

# Role Profile

## Digital Strategy Lead

<b>Job Family:</b>	Technical
<b>Grade:</b>	6L
<b>Salary:</b>	£63,119 To £74,433 Per Annum
<b>Contract:</b>	Full time, Permanent
<b>Reports to:</b>	Strategic Rail Director
<b>Location:</b>	Flexible across the North of England, but with a requirement to regularly work from our office in Leeds



## Role Purpose

Lead on the co-ordination of digital initiatives in the context of TfN members' aspirations and national policy.

Projects developed using digital technologies will enable delivery of dynamic, responsive, multi-modal, fit for purpose and customer-centric fares, payment and information services.

## Key Accountabilities

<b>Key Role Outputs (KROs)</b>		<b>Key Actions</b>
<i>What must be achieved for the post-holder to be successful in the role</i>		<i>How the KROs will be achieved – the activities required</i>
<b>1.</b>	<b>People Management</b>	<ul style="list-style-type: none"> <li>• Lead, motivate and develop diverse senior specialists, setting objectives, managing performance and ensuring that they have the necessary skills to deliver organisational objectives.</li> <li>• Contribute to the leadership of the function, taking responsibility for specific functional matters as agreed, to deliver consistent and effective leadership at TfN.</li> </ul>
<b>2.</b>	<b>Technical Leadership</b>	<ul style="list-style-type: none"> <li>• Act as a leading technical expert for a service within TfN, providing advice and expertise internally on technical matters, in order to develop capacity and capability within TfN and partner organisations in the North of England.</li> </ul>
<b>3.</b>	<b>Technical Service Delivery</b>	<ul style="list-style-type: none"> <li>• Develop operating plans/resource plans for a specialist technical service, to ensure it is able to meet the needs of customers/stakeholders/partners and support TfN in the achievement of its strategic objectives.</li> </ul>
<b>4.</b>	<b>Analysis and Design</b>	<ul style="list-style-type: none"> <li>• Lead strategic analysis from complex data sources, identifying key themes and requirements to develop strategic design solutions and/or a comprehensive evidence base to support policy and strategy development, wide strategic economic case making or strategic programme decision-making.</li> </ul>
<b>5.</b>	<b>Research</b>	<ul style="list-style-type: none"> <li>• Lead research and development for the organisation, working closely with stakeholders and partners in undertaking analytical investigative approaches, in order to compile evidence that will inform the delivery of major transport investments across the North.</li> </ul>
<b>6.</b>	<b>Project Management</b>	<ul style="list-style-type: none"> <li>• Act as programme/project sponsor and provide oversight to a portfolio of programmes/projects across the function, identifying interdependencies and opportunities.</li> </ul>

<b>7.</b>	<b>Policy, Process and Systems</b>	<ul style="list-style-type: none"> <li>Lead the development and implementation of policies, processes and systems in order to ensure they are in line with strategic business objectives.</li> </ul>
<b>8.</b>	<b>Risk Management and Compliance</b>	<ul style="list-style-type: none"> <li>Identify, assess and understand the compliance implications of all activities within the technical service, taking relevant action to ensure the leadership of a compliant service which operates with an appropriate attitude to risk.</li> </ul>
<b>9.</b>	<b>Financial Management</b>	<ul style="list-style-type: none"> <li>Develop and agree budgets for an area, manage and monitor outcomes to ensure that resources are appropriately deployed and ensure that financial targets are met.</li> </ul>
<b>10.</b>	<b>External Representation</b>	<ul style="list-style-type: none"> <li>Represent TfN as a lead technical expert within the wider community at events, working groups or other agencies, influencing on behalf of the organisation and using expertise to support strategy development and evidence base development.</li> </ul>
<b>11.</b>	<b>Collaboration and Networking</b>	<ul style="list-style-type: none"> <li>Develop strong relationships with a wide range of external partners and stakeholders across the North of England and nationally, working with external bodies to identify regional challenges, contribute to decision-making and support the development of business cases.</li> </ul>

