations for collaborative work.

Inside this recruitment pack, you will find an overview of our strategic priorities, job description, person specification, details on the package, and how to apply. If you feel you have the skills, experience and ambition for this role we look forward to receiving your application

Yours sincerely,



Ceri Evans

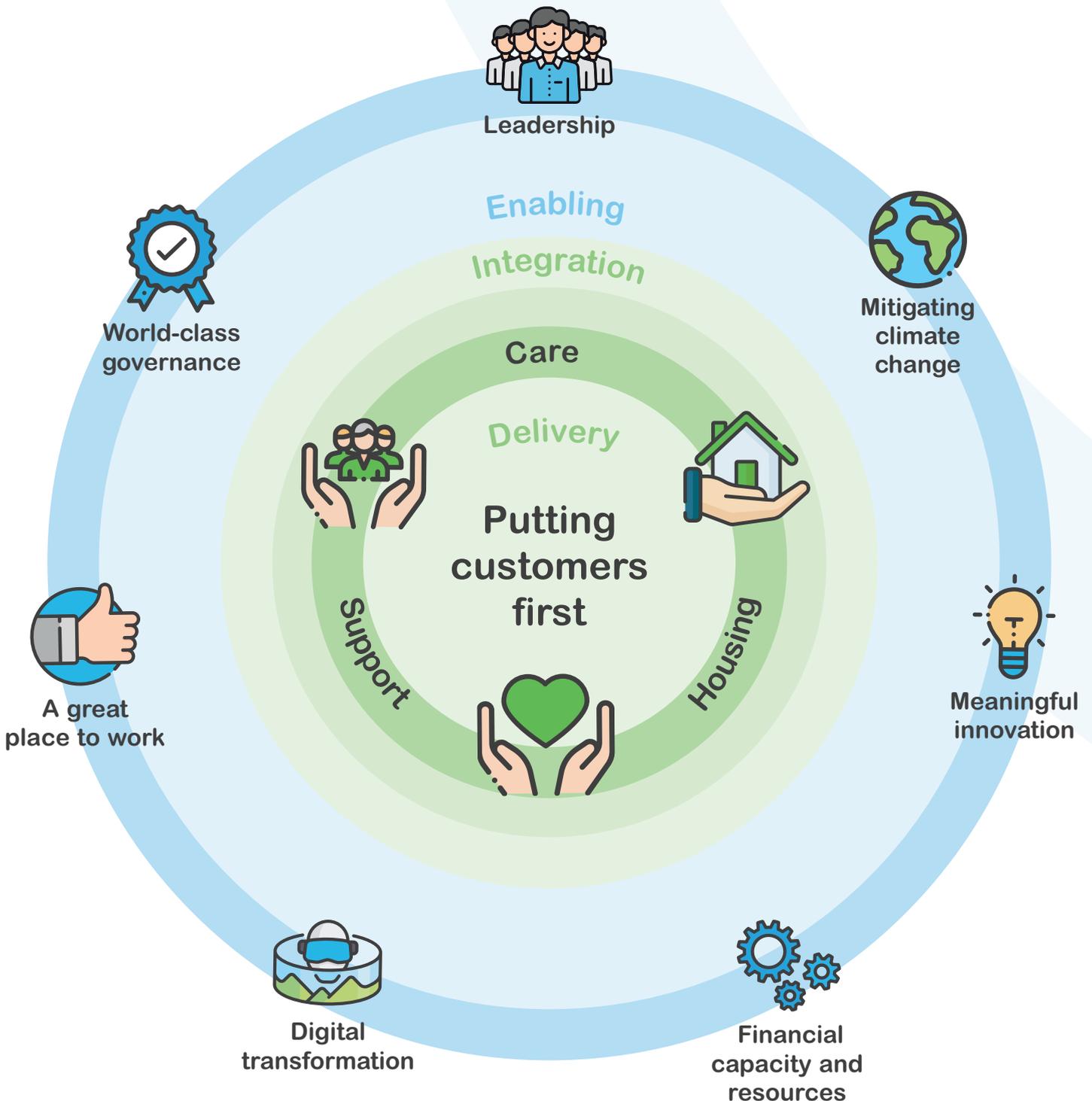
**Head of Digital
Development and IT**

A handwritten signature in black ink, appearing to be 'Ceri Evans', written in a cursive style.

Our strategic plan 2021 - 2025

Our key priorities

Our priorities reflect the things we want to work towards in the next five years to make a contribution to the outcomes that are important for our customers, our communities and our organisation.





Putting customers first

We have a diversity of customers in social care settings, supported housing and in the community and we value every single one.

