AARON JAFFERY | BA (HONS) DipM MCIM

Enterprise Transformation Leader | Strategy & Delivery

I create the conditions that enable transformation to thrive. I help complex organisations turn strategic ambition into measurable outcomes, aligning business priorities, product, technology, data and organisational change around clear goals.

Scale & Complexity
Senior Civil Service leadership across two G7 governments | National services reaching millions of citizens | Lead delivery organisations of c. 500 people

Executive Leadership & Governance
Briefing Ministers and Ministerial Offices | Advising Deputy Ministers, Assistant Deputy Ministers, CEOs and senior executives | Leading executive governance, strategic oversight and cross-organisational decision-making

Selected Highlights

Reimagining enterprise strategy and orchestration
ESDC | Enterprise Digital Strategy

Developed and led ESDC's first enterprise-wide Digital Strategy, aligning business priorities, investment and performance measurement. Shifted the focus from managing individual projects to orchestrating a strategic portfolio around outcomes.

Integrating business, product and technology vision
Benefits Delivery Modernization | Chief Product Officer & Architect

Connected business vision, product strategy and architecture across a major government transformation programme, aligning business capabilities, technology services and product development across independent teams.

Driving value from innovation
Benefits Delivery Modernization | Innovation & Emerging Technology

Linking emerging technologies with business vision, service design and architecture. Built a pipeline of experiments to test opportunities, inform investment decisions and identify innovations with the potential to deliver value at scale.

Integrating enterprise delivery and operating models
DWP Digital | Enterprise Operating Model

Implemented an enterprise operating model to integrate product-oriented delivery across previously fragmented business lines. Embedded learning through delivery and lean portfolio management, connecting individual product roadmaps within a more coherent enterprise approach.

Transforming business services and outcomes
DWP | Health, Disability and Retirement Services

Led transformations across critical national services, bringing business, service and

product delivery together around citizen needs. Reimagined State Pension and retirement services, alongside Health and Disability services, with a focus on improving service quality, effectiveness and efficiency for UK citizens.

DEEP EXPERIENCE

Nov 2021 - Present | Government of Canada
Employment and Social Development Canada (ESDC)

Director General, ESDC Digital Strategy & Transformation (2025–Present);
Chief Product Officer and Architect, Service Canada (2023–2025);
Director General, Service Experience Design and Delivery, Service Canada (2021–2023);

Redesigning ESDC's enterprise investment and delivery model

Led implementation of an enterprise-wide business transformation strategy, introducing lean portfolio and product management operating models to align investment decisions with strategic priorities and measurable value. Shifted decision-making from fragmented projects towards end-to-end services and a strategically aligned portfolio.

Scaling transformation alignment and strategic coherence

Established a shared business, service and architectural vision across the Benefits Delivery Modernization programme, introducing a Blueprint, Outcomes Framework, Service Vision, and Technology and Data Architecture models. Strengthened coherence and governance across six large, independent workstreams through auditable cross-programme business and architecture decisions, supporting strategic alignment across the programme.

Delivering user value through human-centred service design

Aligned delivery around client journeys and led the redesign of high-volume digital experiences for My Service Canada Account, a principal Government of Canada digital service channel used by millions. Increased first task success, supporting improved access to and understanding of benefits through self-service. The new Old Age Security benefit estimator has helped millions of users to better understand their entitlement.

Delivering value from innovation

Established an innovation pipeline connecting service design with business, application, technology and data architecture. Introduced rapid prototyping to test assumptions early, delivering prototypes in under 12 weeks and creating a pathway from validated concept to production within four months. Piloted AI governance tools and introduced generative AI tooling to support decision-makers, while exploring data-fabric capabilities to assess value, inform architectural decisions and manage delivery risk.

2016 - 2021 | UK Government | Department for Work and Pensions (DWP)

Digital Director, Health, Disability and Benefit Supporting Services (2019–2021)
Digital Director, Shared Platforms (2018)
Deputy Digital Director, Retirement, Bereavement and Care (2016–2018)

Leading transformation in nationally significant public services

Provided executive leadership across major national services including State Pension, Personal Independence Payment, Employment and Support Allowance, Access to Work and Apply for Pension Credit. Oversaw the transformation of flagship pension services across DWP and HMRC, achieving satisfaction above 90%, improving citizen experience and reducing dependency on fragile legacy systems.

Transforming enterprise delivery and operating models

Redesigned DWP Digital's operating model to improve integration across product teams, align roadmaps and establish a more coherent delivery cadence. Helped shift DWP towards an enterprise-wide approach to agile delivery across previously fragmented directorates and business areas.

Building organisational capability and scaling delivery

Led a multidisciplinary function through directors and senior managers, scaling the Health digital organisation from 6 to 15 agile delivery teams. Restructured leadership and strengthened product, technology, data and security capabilities to support more empowered, user-focused delivery.

Shaping commercial strategy and supplier ecosystems

Developed DWP Digital's first cross-organisational capability commercial strategy, shifting supplier engagement towards sourcing specialist capabilities across the organisation rather than commissioning against individual business lines. Led strategic engagement and business cases with Tier 1 providers to secure added value and access to specialist expertise.

Diversified the supplier ecosystem through the regional SME agenda, influencing strategic supplier management strategy and increasing SME participation.

Developed the commercial strategy for the technology component of the Health Transformation Programme, establishing an approach based on an interim shared platform to reduce barriers to entry for new service providers and support a more diverse delivery ecosystem.

Extracting value from data and legacy technology

Led the ongoing management and modernisation of DWP's legacy critical national infrastructure, investing in deployment automation and technology upgrades while extending the value of existing platforms. Developed new data endpoints to expose legacy-system data through APIs, enabling digital services to reuse data while supporting wider service transformation.

2014–2016 | Railpen | Head of Digital

Led digital strategy and delivery for a pension organisation serving 350,000 members, with more than £30bn in pension assets and over 100 clients. Increased month-on-month member registrations by 400% and online transactions by 350%, while reducing customer issues associated with the digital experience by 40%.

2010–2014 | Double A Digital | Founder & Director

Founded and led Double A Digital, a full-service digital partner providing end-to-end digital strategy, design and development to events, marketing and design agencies.

2003 - 2010 | Early Career

Senior roles across marketing and digital agencies delivering design and digital strategy capabilities for various blue-chip clients.

PROFILE

Education

BA (Hons) Marketing, Buckinghamshire New University
Postgraduate Diploma in Marketing (DipM), Chartered Institute of Marketing

Awards & Public Profile

Civil Service Awards (UK): Winner, Best Digital Project 2016 & 2020; DRUM Awards 2015;
Speaker / Panelist: FWD50; IPAC; CSPS; Digital Government Forum; Public Sector Network; Global Government Forum.