## Key Deliverables:

<b>1.</b>	<b>Lead on TfN's digital strategy development and roll out</b>	<ul style="list-style-type: none"> <li>Lead on the strategic development of TfN/partner objectives regarding digital payments, fares, products and information.</li> <li>Establish TfN's digital payments and information strategy encompassing customer information strategy and roadmap and TfN retail strategy working with LTA partners and operators, in alignment with TfN's Long Term Rail Fares Strategy.</li> <li>Synthesize market and industry trends into clearly articulated, tailored, and market differentiated client solutions in digital payments and information.</li> <li>Working collaboratively with other TfN teams, leading both strategy and delivery/ roadmap initiatives, programmes and partners to define potential projects and their prioritisation.</li> </ul>
<b>2.</b>	<b>Strategic engagement to lead digital transformation</b>	<ul style="list-style-type: none"> <li>Provide TfN's input to national initiatives including the roll out of digital ticketing services.</li> <li>Act as representative of the customer on behalf of the Strategic Rail Director, as appropriate, to pro-actively lead on creating digital transformation linked to specific initiatives.</li> </ul>

		<ul style="list-style-type: none"> <li>• Overall responsibility for reviewing and commenting on key artefacts that define the design of the solutions for digital payments and Information.</li> <li>• Understanding customer and benefits requirements, ensuring that these are translated into specifications and requirements documentation and facilitate decisions and proposed solutions to resolve design issues and challenges involving customer proposition or benefits.</li> </ul>
<b>3.</b>	<b>Leadership of digital strategy technical (consultancy) team and support services</b>	<ul style="list-style-type: none"> <li>• Establish, lead and manage the Strategic Rail Team’s digital strategy activities, directly managing relevant technical experts and related consultancy services and wider colleagues across the Strategic Rail Team, TfN, Suppliers, Rail Industry Groups, Government and LTA smart initiative partners.</li> </ul>
<b>4.</b>	<b>Provide digital project assurance for Strategic Rail projects</b>	<ul style="list-style-type: none"> <li>• Foster a culture of achieving business and project delivery excellence, high customer service and professional standards, compliance with statutory, regulatory and legislative compliance, as well as providing best practice support and guidance.</li> <li>• Provide a review and assurance function for any relevant TfN-led programmes</li> <li>• Provide assurance that requirements, acceptance criteria and quality standards of deliverables will meet the customer proposition and programme benefits.</li> <li>• Act as the custodian of the programme and its alignment to the overall programme benefits.</li> </ul>
<b>5.</b>	<b>Support business change activities and ensure alignment with benefits realisation strategy</b>	<ul style="list-style-type: none"> <li>• Ensure that as projects achieve agreed capability, that these have deployment plans that maximise customer and other benefits.</li> <li>• Act as the custodian of the benefits realisation strategy and ensure that it is reviewed regularly to ensure maximisation of customer and other benefits.</li> </ul>
<b>6.</b>	<b>Lead stakeholder engagement and relationships to articulate business requirements and define outcomes</b>	<ul style="list-style-type: none"> <li>• Develop strong and productive working relationships with industry bodies, supplier market, developers and DfT teams</li> <li>• You will partner with multiple stakeholders, external partners and stakeholders across the North of England and nationally to lead the development and delivery of user centred digital services.</li> <li>• Deliver thought-leadership, align and work closely with key stakeholders to develop roadmaps unlocking capability to deliver industry-leading digital solutions.</li> <li>• Set and implement digital payments and information strategy with portfolio of digital and strategic growth initiatives aligned to objectives of the Long-Term Rail Fares Strategy.</li> <li>• Lead and support a virtual team of specialists across TfN’s partners.</li> </ul>

