Chief Digital, Data & Technology Officer
Foreword from Mike Parsons, Director General Capabilities & Resources

Thank you for expressing interest in the role of Chief Digital, Data & Technology Officer (CDDaTO) at the Home Office.

The first duty of the government is to keep citizens safe and the country secure. The Home Office has been at the front line of this endeavour since 1782 and is one of the original great Departments of State.

Our goals are to cut crime, prevent terrorism, control immigration, protect the vulnerable and respond effectively to crises. We are responsible for borders, immigration and citizenship throughout the United Kingdom, for national security within Great Britain and for public safety in England & Wales, at the heart of an operational community of over 300,000 public servants in over 100 organisations in which the country invests around 1% of our national income.

This is a unique opportunity given the enormity and potential of the current agenda as well as the determination of ministers and senior civil servants to transform the way in which government technology is being designed, built and procured. The is also the opportunity to be part of building a radically new capability for digital, data and technology delivery within the Home Office to support our own and national police systems.

We’ve made good progress, and our delivery track record over that time gives credence to our strategy of gradually bringing back in-house key design and architecture decisions, building mechanisms to more directly control the product development lifecycle, putting users at the heart of all our solutions, enhancing our QA capability and industrialising and professionalising our Live Service function.

Whilst the opportunity for transformation across the Home Office is immense, it’s also clear that the department’s ability to deliver major transformational change depends hugely on Digital, Data and Technology (DDaT). I believe this is genuinely one of the most fascinating DDaT leadership jobs there is, with a great breadth of services, a diverse and interesting stakeholder environment, and the opportunity to deliver outcomes that have huge impact on society.

I can promise you an agenda that combines intellectual challenge, a leading-edge transformation agenda, the opportunity to work with some of the most talented DDaT professionals across Government, and the chance to impact issues that directly affect millions of people’s lives. If you have the appetite for major scale digital transformation and to manage the technology that supports critical solutions to our nation, I look forward to receiving your application.

Mike Parsons
Director General, Capabilities & Resources
About the Home Office

The Home Office is one of the original great Departments of State and has one of the most challenging jobs in government. Its mission is fundamentally important: to keep Britain safe and secure. Each and every member of Home Office staff plays a part in making that happen.

The Home Office leads on immigration and passports, drugs policy, crime policy, counter-extremism and counter-terrorism and works to ensure visible, responsive and accountable policing in the UK.

These issues are at the heart of the Government’s agenda. The challenges the Department faces are significant and can change rapidly in the global environment in which we operate. This makes it one of the most exciting and stimulating Departments to work in.
Background

The Digital, Data and Technology (DDaT) function within the Home Office is at an enormously exciting point of evolution. During the last parliament, the delivery of technology services within the UK government was radically transformed, in particular with respect to the relationship with large suppliers. Major changes were implemented to enable departments to take back control of the design, build and/or operate aspects of their key technology services wherever appropriate.

In many cases, such changes enable optimised economics, greater leverage of niche suppliers with deep subject matter expertise, better understanding and management of technical risk and greater agility and responsiveness to evolving business needs. Within the Home Office, as our large multi-year contracts expire, we are leveraging these opportunities and in doing so we are creating a radically new and improved platform for the delivery of technology to the department and its partners.

Historically, incentive structures in our commercial relationships with large systems suppliers and integrators have been such that innovation has been low, and risk-aversion high. The net effect is that many of our platforms are now somewhat obsolete, and opportunities to leverage the potential of digital evolution have been missed. This creates a challenge, but also an opportunity in many cases for a radical reinvention of the technology landscape, and a move to a hugely more sophisticated and functionally-rich set of services at a much more effective price point. We have now taken back responsibility for architecture, design, in some cases build, and QA.

Whilst we still use a very large cross-section of 3rd party partners for various aspects of the software development lifecycle, we are contracting in smaller parts, and increasingly assuming direct responsibility for integration. This approach has required us to design, build, deploy and operate our own infrastructure and platforms at a scale we have never done historically.

