



# Head of Digital Delivery

## About the Team and the Role

Digital, Data & Technology (DDaT) underpins Mencap's ability to deliver high-quality support, safeguard effectively, grow income and operate efficiently. As digital dependency increases, disciplined portfolio governance and delivery coherence become critical to organisational success.

The Head of Digital Delivery is a senior leader within DDaT and the principal operational deputy to the Chief Information Officer in matters relating to digital portfolio orchestration and delivery discipline.

The role leads Mencap's product-aligned approach to business systems and digital change. It ensures that digital demand is shaped, stress-tested and sequenced through structured governance before reaching corporate decision-making forums. The role chairs the IT Portfolio Steering Group (IPSG) and is accountable for surfacing delivery trade-offs, capacity constraints and cross-squad dependencies transparently.

Working closely with the CIO and senior colleagues, the role provides formal delivery viability assessments and sequencing recommendations to the Programme Management Board (PMB), enabling informed and disciplined prioritisation decisions across the organisation.

This role:

- Acts as the accountable voice for delivery realism within governance forums
- Maintains structured portfolio sequencing and capacity modelling
- Protects squads from unsustainable demand

- Ensures digital initiatives align to agreed enterprise architecture, data and security standards
- Escalates recurring override patterns to the CIO where governance tensions emerge

The role does not operate a centralised PMO function. Portfolio orchestration is delivered through IPSG and product-aligned governance mechanisms embedded within squads.

Key responsibilities include:

### **IT Portfolio Governance & Orchestration**

- Chair the IT Portfolio Steering Group (IPSG)
- Govern structured intake and assessment of digital demand
- Maintain a documented portfolio sequencing framework and capacity model
- Quantify squad capacity and cross-functional dependencies
- Surface sequencing constraints and delivery trade-offs
- Provide formal delivery viability assessments to PMB
- Document where PMB decisions diverge from DDaT advice and record associated risk implications
- Escalate recurring override patterns for strategic review

### **Service-Aligned Squad Leadership**

- Lead and coach Squad Leads and enablement leaders
- Hold squads accountable for outcomes and lifecycle stewardship
- Protect squads from unsustainable workload
- Intervene where systemic blockers or organisational misalignment affect delivery flow

### **Business Systems & Lifecycle Strategy**

- Oversee roadmap and lifecycle strategy for business-facing systems and SaaS platforms
- Drive rationalisation of legacy or duplicative systems
- Ensure SaaS-first and integration-led design principles
- Maintain clear system ownership and accountability

### **Technical Leadership & Judgement**

- Provide technical sense-checking of proposals and delivery approaches
- Surface optimism bias and unmanaged technical risk
- Support deliberate and time-bound technical trade-offs
- Ensure alignment with agreed enterprise architecture and security standards

### **Escalation & Senior Representation**

- Represent DDaT at senior governance forums, including PMB
- Make timely decisions within delegated authority



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We are **positive**  
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with each other



We are **brave**  
we challenge and  
try new things



We are **kind**  
to everyone



We are **inclusive**  
of everyone

- Escalate material strategic conflicts to the CIO

### Governance & Risk Alignment

- Work closely with the Head of Enterprise Governance to ensure proportionate application of standards
- Ensure significant initiatives pass Technical Design Authority review where required
- Prevent uncontrolled system procurement or shadow IT
- Provide clear insight into delivery health and emerging risks

This is a role requiring leadership presence, disciplined judgement and the confidence to surface uncomfortable truths constructively in executive settings.

## What you will bring to the role (Essentials)

### Leadership & Experience

- Significant senior leadership experience within digital, data or technology functions
- Experience governing complex digital portfolios and operating within layered governance structures
- Proven experience leading leaders through operating model and organisational change
- Experience operating in complex environments with high accountability

### Professional Capability

- Demonstrable experience applying technical judgement at senior leadership level
- Strong understanding of agile and product-aligned delivery models
- Experience managing SaaS lifecycle strategy and supplier relationships
- Ability to model delivery capacity and sequencing implications credibly

### Skills & Behaviours

- Strong leadership presence and executive credibility
- Confidence to challenge constructively and surface delivery constraints
- High levels of professional integrity and accountability
- Clear and effective communicator across technical and non-technical audiences
- Ability to balance independence of judgement with collective executive accountability
- Commitment to inclusion, accessibility and continuous improvement



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**Please note:** This job description is not intended to be exhaustive. Duties and responsibilities may evolve over time to reflect the needs of the organisation and the role.



**“This isn’t just a job - it’s a chance to help change the lives of people with a learning disability and their families. If you’re passionate about making a difference, join Mencap in building a more inclusive future.”**

## **Mencap and our Commitment to Safeguarding**

*Mencap is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults, and expects all staff and volunteers to share this commitment.*

*Successful applicants will be subject to appropriate pre-employment checks, including references and, where applicable, an enhanced Disclosure and Barring Service (DBS) check.*



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