		<ul style="list-style-type: none"> <li>• Maintain a liaison group of LTA officers leading on smart initiatives. Interface with the Rail Officers Reference Group.</li> </ul>
<b>7.</b>	<b>Lead business case development and delivery</b>	<ul style="list-style-type: none"> <li>• Drive and lead the development of Outline and Full Business Case preparation process including the benefits and financials.</li> <li>• Ensure cross functional issues are identified during outline and full business case preparation and development.</li> </ul>
<b>8.</b>	<b>Ensure programme funding opportunities are identified, maximised and secured and options are comprehensively identified, assessed and evaluated.</b>	<ul style="list-style-type: none"> <li>• Work with internal colleagues to identify and optimise the strategic case and potential funding streams for project and programme proposals.</li> <li>• Produce compelling, persuasive and robust outline business case submissions.</li> <li>• Negotiate with and seek to influence external funding bodies (e.g. Department for Transport etc.) in order to secure approval of outline business case submissions.</li> <li>• Ensure accurate cost estimates are obtained for informing the outline business cases.</li> </ul>
<b>Compulsory Outputs (COs)</b> <i>What must be achieved for the post-holder to be successful in the role</i>		<b>Key Actions</b> <i>How the COs will be achieved – the activities required</i>
<b>1.</b>	<b>Ensure you comply with all applicable organisational legislation and policy:</b>	<ul style="list-style-type: none"> <li>• TfN Safety Management System.</li> <li>• Dignity at Work policy.</li> <li>• GDPR and Freedom of Information/Data Protection.</li> <li>• Risk management.</li> <li>• TfN policies and procedures.</li> <li>• Equality and diversity legislation</li> <li>• TfN Vision, Values, and behaviours</li> </ul>
<b>2.</b>	<b>Any other reasonable duties as required from time to time</b>	<p>The post holder is expected to:</p> <ul style="list-style-type: none"> <li>• Conduct themselves in a professional manner and with due courtesy at all times.</li> <li>• Be flexible within the workplace and adapt to meet the requirements of an evolving organisation.</li> </ul>
<b>Key Interdependencies:</b>		
<b>Key Contacts</b>		<ul style="list-style-type: none"> <li>• Department for Transport on business cases and benefits realisation</li> <li>• Colleagues in Data Analysis, Modelling and Economics team</li> <li>• Colleagues in the Rail North Partnership Team</li> <li>• Colleagues within the wider TfN team</li> </ul>

	<ul style="list-style-type: none"> <li>• Analysts in government and National Agencies including HS2 Ltd, Highways England, Network Rail and Office of Road and Rail</li> <li>• Officers of the various Combined Authorities, PTE's and Local Authorities across the North of England</li> <li>• TfN Executive Board &amp; Partnership Board</li> <li>• Programme Director &amp; PMO Team</li> <li>• Rail North Partnership Director</li> <li>• NPR Director</li> <li>• NPR Programme Quad Group, Working Groups and/or Sub-Groups</li> </ul>
<b>Direct Reports</b>	None
<b>Budgetary Responsibility</b>	Up to £120k per annum consultancy budget

# Person Specification

## Qualifications, knowledge, skills, and experience required at selection stage:

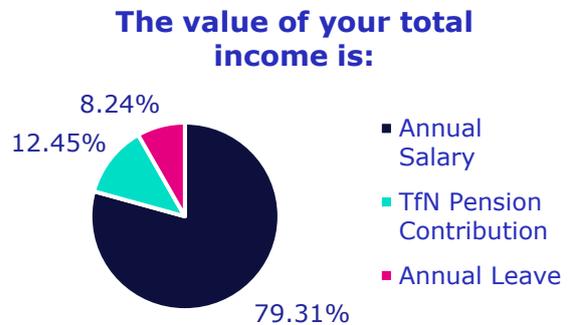
EQ	Qualifications
<b>EQ1</b>	Degree in a relevant subject or equivalent experience.
<b>EQ2</b>	Professional qualification, chartered status, or equivalent experience.
<b>EQ3</b>	Extensive Post Graduate experience in the Digital technical area.
ES	Skills, Knowledge and Experience
<b>ES1</b>	Significant experience in approaches to the design of ticketing, information and payment services.
<b>ES2</b>	Proven track record in delivery level for major digital transformation programmes within a similar working environment.
<b>ES3</b>	Ability to interpret complex data from diverse sources and identify key strategic themes/develop solutions.
<b>ES4</b>	Reputation, ability and confidence to represent TfN in public, professional and stakeholder forums at a national level.
<b>ES5</b>	Demonstrated effectiveness in managing working relationships with internal stakeholders at Board level.
<b>ES6</b>	Demonstrated successful experience leading an implementation / technical design / digital change team in a related field.
<b>ES7</b>	Extensive experience of leading digital payment and information technological and business process architecture analysis and design within a similar working environment.
<b>ES8</b>	Proven experience of managing a Digital function (ensuring the integrity of the programme) – ensuring the capabilities and business change activities deliver the anticipated outcomes and programme’s benefits map.
<b>ES9</b>	Deep knowledge of area of specialism combined with broad knowledge of the industry and the relevant external environment (legislative, regulatory, best practice standards, etc.).
<b>ES10</b>	Strong influencing and stakeholder management skills; able to wield influence over other senior leaders across TfN and partner organisations.
<b>ES11</b>	Experience of leading delivery within a complex organisation with multiple competing demands.
<b>ES12</b>	Ability to maintain a strong connection between the professional service area and the business environment.
<b>ES13</b>	Significant people management experience with experience of leading a multi-disciplined workforce.
<b>ES14</b>	Strong commercial acumen.
<b>ES15</b>	Requires extensive experience of leading the development of the most complex technical outputs at TfN, requiring the development of novel solutions, and inputting into the development of strategies/plans/business case across TfN
<b>ES16</b>	Leads a service area with direct links to other areas of TfN.
<b>ES17</b>	Works within own functional area, with awareness of other functional areas and their activities.
<b>ES18</b>	Develops and creates governance/frameworks for professional service area.
EC	Essential Behaviour Competencies
<b>EC1</b>	<b>Cultivates Innovation</b> - Creates new and better ways for the organisation to be successful.
<b>EC2</b>	<b>Ensure Accountability</b> - Holds self and others accountable to achieve results, even under challenging circumstances.