Facts and Figures

The DDaT function is made up of around 1,500 staff, augmented by a large number of supplier partners, many of whose staff are co-resident with us within one of our various locations within the UK. Whilst many of our supplier partners have had long and deep relationships with the department, there are also an increasing number of small and medium sized suppliers bringing specialist expertise in a number of areas.
We support all Home Office Directorates including Security and Counter-Terrorism, Immigration and Borders, Crime and Policing and the Department’s various Agencies, as well as internal corporate functions. Every year, our systems support (among many other services) over three million visa applications, checks on 100 million border crossings, five million passport applications and 140 million police checks on people, vehicles and property.

The CDDaTO reports to the Director General Capabilities & Resources, Mike Parsons, who is a member of his Department’s Executive Committee and on the Departmental Board chaired by the Secretary of State. The CDDaTO is responsible for an annual spend of £227m (resource) and £31m capital.

In July 2016 Home Office Technology and Home Office Digital were merged into a single function. This move provides great benefit to the department with significant opportunity to share best practice, ways of working, single delivery portfolios and greater alignment to the transformation agenda. The post holder will need to demonstrate understanding of, and empathy towards, the differences between the prior focus of the functions and ways of working, continuing to embed the new structure and sense of shared purpose.

The post holder will provide exceptionally strong leadership and senior-level advocacy, internally within the Home Office and across Government, and externally for the delivery of digital, data and technology solutions that support the department’s current and future business transformation programmes; will bring a deep knowledge of the technology and digital landscape and marketplace to the department; and ensure that it makes effective use of modern standards and solutions.

The role is based in London, and flexible working arrangements could be arranged.

**Key Accountabilities**

- With the Executive team and key business stakeholders, lead the development of a clear strategy for DDaT investment to deliver the Department’s overall strategy and goals; demonstrably meet business and customer and user needs; incorporate best practice and enable the delivery of the Government’s Digital Strategy.

- Ensure that digitally driven solutions and services are fully supported by the right architectures and systems and service management, and that dependence on existing legacy systems and contracts is dramatically reduced.

- Ensure all digital, data and technology solutions are designed, built and procured to meet user needs, relevant standards, and are accessible to all.

- Deliver resilient and effective DDaT services (including associated needs for IT security, data integrity and systems availability) that can be iteratively improved over time to meet the needs and expectations of stakeholders, users and citizens.

- Embed a common approach to data and information across the Home Office, developing standards and ensuring the effective storage, sharing and use of data to increase the impact and effectiveness of the Department’s services and other operations.

- Lead a significant technology & digital function, and develop a culture of leadership which builds a strong, sustainable and high performing organisation.

- Build, attract and retain expert talent across the function, including nurturing a pipeline of future technology and business leaders.

- Embed the most effective structures for successful delivery and ensure an appropriate balance of in-house and third party resource.

- Work with the Government Digital Service and other departments to exchange best practice, develop cross-government strategic direction and deploy commodity shared services within the department.

- Manage and optimise the DDaT budget, planning against spending review commitments and strategically targeting investment at highest impact opportunities.

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Home Office
Key Relationships

The Chief Digital, Data and Technology Officer will be a credible and dynamic leader with exemplary interpersonal, negotiation and communication skills to build strong relationships at the most senior departmental and interdepartmental levels. Key relationships are with:

- Ministers
- The Permanent Secretaries, Director General Capabilities & Resources and the DGs of the Operational and Policy groups, who provide leadership to the Home Office
- Leaders of the professional enabling functions (finance, commercial, HR)
- National Policing leaders, Chief Constables, Police ICT Company Board.
- Chief Executives of Arm’s Length Bodies
- Government Digital Service
- Government Commercial Organisation.
- Key internal stakeholders including senior level colleagues responsible for the digital transformation of the Home Office
- Key external stakeholders including all the key digital, data and technology suppliers at CEO level
Candidate Profile

The successful candidate will be an exceptionally experienced forward thinking leader who can demonstrate the imagination, professional skills and track record for this demanding role. They will have a demonstrable track record in articulating and implementing business and user focused digital, data and technology strategies for large complex organisations.

Previous experience of leadership in government is not required, but the candidate will be expected to quickly understand the department’s existing culture, processes and political context - not least so they are in a stronger position to shape and develop it.

Essential Criteria

- Significant DDaT experience at senior level in a large, multi-divisional, high transaction user-centric organisation. This should include a breadth and depth of technology experience, including architecture, service and solution delivery, digital development and legacy exposure as well as experience of using agile techniques.

