Director – Job Description

Role title:	Director – Digital, Data and Technology
Practice:	Transformation, Digital and People
Team:	Digital, Data and Technology
Line Manager:	Practice Director – Transformation, Digital and People
Direct Reports:	Principal Consultants, Senior Consultants and Consultants within the Digital, Data and Technology business stream
Location:	Home based, with travel to clients and offices as required
Hours:	Full time, 35 hours per week, Monday to Friday. As a client-facing consultancy, flexibility in working patterns and location will occasionally be required to meet client and business needs, including travel and at times work outside of normal hours.
Salary:	Competitive

Purpose and Objectives

The role leads the Digital, Data and Technology (DDT) business stream within Altair's Transformation, Digital and People Practice. DDT advises social housing providers, local authorities, and care and support organisations on digital and technology strategy, systems selection and implementation, data, cyber security, and technology-enabled change.

The role has three main components. The post holder leads and develops the DDT team; owns business development and the stream's pipeline and market profile; and personally leads a portfolio of complex client engagements at Board and Executive level.

The post holder is accountable for the financial performance of the business stream (its income, gross profit margin and utilisation of team members) as well as for the quality of the work it produces, and the performance and development of its people. The Practice Director holds profit and loss accountability for the Practice as a whole, and works with the post holder to set the stream business plan and its targets. The post holder is expected to manage the stream to those targets, and to provide the market intelligence, pipeline visibility and resourcing insight on which those plans depend.

Operating at Director level, the post holder is a senior technical specialist who is credible across the breadth of the stream's offer and has genuine depth in one or two of its component areas. Domain leadership for individual service areas sits with senior colleagues within the team. The expectation is that the post holder leads the stream as a whole, directing and assuring work across all of it, rather than holding personal expertise in every part of it.

An early priority for the role is to define and articulate the DDT service architecture: how the stream's component offers are structured, described and taken to market. Alongside this, the post holder will work with the Practice Director and fellow stream directors to develop the Practice's integrated strategy-to-implementation proposition, in which DDT is a central component.

Key Responsibilities

Details on the key responsibilities and activities of the role are detailed in the table below.

Key functions	Responsibilities and activities
Leadership of stream	• Lead the Digital, Data and Technology business stream on a day-to-day basis, working with the Practice Director to set and deliver the stream business plan. • Define and articulate the stream's service architecture – how its component service areas are structured, described, packaged and taken to market. • Evolve the stream's offer in response to market, technology and regulatory change, and improve the way projects are delivered. • Lead resourcing, capacity planning and forecasting for the stream, working with the Practice Director on decisions that materially change the cost base, and providing the intelligence needed to keep plans and forecasts realistic. • Contribute to the integrated proposition of the Transformation, Digital and People Practice, working with directors in the Transformation and Change and People and Culture streams on joint offers, joint bids and cross-stream delivery.
Marketing and business development	• Own the stream's pipeline, building a pipeline sufficient to sustain both the post holder and the wider team. • Proactively build and maintain a personal network of senior client relationships across the sectors Altair serves. • Lead the development of proposals, bids and pitches, and assure the quality, scope and commercial viability of submissions before they are issued. • Take a lead role in account management, converting existing client relationships into repeat and expanded work. • Be recognised internally and externally as an authority on digital, data and technology in social housing and the wider public sector. • Lead thought leadership and marketing activity for the stream, including publications, speaking engagements and sector events. • Work with other staff within Altair to identify and follow up on cross-selling opportunities, collaborative offers and joint bids.
Project leadership and management	• Be the Altair lead on a range of complex engagements, working at Board and Executive level as the main interface with client sponsors and stakeholders. • Lead on project set-up, budgeting, resource management, staff management and quality control of projects. • Act as project sponsor and provide quality assurance for engagements led by others within the stream.

