



Cabinet Office

Candidate Information Pack

Cabinet Office
Government Chief Digital Officer

Forward



Alex Chisholm
Chief Operating Officer
Civil Service



Paul Willmott
Chair, Central Digital and Data Office,
Cabinet Office

Thank you for your interest in the role of Government Chief Digital Officer (GCDO), the most important technology role in the UK and a critical role at the very centre of Government.

The Government is transforming at pace, and it is our ambition to make UK Government digital services the best in the world, exceeding the benchmark set globally by the best public or private sector standards. This role will be responsible for shaping the digital transformation and innovation strategies for all of Government, growing the technical talent of more than 20,000 technology professionals across the whole of the Civil Service, and representing HMG's Digital Data and Technology profession to industry and other Government stakeholders worldwide.

In Feb 2021 we created a high-powered central digital, technology and data (DDaT) function, the Central Digital and Data Office (CDDO) within Cabinet Office, which built on, but also augmented the work of the Government Digital Service. CDDO provides overall leadership for DDaT across Government, leading the profession, setting the strategy and standards, and enabling execution in Government Departments and related bodies and agencies. The last 18 months have been hugely successful. Strong relationships have been established across the government's Chief Digital & Information Officer (CDIO) Community, and there is a growing culture of collaboration and sense of purpose across the full DDaT professional community. CDDO has also built a strong and positive relationship with HM Treasury and helped create positive impact, collaboration and information in the 2021 Spending Review.

Realising our objective of a world-leading digital Government requires an ongoing major transformational effort. This includes: updating or replacing legacy technologies, accelerating the move to scalable cloud-based technologies, shaping the policies, capabilities and architectures needed to unlock the potential of vast Government data sets, and embracing the latest technologies to pioneer ever-more convenient ways to deliver services to citizens and businesses, with ever greater efficiency. This is a 'hands on' role that requires a full time commitment and reports directly to Alex Chisholm with oversight from Paul Willmott, with a direct line to Downing Street and Cabinet Ministers. The successful candidate will be approved by the Prime Minister.

For a deeply experienced leader, there is no working environment more exciting, more challenging, or more rewarding than Government, and perhaps no more important time for public service. We have the opportunity to improve the lives of millions of people. This role requires experience and credibility in the DDaT field, but also a genuine passion for innovation, change and for making things better and a respect for public sector and civil service values. If this appeals to you, and you think you have what it will take, please do get in touch.

Background

The UK Civil Service continues to face some of its greatest challenges in a generation. As the country is recovering from the coronavirus pandemic and dealing with life post Brexit, we look ahead to the opportunities to innovate and build afresh. Digital technologies and data will be key to this, both at the centre and across Departments and in agencies.

The Government Chief Digital Officer (GCDO) is responsible for harnessing these unprecedented opportunities, strengthening UK Government delivery in the years to come, and inspiring thousands of Digital Data and Technology (DDaT) professionals across the Civil Service to ensure that all the work of the DDaT function is delivered to the highest standard. DDaT activities are central to all large-scale transformation activity and the main focus for innovation; this role will therefore also be the convenor and coordinator of transformation and innovation activity across the whole of HMG.

The infrastructure is in place for DDaT to support departments in their transformation, drawing on the guidance and expertise of established external advisers alongside internal resources, including an appropriate budget, following the 2021 spending review. The DDaT organisation is highly respected across Whitehall for its ability to deliver change, for its agility and for the professionalism and expertise of the team.

The Role

You will be the most senior digital data and technology leader in the UK government, responsible for shaping and delivering HMG's digital, data and technology transformation to deliver better services (and ultimately outcomes) for UK citizens, for improving data-driven decision-making across government, and for managing technology related risks. The scope of this transformation includes digitising end to end services, overhauling Government's legacy IT systems, establishing cross government enterprise architecture, updating our approach to data and analytics, strengthening our cyber security, and upgrading our DDaT talent and skills.

