

# Context statement

**Job title:** Executive Director - Modernisation & Customer Delivery

**Directorate/Service/Team:** Senior Leadership Team

**Reporting to:** Chief Executive

**Linked Job Description:** Executive Director

The Executive Director leads a directorate of approximately 550 colleagues, responsible for a diverse portfolio spanning strategy, delivery and enabling services, operating models and ensures that service redesign, technology, data and customer pathways are aligned end-to-end across the following functional areas:

- Customer Experience and Customer Services (whole council customer hub)
- Technology, Digital and Data Services
- Library Services
- Revenues and Benefits
- Transformation Management Office
- Enterprise Resource Planning Transformation
- Product Management

Dorset Council is working towards becoming a modern, sustainable and truly unitary council. We have a shared direction for how we work as one organisation alongside our communities and partners. This approach is focused on outcomes, prevention and long-term sustainability. As a member of the Senior Leadership Team, this role sits at the nexus of strategy, governance and delivery, and models the leadership behaviours needed to drive a fundamental shift in how the organisation works.

This shift will be driven through four core levers:

- A move to 'one council' thinking and delivery, with prevention as a core purpose of the organisation
- A shift to working in true partnership with our communities, underpinned by vibrant local democracy
- A shift to modern ways of working, with technology designed in, not bolted on
- A shift in working practices and skills, enabling multidisciplinary teams to work adaptively and safely to solve complex problems

Each SLT role plays a critical and distinct part in achieving our shared ambitions, while holding collective accountability for outcomes.

## Context

The Executive Director - Modernisation & Customer Delivery is a core member of the Senior Leadership Team and a key strategic adviser to the Chief Executive and Cabinet. The role provides whole council leadership for digital, data, technology and transformation, ensuring that the organisation has the capability, insight and systems to deliver on its long-term ambition for Dorset's communities. This role is central to driving the modernisation of the council, encompassing both technology and ways of working. The role leads a significant transformation agenda while holding responsibility for key operational services, including Customer and Library Services and Revenues and Benefits, ensuring modernisation delivers tangible improvements for residents.



This role acts as the council's senior leader for digital era public service reform. The postholder sets the strategic vision for how modern technology, secure infrastructure, high quality data, customer centred design and streamlined processes enable accessible, efficient and future ready services. They ensure investment decisions are grounded in user need, financial sustainability, evidence and long-term value.

Operating with significant influence across the organisation, the Executive Director builds digital confidence and literacy, strengthening the council's ability to adopt modern tools, agile approaches and data-informed decision-making. The role ensures that colleagues have the systems, skills and support to deliver high-performing services, improve customer experience and strengthen organisational resilience.

Externally, the Executive Director is a visible system leader, shaping the wider environment for innovation and digital collaboration across local government, health and care partners, the Voluntary, Community and Social Enterprise (VCSE) sector and national networks. They promote secure, ethical, interoperable solutions that enable joined-up public services, shared intelligence and better outcomes for communities.

The role operates within a One Council operating model, where complex, cross-cutting priorities are delivered through clear portfolio accountability, matrix leadership and formal strategic boards. In all aspects of delivery, through strategic vision, the postholder models values-led leadership, curiosity and disciplined assurance, ensuring Dorset Council remains modern, adaptive and well-positioned to meet current and future challenges.

## **Purpose and Impact**

The purpose of the Executive Director - Modernisation & Customer Delivery is to position digital, data and technology as key enablers; creating modern, efficient and resident-centred services that improve outcomes, reduce cost to serve and support long-term sustainability.

The role has a significant and lasting impact on:

- Customer experience, by creating digital, intuitive and joined-up services that reduce friction and improve access.
- Organisational sustainability, through modernisation, secure infrastructure, robust cyber assurance and rationalised systems.
- Data-driven decision-making, enabling strategic choices and day-to-day operations to be informed by integrated intelligence.
- Financial stewardship, ensuring technology investments deliver value, long-term benefit and cost avoidance.
- Employee experience, by providing modern tools and streamlined processes that increase productivity and motivation.
- Transformation and innovation, accelerating delivery of modern operating models that support frontline services.
- System leadership, enabling secure data sharing, joint solutions and improved outcomes across the public sector.
- Achievement of the North Star, ensuring digital, data and technology are aligned to the council's strategic ambition.