<b>EC3</b>	<b>Collaborates</b> - Building partnerships and working collaboratively with others to meet shared objectives.
<b>EC4</b>	<b>Instils Trust</b> - Gaining the confidence and trust of others through honesty, integrity and authenticity.
<b>EC5</b>	<b>Financial Acumen</b> - Interpreting and applying understanding of key financial indicators to make better business decisions.
<b>EC6</b>	<b>Manages Complexity</b> – Making sense of complex, high quantity, and sometime contradictory information to effectively solve problems.
<b>EC7</b>	<b>Action Orientated</b> – Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.
<b>EC8</b>	<b>Values Differences</b> – Recognises the value that different perspectives and cultures bring to an organisation.
<b>EC9</b>	<b>Communicates Effectively</b> – Developing and delivering multi-mode communications that’s convey a clear understanding of the unique needs of different audiences.
<b>EC10</b>	<b>Self-Development</b> – Actively seeking new ways to grow and be challenged using both formal and informal development channels.

# Benefits and Rewards

At TfN, we believe that great work should be recognised and rewarded. The table below shows the pay and benefits you receive or may be entitled to as an employee, and the value of those benefits.

<b>Pay Grade</b>	G6L CSP1
<b>Annual Salary</b>	£63,119
<b>TfN Pension Contribution</b>	£9,909.68
<b>Your Benefits:</b>	
<b>Annual Leave</b>	£6,554.67
<b>Benefits Total:</b>	£6,554.67
<b>Total Value:</b>	£79,583.35



## Additional Benefits

<b>Communication Equipment</b>	• A role specific entitlement to assist you in performing your duties. Equipment includes mobile phones, laptops and tablet devices.
<b>Cycling to Work</b>	• Cycle and cycle equipment purchase and make TAX and NI savings via salary sacrifice.
<b>Employee Assistance Programme</b>	• Free 24/7 access to confidential advice on any challenges you encounter in life from moving to a new house to family crises.
<b>Facilities</b>	• Secure cycle storage points, free shower and tea & coffee facilities at both our Leeds and Manchester offices.
<b>Flexible Working</b>	• Assisting you with your work-life balance. Up to 18 days per annum in time-off in lieu. Flexibility in terms remote/home working also afforded to all employees.
<b>Health &amp; Wellbeing</b>	• A programme of regular events and activities designed to promote health and wellbeing both in the workplace and in everyday life.
<b>Occupational Health Support</b>	• Independent support and advice in matters relating to health in the workplace.
<b>Occupational Maternity, Paternity or Adoption Leave</b>	• Above statutory minimum entitlement.
<b>Occupational Sick Pay</b>	• Above statutory minimum entitlement. Up to 6 months full pay and 6 months half pay.
<b>Professional Development</b>	• Fees for approved development paid for by TfN.
<b>Professional Memberships</b>	• TfN reimburse your professional membership subscriptions that are related to your role.
<b>Travel Pass Loan</b>	• TfN provides an interest free loan for all home to work travel costs, this loan is then repaid via a deduction from salary over the next 12 month period.
<b>DSE User Subsidy</b>	• Reimbursement of eye test and £40 towards spectacles every 2 years.