We respect our customers' voices and will be led by what they tell us, putting their choices at the centre of what we do and doing everything we can to help them reach their goals.

Aligning health and social care

Everything we do is in the interests of our customers' health and well-being. We are keen to develop our role as a facilitator of health, recognising there is a lot we can offer in terms of prevention, early intervention, improvement and maintenance.

We need to show leadership through championing vital reforms to the care system which will make it more financially viable and attractive as a career choice. In turn these reforms will allow us to deliver better quality care and ensure better outcomes for customers.

Next-generation homes

The role that good quality housing plays in keeping people well and giving them good life chances is indisputable. As such our emphasis is on homes that people can afford, that are built to last and adapt with people as they move through their life course.

Homes create communities and we want to play our part in helping communities thrive and build on the resilience they have shown through the perfect storm of COVID-19.

Next-generation support

Our Support services allow people to live the lives they want to live in the places they want to live – doing what's necessary to guide and encourage but respecting personal choice and autonomy. There is much we can do to enhance the quality of the environments our support customers live in and equip our colleagues with the tools necessary to help people lead the best lives possible.



Integration

People's lives are complicated and they often face many challenges when navigating the systems of housing, health, support and care. As a result of blurred boundaries, people's health and well-being can deteriorate quickly.

In the long-run there are no winners - the system absorbs more costs and people's outcomes suffer. We are determined to make headway in achieving the join-up we know is possible across the spectrum of services we offer.

A great place to work

As a people-focused business our colleagues are central to what we do and empowering and enabling them to achieve the organisation's goals is an essential part of us achieving our strategic goals. In 2019 we launched a comprehensive people strategy which enables the achievement of our delivery priorities.

This strategy is centred on enabling great days at work for our colleagues and responds to the Welsh Government's focus on the foundational economy and 'fair work' by striving to improve colleague's lives through the provision of first-class development and competitive terms and conditions and ways of working.

As an employer we are committed to equality, diversity and inclusion and we understand our responsibility to foster a more inclusive organisation. We are also passionate about embracing our social credentials providing further opportunities to engage our colleagues in helping our communities and also provide opportunities for our tenants and residents to learn and grow with us.

Accelerating our digital transformation

Digital transformation is critical in revolutionising our customer experience and bringing it in line with what people expect from banks, retailers and increasingly public services. This is our primary motivation for pursuing digital development, but it will also come with reduced operating costs and greater efficiency, which are valuable outcomes for the business.

Digital transformation is a must, but we also have a moral responsibility to ensure we don't leave people behind and do more to make digital accessible and not forget about those for whom digital is not a realistic option.

Mitigating climate change

Mitigating the worst effects of climate change relies on individuals, communities, organisations and whole societies playing their part. We are keen to step up to our responsibilities for reducing the carbon footprint of our homes and business operations, which will make a major impact.

But our ambition does not stop there. We believe we can work alongside our customers and their communities to promote sustainable lifestyles.





Meaningful innovation

Prioritising innovation allows us to pre-empt the things that will disrupt and challenge our customers' lives and make our current business models obsolete.

Through innovation we can learn, collaborate and incubate new solutions that improve quality of life and sustain our business, for the benefit of customers and communities.

Leadership

Leadership is a primary enabler for growth, development and innovation and having effective and strong leadership within and external to the organisation will enable us to be more successful in delivering positive outcomes for our customers.

We see leadership not as a position or a role but as a way of behaving that inspires and motivates others, creates accountability, drives performance and influences for positive change. Our view of leadership is wider than this internal focus. It is about doing what we can to allow leaders in our communities to step forward and drive the changes communities want to see.

World-class governance

Governance is an area we have strengthened massively in recent years. Far from being process for its own sake or creating unnecessary bureaucracy, good governance has enabled us to reach new levels of strategic agility, streamline our processes and squeeze more customer value out of them. It's important we continue to build on the progress we've made and the resumption of our 'Standard' regulatory status.

But governance is about a lot more than compliance, it is about being a strategic driver of change and business transformation and through good governance we will ensure that our business represents our stakeholder and is fit for the future. A major focus will be influencing the regulatory system we operate in, to enable the integration and flexibility we need to secure better life outcomes for our customers.

Financial capacity and resources

Resources and finance are the ultimate enablers of the strategic plan. Our approach is to begin with what we need and want to achieve for our customers and the business, prioritising these and then build the appropriate financial and resourcing strategies to deliver that.