Your direct team will be circa 200 specialists and SMEs in the CDDO team within the Cabinet Office. Your wider accountability will be as leader and professional head of HMG's 20,000 strong DDaT community. In this role you will also have overall responsibility for delivering the change required to maintain HMG's position as a world leader in digital Government

You will play a leading role in setting the agendas for a number of senior governance groups that provide overall direction and decisions to support the delivery of digital change. These include: The Digital and Data Board, a Permanent Secretary level sub board of the Civil Service Board; The Digital Advisory Board which brings in external advisors to provide expertise and challenge to Ministers and DDaT leaders; and the Digital Ministerial Oversight Group attended by Cabinet Office Ministers.

You will also be a key member of the Cabinet Office and cross government functional leadership teams representing and driving the strategy and delivery of DDaT priorities. You will on occasion also be working with No10 and the security industry on the wider government digital and cyber work.

The post-holder will be Director General level, and will report to the Chief Operating Officer for the Civil Service, Alex Chisholm. The holder will work closely, and have regular meetings with, the Chancellor of the Duchy of Lancaster and Minister for the Cabinet Office and with Paul Willmott, Chair of the Central Digital and Data Office.

The main responsibilities of the role are:

- **Owning the vision and strategy for Digital, Data and Technology for HMG**, setting a high aspiration for performance but ensuring deliverability;
- **Building and sustaining alignment with Ministers, advisors and officials in Departments, Treasury and No. 10** to ensure that DDaT receives appropriate focus and is working to a common agenda and priorities;

- **In partnership with Treasury, developing and implementing cross government KPIs and performance management and assurance systems** that create transparency, drive continuous improvement and promote efficiency and value for money;
- **Providing the professional leadership of the DDaT function** including setting cross government workforce strategy, creating a compelling brand and employee value proposition focussed on attracting, developing and retaining a skilled and professional DDaT workforce and developing programmes to develop digital and data literacy in the wider civil service;
- **Ensuring that HMG gets value for money from DDaT investments**, working alongside HM Treasury to develop and execute a set of policies and control processes that drive optimal allocation of, and outcomes from, HMG's £8bn+ investment in new digital, data and technology services;
- **Developing and ensuring compliance with HMG-wide service, data and technical architecture and standards** that promote a consistent and high quality end user experience, address security and privacy requirements and ensure effective interoperability both within and between Government Departments;
- **Improving quality and cost-effectiveness of technology delivery across HMG**, working with colleagues in the commercial function to improve approaches to contracting with technology vendors, and with colleagues across HMG to optimise delivery approaches;
- **Managing technology risks**, working with security and other teams to agree and enforce frameworks and standards to measure and manage cyber security and operational risk;
- **Representing the DDaT function on behalf of HMG**, including promoting its work publicly at Parliamentary Select Committees and other high-profile events, including internationally;
- **Leading and managing the Central Digital and Data Office (CDDO)**, a team of circa 200 subject matter experts tasked with delivering these responsibilities;
- **Active engagement with digital leaders (CDIOs) across HMG**, including input to and approval of key appointments and responsibility for talent management and performance evaluation in respect of DDaT capability and delivery.

Person specification

We are seeking an inspiring and talented senior leader with a proven track record in digital, data and technology transformation.

The successful candidate will demonstrate the essential criteria below.

- Proven experience as a senior and respected leader within large, technologically advanced environments, with a track record of leading both digital and technology agendas;
- An accomplished leader: confident, inclusive and compassionate, with a proven ability to engage, build and manage high performing, diverse leadership teams; and the ability to enthuse and lead others through change;
- An ability to build effective and trusted relationships with senior stakeholders, including CEOs, Ministers and Permanent Secretaries (or equivalent);
- Exceptional communication skills and high personal impact; an ability to adjust communication styles to suit both technical and non-technical audiences, to make the complex clear, and adapt communications to provide simple and accessible explanations and advice to non-specialists;
- Sound judgement to make effective decisions with speed and conviction, using creativity and innovation to find new solutions to problems, whilst striving for continuous improvement;
- A preference for working collaboratively and a demonstrable track record of bringing agendas together to create a whole that is more than the sum of parts through building coalitions and working with others to deliver common goals and objectives;

- The ability to set a clear and decisive agenda, using both soft and hard levers to bring people along and establish a pace that is on the uncomfortable side of challenging but that maintains alignment;
- A commitment to public service, and the energy, integrity and resilience to operate under high levels of scrutiny and sustained pressure, and a passion for change, with the drive to overcome obstacles.