- Experience delivering end-to-end digital, data and technology strategies and solutions that have impacted significant business change and organisational benefit.

- Ability to convey a persuasive future vision at all levels of an organisation and attract, retain and develop talent – creating an inclusive organisation.

- Evidence of strong commercial acumen, applying innovative and highly strategic approaches to sourcing services, and of moving from major, monolithic outsourced contracts to a multi-vendor supply and in-house delivery.

- Excellent track record of successfully navigating an organisationally complex environment where competing requirements and perspectives are commonplace.

Personal Qualities

- Possessing the personal stature and gravitas to gain the confidence of key stakeholders at board and Exec level within the department, across Government and with technology suppliers, in order to confidently challenge and influence where necessary.

- Knowledge, insight, curiosity and a real passion for DDaT and how it can improve the user experience.

- A strong influencer and stakeholder manager, collegiate in approach and able to gain consensus among departmental and other government colleagues.

- An effective communicator, who can make the complex simple and compelling, and who is able to enthuse stakeholders and colleagues, encouraging them to embrace change.

- Able to combine a strategic perspective with an excellent eye for detail – and to appreciate which approach is best with a variety of stakeholders.

- A commercial negotiator, with high levels of business acumen, who can deal effectively with both internally and with third parties.

- A pacey, dynamic and resilient individual, able to work under pressure and to respond quickly to changing circumstances and tight timetables.

- An inspiring and developmental leader of the people in the DDaT function.

Qualifications

Relevant leadership and technology qualifications would be beneficial.
### Indicative Timeline

#### Recruitment Process

This role is being competed in accordance with the Civil Service Recruitment Principles. The selection panel will be chaired by Kevin Woods, Civil Service Commission, and will include Mike Parsons, Director General Capabilities & Resources, Kevin Cunnington, Chief Executive GDS, and Sue Langley, Lead HO Non Executive Director.

Candidates invited to final panel interview will need to undergo an individual psychological assessment. The assessment consists of a number of personality questionnaires, verbal and numerical reasoning tests (for which practice tests will be made available), and a subsequent validation discussion with an assessor. The tests can be carried out online in your own time. The session with an assessor usually lasts between 1½ and 2 hours and you will need to be flexible about setting aside time in your diary to do this. The assessment does not lead to a pass or fail decision; rather, it is intended to highlight areas of strength and possible concerns which the panel can probe at interview.

There will also be a staff engagement exercise. This will involve meeting with a small group of staff from DDaT to discuss your approach to leadership and engagement in relation to the role. Further information on this will be provided to candidates shortlisted for interview.

There may be an opportunity for shortlisted candidates to meet informally with the recruiting line manager or others to discuss the roles in more depth prior to final interview.

The final selection panel interview will be held in London at the Home Office. You will be advised of the format in advance.

**Please note:** Expenses incurred by candidates during the recruitment process will not be reimbursed by the Home Office except in exceptional circumstances and only when agreed in advance with the SCS Recruitment Team.

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<tr>
<th>Date</th>
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<tr>
<td>Advert Closing Date</td>
<td>Monday 17th July 2017</td>
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<tr>
<td>Longlist meeting</td>
<td>w/c 24th July 2017</td>
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<tr>
<td>Preliminary interviews with Russell Reynolds</td>
<td>w/c 21st August 2017, w/c 28th August 2017, w/c 4th September 2017</td>
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<tr>
<td>Short List Meeting</td>
<td>w/c 11th September 2017</td>
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<td>Final Panel Interviews</td>
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Please note that these dates are only indicative at this stage and could be subject to change. Please let us know in your application letter if you are unable to meet these timeframes.
Russell Reynolds Associates has been appointed to advise the Home Office on this recruitment. Short-listing of candidates will involve the assessment of information provided in application documentation.

The closing date for applications is Monday 17th July 2017

Please send applications:

By email (preferred): Responses@RussellReynolds.com

Or, by post: Russell Reynolds Associates, c/o Elinor Parry 1706-025L, Almack House, 28 King Street, London SW1Y 6QW

All applications must include the following:

• The reference number 1706-025L and role title in the subject line.