Job title Digital Programme and Transformation Manager

Responsible to Head of Digital Delivery and IT

Main purpose of the post

Working closely with our Head of Digital Delivery and IT, the Digital Transformation and Programme Manager will be responsible for the Digital Transformation Office, identifying and driving transformation whilst managing and delivering our digital ambitions, initiatives and projects as outlined in our digital strategy.

Leadership and management

- Management responsibility of the Digital Transformation Office includes Digital Advisors, Project Managers, Digital Officers and Developers, ensuring their skills are fully utilised and assigned to Digital work programme and associated projects
- Lead, deliver and champion the project management approach to clients and other stakeholders through the identification, development and furthering of ideas and propositions that will assist us in meeting our primary digital aims and objectives
- Manage, monitor, and flex resource plans to provide strategic and operational views of capacity and dependencies

Driving digital transformation

- Aligned to our Digital Strategy, and with our support, Digital Advisor provides and delivers innovative ways of using and deploying technology to improve how we deliver services to our customers and colleagues
- Ensure innovation ideas and business cases are presented to colleagues showcasing the “art of the possible”. project managed and delivered within the specified scope of works, timeframe and budget
- Assuring the delivery of business and improvement benefits are achieved and continually monitored as part of the Project Business Cases
- Delivering service process improvements, analysing current service levels whilst providing process mapping and support the transformation as part of any service change or other initiatives
- Supporting and leading on Digital business cases, highlighting initiatives, and improving processes and realising efficiencies from invest to save projects
- Be a champion and advocate of Digital Improvement and business change by leading the implementation of innovation projects
- Transform business challenges into digital improvement opportunities to provide more efficient and effective ways of working, providing the best value
- Ensure our digital improvements support and align our strategic priorities and wider initiative, e.g., Decarbonisation, Regeneration, People Strategy etc
- Support our Head of Digital Development and IT with the organisation’s future vision and strategic direction regarding digital transformation and service improvements

Programme management

- Working with our Head of Digital Delivery and IT to lead our digital transformation programme's development, governance, implementation, and monitoring
- Management of the budget and associated resources allocated to the digital programme of work and wider initiatives, ensuring projects are delivered within budget and timescales whilst seeking opportunities for new financial investments
- Ensure the Digital improvement programme aligns and supports Hafod's other strategic transformation objectives and portfolios whilst ensuring service delivery is maintained and achieved
- Manage and monitor multiple complex projects as part of the Digital work programme and identify/take action to deal with any perceptions that might jeopardise the achievement of agreed deliverables, ensuring any slippages or risks are highlighted to the Head of Service
- Assessment and prioritisation of existing and proposed digital projects, and the ability to provide impact analysis on how new deliverables could impact the delivery of existing projects and the overall programme
- Identify, analyse, and communicate to the Digital Leadership Group and other key colleagues all interdependencies between the different projects/workstreams in the programme, plus any external dependencies and how they will be managed
- Ensure key systems (including reporting data dashboards) are introduced, managed, and maintained to underpin the programme of work. This will ensure critical paths are analysed for the success of the project

Stakeholder and customer engagement

- Manage colleague and stakeholder communications to make sure a shared understanding of objectives, milestones and required business change
- Engaging with our service areas, colleagues and Executive and Senior Management Teams to understand Digital transformation opportunities, and inspiring service change with our customers
- Management of 3rd party resources and suppliers in delivering solutions for our projects

General

- To co-operate with us in complying with relevant health and safety legislation, policies and procedures in the performance of the duties of the post
- To behave in accordance with our values
- To maintain confidentiality and observe data protection and associated guidelines where appropriate
- To ensure compliance with our policies and procedures at all times

The duties in this job description are not exhaustive and may be altered at any time to reflect our changing needs

This post is subject to enhanced disclosure as provided by the Disclosure and Barring Service, an executive agency of the Home Office

Disclosure is a means for us to check the background of job applicants to ensure that they do not have a history that would make them unsuitable for posts that involve working with vulnerable people

We will only request disclosure from those that have been offered employment

Qualifications, knowledge and experience

- Educated to degree level or in a related project management discipline (e.g., Prince2 Agile Foundation and/or Practitioner)*
- Experience of delivering IT or Digital projects using key project management disciplines
- Experience in leading information technology change
- The ability to drive change using technology as the enabler
- Track record in project, relationship management and customer engagement
- Experience of providing specialist guidance to colleagues at all levels
- Providing advice, guidance, and documentation on technical or digital enhancements to colleagues at all levels
- Experience of analysing complex processes and providing accurate and meaningful digital solutions to improve service delivery
- Experience of technology-based research and analysis
- Ability to provide robust business cases and supporting improvement/digital documentation