Key functions	Responsibilities and activities
People leadership and development	• Line manage colleagues within the stream, including objective setting, appraisal, performance management and development planning. • Build capability across the team through knowledge transfer, coaching, delegation and constructive feedback. • Identify capability gaps within the team and address them through development, recruitment or associate capacity. • Support progression and succession within the stream, and contribute to recruitment and onboarding.
Associates and partnerships	• Develop, maintain and grow the stream's associate network, ensuring associate capacity is aligned to the pipeline. • Ensure associate engagements are properly scoped, priced, contracted and overseen, with clear agreement on scope, rates and attribution, and appropriate day-to-day oversight of activity and cost. • Manage strategic delivery and supplier partnerships on behalf of the stream, including Altair's cyber security partnership. • Maintain a current understanding of the technology supplier and system vendor landscape, and maintain constructive relationships with vendors while safeguarding Altair's independence.
Corporate	• Support the delivery of corporate projects on an ad-hoc basis. • Ensure that all corporate systems (e.g. timesheets, HubSpot and committed income) are up to date and accurate, personally and across the team. • Contribute to Altair's wider leadership community and to the development of company-wide practice and standards.
Financial performance	• Deliver the agreed income target and gross profit margins. • Take pricing decisions on stream engagements, within the Practice's and Altair's wider commercial expectations and policy.

Person Specification

Applicants will be assessed against the criteria set out below.

Section	Criteria	Essential / Desirable
Education and qualifications	• Degree, professional qualification, or equivalent professional experience in a relevant discipline.	**E**

Section	Criteria	Essential / Desirable
	• Relevant professional certification, for example in enterprise architecture, information or data management, IT service management, or programme and change management.	**D**
Technical breadth and depth	• Demonstrable technical depth in at least one, and ideally two, of the following: digital and technology strategy; systems selection, procurement and implementation; data governance, quality, architecture and insight; technology-enabled change and IT service delivery. • Sufficient breadth across the remainder to lead the stream credibly, to direct and quality assure work outside the post holder's own specialism, and to hold an informed conversation with clients across the full offer.	**E**
	• Understanding of the technology supplier and system vendor market relevant to social housing or the wider public sector. • Experience of developing digital products or productised services alongside advisory work.	**D**
Specific experience	• Significant experience at senior level in a digital, data or technology role within social housing, the wider public sector, or another regulated or comparable sector. • A track record of winning work: identifying and converting opportunities, building a pipeline, and growing existing client accounts. • Experience of leading, line managing, appraising and developing teams of professional staff. • Experience of delivering advisory or consultancy services, whether from within a consultancy or from a client-side leadership role commissioning and directing advisers. • Experience of engaging, directing and holding to account external suppliers, associates or delivery partners. • Experience of operating at Board and Executive level, both in presenting and in influencing decisions.	**E**

Section	Criteria	Essential / Desirable
	• Experience of accountability for financial performance, for example a budget, income target, margin, or a portfolio of project budgets.	
	• Experience in social housing or local government. • Experience of shaping or restructuring a service offer, rather than only delivering an established one.	**D**
Skills and personal attributes	• Able to set direction for a service area and translate it into a plan that others can understand and deliver. • Sound commercial judgement, including scoping, pricing, margin and knowing when not to bid. • Excellent written and verbal communication, with the ability to explain technical matters clearly to non-technical senior audiences. • Able to work collaboratively across streams and disciplines, and to build an offer jointly with others rather than in isolation. • Reliable judgement on quality, and willingness to give direct, constructive feedback. • Able to operate with a high degree of autonomy, managing competing priorities and deadlines.	**E**
Characteristics	• Comfortable leading a team whose collective expertise is broader than the post holder's own, and confident relying on the specialism of others. • Intellectually curious, and able to keep pace with a fast-moving technology and regulatory landscape. • Motivates and inspires others. • Committed to quality and to improving outcomes for clients.	**E**

Key Relationships

Internal	• Practice Director and the Digital, Data and Technology team. • Directors and colleagues in the Transformation and Change and People and Culture business streams. • Directors and colleagues in Altair's other Practice areas.

	• Marketing and Bids, business services, and the wider senior leadership community. • Altair associates and delivery partners.
External	• Housing associations, local authority landlords and for profit registered providers. • Local authorities and other public bodies. • Care and support providers. • Technology suppliers, system vendors, implementation partners and cyber security partners. • Regulator of Social Housing and other regulatory and government bodies. • Sector membership and research bodies (e.g. NHF, CIH, Housemark, HACT) and relevant professional networks.