• A current CV with educational and professional qualifications and full employment history, giving details where applicable of budgets and numbers of people managed, relevant achievements in recent posts, together with reasons for absence within the last two years. Please also include details of your current salary and benefits which will be treated in confidence.

• A short Supporting Statement of not more than two A4 sized pages explaining why this appointment interests you and how you meet the criteria as detailed in the candidate profile. Please note this should be treated as an important part of your application and will be assessed with your CV.

• Confirmation of your preferred contact details, including telephone and email address.

• Notification of any dates that you are unable to make in the indicative timeline.

• Names of at least two professional referees who may be contacted at short list stage, i.e. before final interview.

• Confirmation from you that you are happy for Russell Reynolds Associates or its client to undertake any necessary background checks, including career, credit and qualifications, or similar at the appropriate stage in the process. No checks will be undertaken without your prior knowledge.

Further forms for completion can be found in Annex B including:

• Equal Opportunities Diversity Monitoring Form (Further information on p.13)

• Guaranteed Interview Scheme Form (Further information on p.13)

• Nationality Form which will be used to verify that you have the right to work in the department. (Further information on p.13)

For any further queries regarding the application process please call 020 7198 1870 for assistance.
Terms and Conditions

The information offered in this document is supplied in good faith but does not in itself form any part of the contract of employment.

Appointment Term: This post is offered on a permanent basis (minimum two years). A loan or secondment may also be considered.

Working Arrangements: This role is available on a full time basis.

Working Hours: For new entrants to the Civil Service and existing Civil Servants appointed on promotion, basic hours of work will be 37 hours per week, excluding lunch breaks. For existing civil servants appointed on level transfer, your current contractual entitlements in relation to basic hours of work will continue to apply.

Location: The post is based in central London with regular visits to other Home Office sites in London. Travel around the UK, with occasional overnight stays, may be necessary.

Remuneration: The post is set within the SCS Pay Band 2 salary range. No allowances will be payable.

Standard Cabinet Office rules on pay will apply to Civil Servants appointed on level transfer or promotion.

Please note that loan arrangements between government departments may result in successful candidates being appointed on Temporary Promotion arrangements.

You may be eligible for a non-consolidated annual bonus payment, subject to successful performance, in line with the Home Office Senior Civil Service pay arrangements. These are set annually within the guidelines laid down by the Cabinet Office.

Childcare Support: A range of childcare support options, including holiday play-schemes and a childcare voucher salary sacrifice scheme, is available to Home Office staff. The type of provision available to you will depend on the area in which you work. All staff, male and female, full- and part-time, can apply for childcare support.

Pension: Entitled to membership of a Civil Service Pension Scheme. More information can be found at www.civilservicepensionscheme.org.uk.

Please note:

- If you previously worked for an employer who participated in the Civil Service Pension Scheme, different conditions may apply, as may your benefits if you left the Civil Service with an early retirement, severance, or redundancy package. Additional details can be found on the website: http://www.civilservicepensionscheme.org.uk/. Further information about these schemes will also be made available on appointment.

- Abatement of pension may apply if you are in receipt of a public service pension. In addition, civil servants who have been granted early retirement (under the terms of the Compulsory Early Retirement, Compulsory Early Severance, Flexible Early Retirement or Flexible Early Severance schemes) may be required to repay all or part of their lump sum compensation payments if their re-employment commences during the period represented by the compensation payment.

Annual leave: If you are a new entrant to the Civil Service your annual leave allowance will be 25 days in the first year, rising by one day per year (on the anniversary of your start date) to a maximum of 30 days after 5 years of service. 1 day of privilege leave will be given on account of the Queen's birthday every year.

If you are an existing civil servant appointed on promotion, you will be appointed on modernised terms and conditions. Please contact the SCS Recruitment Team on 0207 035 6594/5283 for further details. Existing civil servants appointed on level transfer retain current contractual entitlements in relation to annual leave and privilege leave.

Nationality: This post is open to UK Nationals, British Nationals Overseas, British Protected Persons, Commonwealth Citizens, EEA Nationals of other member states and certain non EEA family members and Swiss Nationals under the Swiss EU Agreement. There must be no employment restriction or time limit on
your permitted stay in the UK. In order to confirm your eligibility for this post, please complete the Annex B form provided with the application papers which asks for information regarding nationality. You will not be asked to produce the evidence stated at the application stage but you will be required to do so should you be invited to the final panel interview.

