



Head of Delivery

Thanks for your interest in working at Citizens Advice. This document should give you everything you need to know about the above role.

Want to chat about this role?

Please contact the recruitment team at careers@citizensadvice.org.uk



The team

The role you're applying for is in the **Digital, Technology and Advice** directorate leading the Delivery team. Here are **3** ways you can find out more about us:

- 1. Annual report 2022/23**
[https://www.citizensadvice.org.uk/Global/CitizensAdvice/Citizens%20Advice%20consumer%20advice%20and%20advocacy%20annual%20report%202022_23%20\(2\).pdf](https://www.citizensadvice.org.uk/Global/CitizensAdvice/Citizens%20Advice%20consumer%20advice%20and%20advocacy%20annual%20report%202022_23%20(2).pdf)
- 2. Why Citizens Advice is a great place to work**
<https://wearecitizensadvice.org.uk/why-citizens-advice-is-a-great-place-to-work-b9fdecd40a69>
- 3. How we're advancing equity, diversity and inclusion in our Design, Data and Technology team**
<https://wearecitizensadvice.org.uk/how-were-advancing-equity-diversity-and-inclusion-in-our-design-data-and-technology-team-aa28bff65836>



The role

This role will provide leadership to a high performing delivery function, working across all teams within the Digital, Technology and Advice directorate. It will define a clear vision and purpose for the team and continually develop and improve our delivery capabilities and services including processes, guidance and tools; learning and community, coaching; and facilitation.

The role includes line management responsibility for 15-20 people, including 3 direct reports, and matrix management responsibility for multiple agile delivery teams. We currently have a mix of Delivery Leads, Senior and mid-weight Delivery Managers working across a portfolio which includes product, technology, advice content and service design teams. The role will evolve the team through continual learning and development of team culture to ensure the organisation has high quality delivery capabilities and services.

This role is a senior leadership role within the Digital, Technology and Advice Directorate. The postholder will collaboratively lead on the remit, direction, ways of working and stakeholder relationships across this directorate. As with any senior level role this position will lead on embedding Equity, Diversity and Inclusion within the community of practice, which is central to our holistic mission based work.



Role profile

Band	Head of Service (mid)	
Contract	Permanent	
Reporting to	Executive Director of Digital, Technology and Advice	
Proficient salary	£77,825 (made up of £71,675 base salary and £6,150 market premia) plus £3,520 London allowance if applicable	
Location	Blended between office and home (England and Wales)	Minimal travel required

Team overview	<p>The Delivery team works across the Digital, Technology and Advice directorate, providing delivery management, delivery leadership and portfolio management support to the directorate.</p> <p>We currently have a mix of Delivery Leads, Senior and mid-weight Delivery Managers working across a portfolio which includes product, technology, advice content and service design teams.</p>	
Role purpose	<p>This role will provide leadership to a high performing delivery function, working across all teams within the Digital, Technology and Advice directorate. It will continually develop and improve our delivery capabilities and services including processes, guidance and tools; learning and community, coaching; and facilitation.</p> <p>The role includes line management responsibility for 15-20 people, including 3 direct reports, and matrix management responsibility for multiple agile delivery teams.</p> <p>This role is a senior leadership role within the Digital, Technology and Advice Directorate. The postholder will collaboratively lead on the remit, direction, ways of working and stakeholder relationships across this directorate.</p>	
Main responsibilities	Key elements / tasks	% of time
Defining vision and purpose for the Delivery team and championing the team's work	<ul style="list-style-type: none"> ● Agree and communicate a clear vision for the role the team plays in Digital, Technology and Advice and the wider organisation, recruiting outstanding people and inspiring them to do their best work ● Define and agree purpose, outcomes and success measures for the team ● Communicate the work, services and value of the team to the organisation so that the offer as a delivery function is understood and engaged with internally 	15

	<ul style="list-style-type: none"> ● Raise the profile of delivery at Citizens Advice externally to build a network and gain recognition as thought leaders within the sector 	
Lead and evolve a Delivery Portfolio team	<ul style="list-style-type: none"> ● Lead and evolve the Delivery team to provide the Digital, Technology and Advice directorate with high quality delivery capabilities ● Lead a team of 15-20 Delivery people ● Recruit, support, develop, coach and line manage Lead level roles within the team ● Agree clear goals for performance across the team and coach, mentor and support people to meet them. ● Ensure a team focus on learning and development to upskill our people and build and retain a great team through: <ul style="list-style-type: none"> ○ Supporting the Delivery Community of Practice ○ Iterating and improving capability and career frameworks ○ Ensuring training and development opportunities ● Develop a team culture centred on transparency, honesty and authenticity, managing and supporting wellbeing and team health ● Review and develop the team structure beneath the leadership level to meet the evolving needs of the directorate and wider organisation ● Develop business cases for any further investment or change in the team 	30
Ensure high quality delivery	Ensure the the Digital, Technology and Advice directorate is provided with high	30