Skills and abilities

- The ability to drive change using technology as the enabler
- Excellent verbal and written communications skills
- Ability to analyse data and information and turn them into structured plans
- Solid understanding of information technology and digital improvements
- Ability to produce, communicate and translate project documentation
- Proven influencing skills, particularly in subject areas that are traditionally seen as not being critical to business success
- Able to use data to manage input and outputs of multiple projects
- Ability to perform well under pressure and deliver to high standards
- Ability to manage multiple projects at the same time

Interpersonal skills

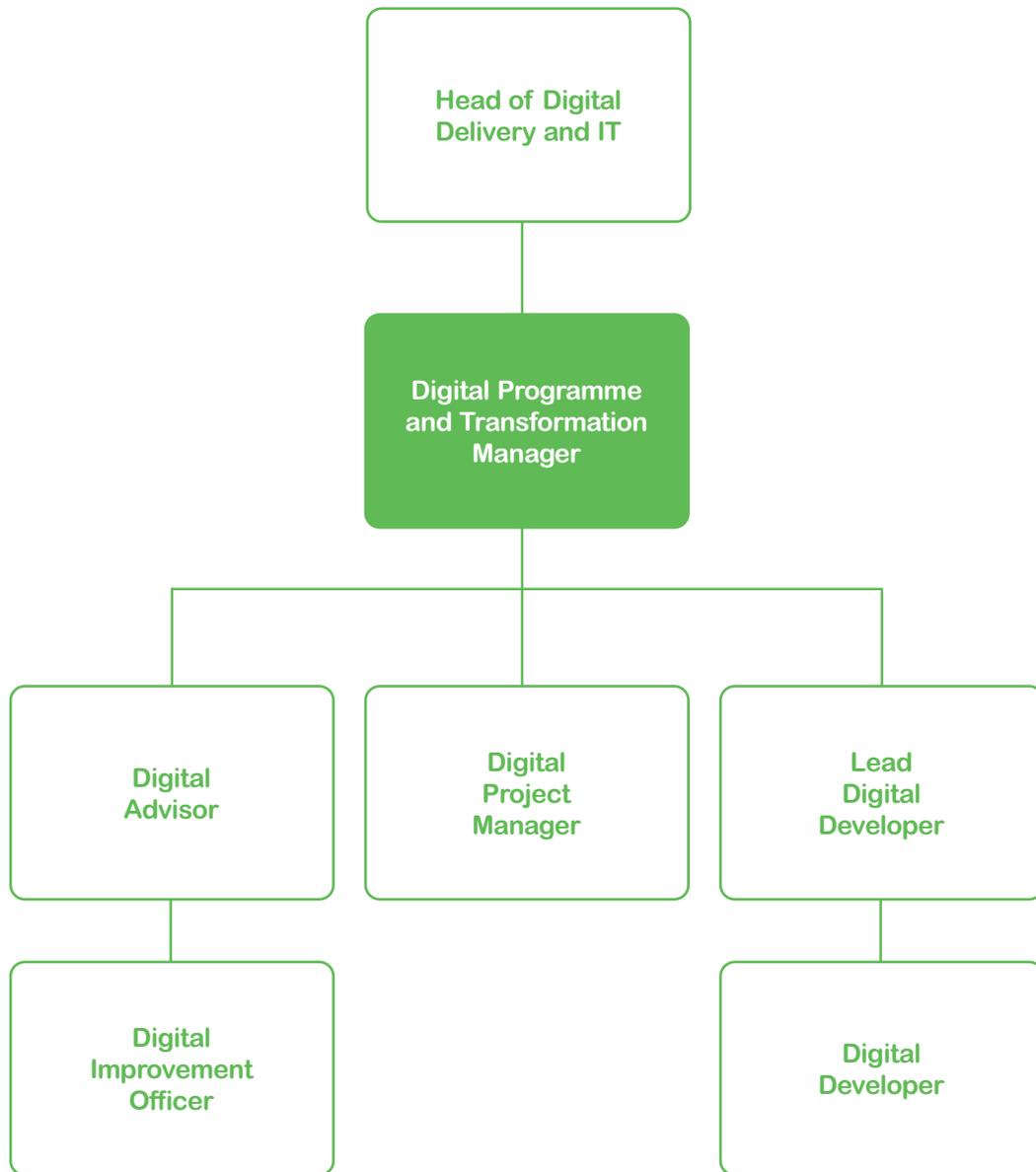
- Ability to manage, communicate and influence at all levels
- Enthusiastic about innovation and new ways of working
- Self-motivated, flexible, with drive and enthusiasm
- Proactive team player