Conflict of Interest: If you or your spouse have any business interest or potential conflict of interest with the activities of the Home Office you will be expected to declare this at a later stage. You will also be asked to inform us if you have any indirect association of this kind through any other family member or partnership.

Pre-appointment checks: The responsibilities of the Department mean that we set very high standards for our staff. Honesty and integrity are essential and form part of the core values of the Civil Service. We will always carefully check the suitability of new employees for employment at the Home Office and are not tolerant of dishonest behaviour. We do not condone criminal activity in any way.

However, within these constraints, we recognise the contribution that ex-offenders can make to a workforce. Our aim is to ensure that potentially suitable candidates for employment are not automatically ruled out from employment with the Home Office. As such, having a criminal record will not automatically bar an individual from working with us. For more information please contact the SCS Recruitment Team on 0207 035 1987/5191.

Security clearance: The successful candidate will be required to obtain Security Clearance (SC) level clearance before taking up post and to subsequently obtain Developed Vetting (DV) Clearance. Further information on what this involves can be obtained by contacting the SCS Recruitment Team on 0207 035 1987/5191. Please note, individuals should normally have been resident in the UK for 5 years preceding their application for SC clearance and 10 years preceding their application for DV clearance.

For further information, please follow this link: https://www.fcoservices.gov.uk/products-and-services/network-services/uk-government-services/national-security-vetting/

Civil Service Code: The Civil Service Code sets out the constitutional framework within which all civil servants work and the values they are expected to uphold.

A copy of the Code can be found at http://www.civilservice.gov.uk/about/values.

Civil Service Commission: The Home Office’s recruitment processes are underpinned by the principle of selection for appointment on merit on the basis of fair and open competition, as outlined in the Civil Service Commission’s Recruitment Principles, which can be found at http://civilservicecommission.independent.gov.uk/civil-service-recruitment/.

If you feel your application has not been treated in accordance with the Recruitment Principles and you wish to make a complaint you should contact scsrecruitment@homeoffice.gsi.gov.uk in the first instance. If you are not satisfied with the response you receive from the Home Office you can contact the Civil Service Commission.

The Commission publishes a guide that outlines its approach to handling a complaint under the Recruitment Principles. This can be accessed at http://civilservicecommission.independent.gov.uk/civil-service-recruitment/complaints/. We would recommend you read this guidance before submitting a complaint.

Complaints should be sent in writing to: Civil Service Commission, Room G8, 1 Horse Guards Road, London, SW1A 2HQ.

Phone: 020 7271 0831
Email: info@csc.gov.uk
ANNEX A

Home Office equal opportunities statement

The Home Office is committed to a policy of equal opportunity for all staff. We will not discriminate on grounds of gender, gender identity, race, disability, sexual orientation, religion or belief, age, those with caring responsibilities, part time workers or any other factor irrelevant to a person’s work.

We encourage a diverse workforce and aim to provide a working environment where all staff at all levels are valued and respected, and where discrimination, bullying, promotion of negative stereotyping and harassment are not tolerated.

Assessment for recruitment, selection, appraisal, training and career progression purposes is based both on the individual’s ability and suitability for the work.

ANNEX B

Please complete and submit these forms with your application. Annex B is available to download alongside the link to this candidate pack, as well as at www.rraresponses.com

- Diversity Monitoring
- Nationality Form
- Guaranteed Interview
Using this PDF

This interactive PDF file is best viewed using the free Adobe Acrobat Reader software. Click on the icon above and follow the onscreen instructions to download.

A print ready version is available. Press ESC to exit full screen mode (desktop). Open the ‘attachments’ panel displayed with the (paperclip) icon, whether you are using a desktop, tablet or mobile device.

To navigate through the document, you can use the following buttons:

All icons, menus and links are interactive and clickable.

- At the bottom of the screen - forwards and backwards buttons.
- The interactive contents page are also clickable.
- The menu bar at the top of the screen that also acts as a crumb trail so that you know what section you are in and Home Office logo which takes you to first page.