<p>capabilities and services</p>	<p>quality delivery services:</p> <ul style="list-style-type: none"> ● Direct and flexible delivery support in teams <ul style="list-style-type: none"> ○ Provision of embedded delivery managers in teams ○ Directly supporting teams to deliver work ● Delivery portfolio management across the directorate <ul style="list-style-type: none"> ○ Maintaining an overview of cross-team work, resources and progress ○ Overseeing tracking of delivery cycles and ensuring useful data for decision making ○ Identifying blockers and facilitating resolutions ○ Controlling cross-team dependencies ○ Facilitating discussion of value and value to users ● Scoping, planning and resourcing for delivery <ul style="list-style-type: none"> ○ Resource planning in teams / projects and advising on team and project needs ○ Planning, forecasting and effort estimation ● Delivery advice and assurance <ul style="list-style-type: none"> ○ Assurance of project and delivery management work ○ Delivery advice and consultancy ○ Feeding into and validating business cases 	
<p>Play a senior management role in Citizens Advice</p>	<ul style="list-style-type: none"> ● Advocate for and build user-centred, lean approaches into our delivery practices, working closely with the executive team, trustee board and the Citizens Advice network to introduce best practice methodologies and demonstrate their value ● Role model a collaborative and inclusive approach to improving delivery practices and building a delivery mindset ● Regularly engage with and present to executive and senior leadership teams to influence, get buy in and 	<p>10</p>

	<p>drive change</p> <ul style="list-style-type: none"> • Mature the organisation’s approach to understanding and applying delivery methodologies • Create clear accountability and ownership frameworks for the work we deliver • Grow delivery culture and community across the national and network ecosystem 	
<p>Establish and lead embedding Equity, Diversity, Inclusion (EDI) in how we do delivery at Citizens Advice</p>	<ul style="list-style-type: none"> • Build inclusive, equitable teams across the organisation by recognising the impact which wider systemic, social and structural inequalities may have on individuals • Champion EDI impact assessments at the outset of all new work • Lead teams to take a design justice / user centred design approach for our products, content, projects, programmes • Demonstrate EDI leadership and allyship across the organisation • Understand and explaining the role of products and services and their affordances in shaping societal equity 	10
<p>Finance</p>	<ul style="list-style-type: none"> • Manage a team budget of around £500k and oversee a delivery portfolio of approximately £10m • Manage project funding, ensuring work is delivered on time and to budget 	5

	<ul style="list-style-type: none"> • Ensure analysis and reporting on expenditure and value across the delivery portfolio of work across the organisation meets the needs of the organisation 	
Other	<ul style="list-style-type: none"> • Undertake any other duties as may be reasonably required within the scope of the role 	

Person specification

Essential criteria to be assess at application and interview

1. An expert and advocate for user-centred, lean and agile practices with in-depth knowledge of a range of methodologies and approaches, a flexible and pragmatic approach to applying them across a range of contexts and the ability to influence people across all areas of an organisation to improve ways of working.
2. Experience of leading and enabling a team of diverse delivery specialists to provide delivery management, advice and assurance across multiple product, advice content, service and operations teams.
3. Expert understanding of digital technology development, procurement, testing, rollout and continuous iteration. Demonstrable experience of working with modern cloud technologies.

Essential criteria to be assess at interview only

4. A collaborative leader with exceptional communication skills and the ability to build relationships, credibility and influence teams, peers and senior leaders across the organisation.
5. Skilled at taking a people-centred approach to coaching and advising on scoping work, understanding appropriate delivery methodologies and assembling the right teams to achieve goals and outcomes.
6. Demonstrable experience of building, supporting and retaining inclusive,

equitable teams, which focus on delivering products, services and content that help contribute to societal equity.

7. Demonstrable experience of collaborating to develop and embed portfolio management processes that enable data driven decision-making on risks, dependencies and ROI, and improve delivery of value to users.

Desirable criteria

1. Experience of coaching across levels of seniority to support growth and learning
2. Experience of advisory and critical friend work, either through consultancy or in-house roles
3. Understanding of technology ethics, design justice and responsible technology practices.