## **Key Responsibilities**

The postholder's responsibilities reflect the strategic leadership role they hold, as well as specific areas of responsibility. Responsibilities include:



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- Provide visible, credible leadership that positions digital, data and technology at the heart of organisational strategy and delivery.
- Champion the council's direction and ambition to become a modern sustainable unitary, ensuring digital, data and customer strategy directly supports long term priorities.
- Act as principal adviser to the Chief Executive and Cabinet on digital era public service reform, major investment and organisational design.
- Set and deliver a modern, resilient and user centred digital strategy for the council.
- Oversee enterprise architecture, infrastructure, platforms and core systems, ensuring technical coherence and sustainability.
- Modernise and rationalise systems to reduce complexity, cost and operational risk.
- Act as the council's senior accountable officer for cyber security, ensuring a resilient posture aligned with national standards and threat intelligence.
- Strengthen information governance, data protection and cyber assurance across all services.
- Ensure cyber risks are visible, understood and effectively mitigated.
- Lead data governance, interoperability and analytics to create integrated intelligence that supports prevention, efficiency and better outcomes.
- Promote ethical, transparent and responsible use of emerging technologies.
- Ensure data-informed practice is embedded across all services and transformation programmes.
- Provide strategic leadership for customer services, libraries and revenues & benefits to shape resident experience and influence demand.
- Champion user-centred design and simplify end-to-end customer journeys.
- Ensure digital inclusion and accessibility for all residents.
- Lead and assure major transformation programmes, ensuring they are user-centred, technically robust and financially sustainable.
- Embed rigorous analysis, clear governance, benefits tracking and modern delivery approaches.
- Create the cultural and structural conditions for sustainable, cross-council modernisation.
- Build digital and data literacy across the workforce, enabling frontline teams to adopt modern tools and agile ways of working.
- Strengthen capability, confidence and cultural readiness for digital era public services.
- Build influential relationships with public sector partners, suppliers and national networks to shape wider digital reform.
- Promote secure data sharing, shared intelligence and joined up solutions across the public sector.
- Represent Dorset Council regionally and nationally as a leader in modern, digital public services.
- Oversee significant budgets for technology, transformation and data, ensuring value for money and disciplined financial management.
- Align investment with long term benefit and organisational priorities.
- Ensure procurement and supplier partnerships support innovation, resilience and strategic goals.



## Person Specification

In addition to the essential criteria set out in the job description, the following essential criteria are applicable to the post of Executive Director - Modernisation & Customer Delivery.

Your application will be assessed based on your demonstration of how you fulfil the following criteria. You should include clear examples of how you meet these criteria within your application form and during the assessment process.

<b>Experience</b>	<b>Assessed through:</b>
1. Demonstrable experience shaping and delivering a whole-council digital and data strategy that spans all service areas.	Application form/Interview
2. Proven track record of leading large-scale, multi-directorate transformation that delivers measurable improvements in outcomes (e.g., preventative models, improved customer experience, reduced demand, stronger resilience) and able to articulate a compelling narrative of change.	Application form/Interview
3. Experience embedding agile delivery, product management, and service design in a multi-service environment.	Application form/Interview
4. Expertise in data governance and interoperability, enabling integrated care and shared intelligence across health, social care, housing, and community safety.	Application form/Interview
<b>Skills, abilities &amp; knowledge</b>	
5. Ability to align digital transformation with corporate priorities and statutory duties, ensuring improved outcomes for residents and communities.	Application form/Interview
6. Expertise in data governance and interoperability, enabling integrated care, shared intelligence and the delivery of joined up digital and data solutions across health, social care, housing, policy and voluntary partners.	Application form/Interview
7. Evidence of building Digital, Design and Technology capability and digital literacy across the organisation, including frontline services.	Application form/Interview

### Context statement prepared by:

<b>Manager</b>	Dr. Catherine Howe	<b>Date</b>	06.05.2026
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