Other requirements

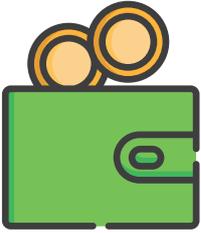
- Full, current driving licence and access to a vehicle

*Points marked with an asterisk are desirable rather than essential

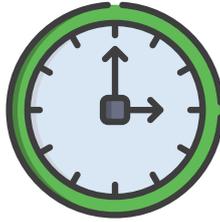
Team Structure



Working with us



A salary of
£50,000 per annum



36 hours per week



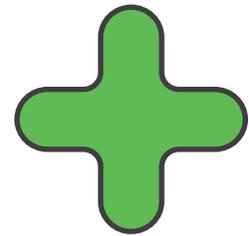
Join a socially conscious
not for profit organisation



Annual Leave entitlement -
28 days annual leave
plus bank holidays



Employee Assistance
Programme (EAP) and
well-being resource available
24/7



Medicash: Claim money back
for routine and specialist
medical appointments and
access a 24/7 virtual GP
service



Pension contributions of 8%



Option to work a
nine day fortnight



Develop with our
academi



A range of shopping and
activity discounts and
cashback options



Family friendly policies
and flexible working



Hybrid working



How to apply

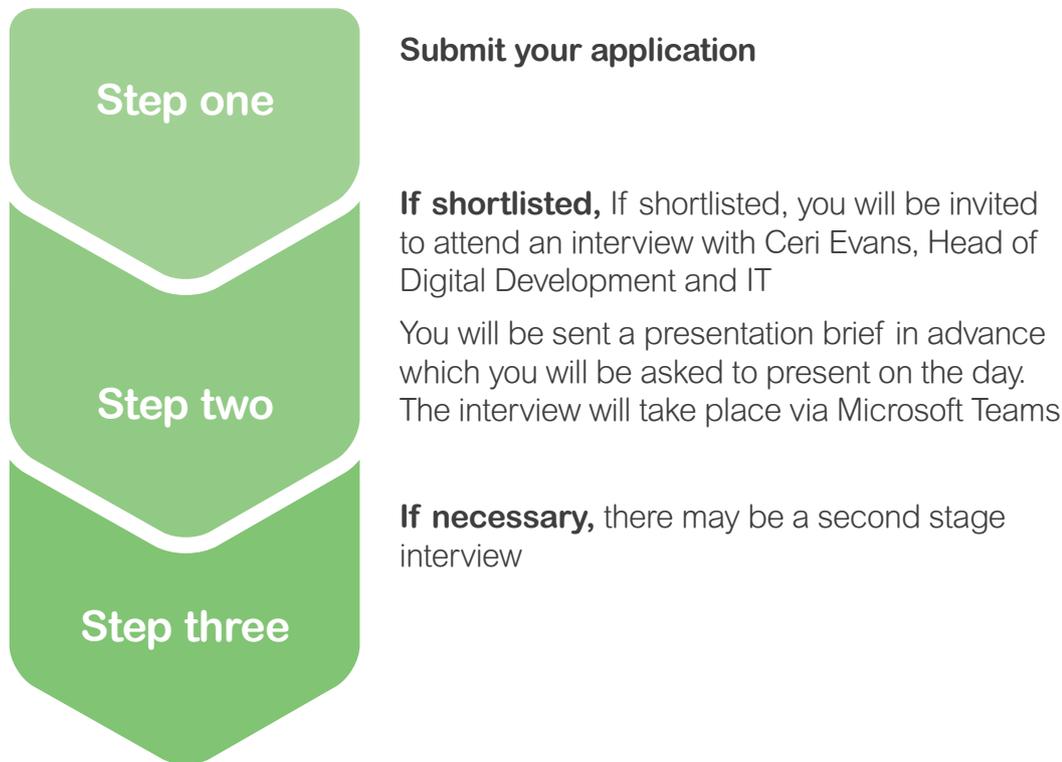
You can apply for our Digital Programme and Transformation Manager role at hafod.org.uk/work-with-us

The application form will consist of the following:

- a question regarding your experience
- space to upload your CV
- equal opportunities monitoring

All applications will go through a short-listing process.

Here is an overview of what to expect:



If you would like further information about this opportunity please contact Ceri Evans, Head of Digital Development and IT on ceri.evans@hafod.org.uk

The closing date for this role is Sunday 24 October (midnight)
First stage interviews will be held on Wednesday 10 November
Second stage interviews will be held on Thursday 11 November

We reserve the right to close this vacancy early should sufficient applications be received

We encourage early applications to ensure consideration