Terms & Conditions

- **Tenure:** This role is being offered on a permanent basis. As a Head of Function it is expected that you will remain in post for at least three years. Whilst this is a full time role, flexible working arrangements will be considered. If any candidate wishes to do this on a job share basis, this will be considered on an existing setup and both parties must pass the assessments and security checks required;
- **Salary:** External candidates should expect their salary upon appointment to be up to **£190,000** per annum, with a performance-related bonus **up to £15,000**. Existing civil servants will be appointed in line with the Civil Service pay rules in place on the date of their appointment;
- **Location:** The role can be based in Bristol, London, or Manchester with travel to these locations and other offices as required. This is an office based role and will require face to face meetings on a regular basis in Whitehall and Whitechapel;
- **Pension:** Civil Service pension arrangements will apply. Visit the [Civil Service Pension Scheme](#) for more details;
- **Annual Leave:** You will be entitled to 25 days annual leave on entry, increasing on a sliding scale to 30 days after 5 years' service. This is in addition to 8 public holidays and one privilege day;
- **Security Clearance:** If successful you must hold, or be willing to obtain, security clearance up to **Developed Vetting** level. More information about the vetting process can be found [here](#);
- **Nationality:** To be eligible for employment to this role you must be a national from the following countries:
 - The United Kingdom;
 - The Republic of Ireland;
 - The Commonwealth*;
 - European Economic Area (EEA) nationals with (or eligible for) status under the EU Settlement Scheme;
 - Relevant EEA or Turkish nationals already working in the Civil Service;
 - Relevant EEA or Turkish nationals who have built up the right to working the Civil Service; and
 - Certain family members of the relevant EU and Turkish nationals.

*Individuals will need to demonstrate that they meet the relevant immigration requirements. For further information on whether you are eligible to apply, please visit gov.uk;

- **Conflicts of Interest:** Candidates must note the requirement to declare any interests that might cause questions to be raised about their approach to the business of the Department. If you believe that you may have a conflict of interest please contact Elinor Parry via responses@russellreynolds.com before submitting your application, so we can discuss with you upfront any issues arising and any necessary safeguards.

Recruitment overview

Jane Burgess, a Civil Service Commissioner, will chair the recruitment process. The Civil Service Commission has two primary functions:

- Providing assurance that selection for appointment to the Civil Service is on merit on the basis of fair and open competition as outlined in the Civil Service Commission's Recruitment Principles;
- Hearing and determining appeals made by civil servants under the Civil Service Code which sets out the Civil Service values – Impartiality, Objectivity, Integrity and Honesty - and forms part of the relationship between civil servants and their employer.

More detailed information about the Civil Service Commission and their role can be found [here](#).

In addition to Jane, the other panel members will be:

- Alex Chisholm, Civil Service Chief Operating Officer and Permanent Secretary, Cabinet Office;
- Paul Willmott, Chair of the Central Digital and Data Office;
- Mark Denney, former Chief Information Officer at HMRC;
- Gina Gill, Chief Digital Information Officer, Ministry of Justice.

Indicative Timetable *(subject to change)*

| | |
|---|--|
| Closing date for applications | 23:55 23rd March |
| Longlist Meeting | w/c 28 th March |
| First Interviews with RRA | w/c 21 st - 28 th March |
| <i>Shortlist Meeting</i> | w/c 11 th April |
| Assessments & Stakeholder Meetings | w/c 11 th April - 2 nd May |
| Final Interviews | w/c 9 th May |

If you are shortlisted, you will be asked to take part in a series of assessments which may include a psychometric assessment and an engagement exercise. These assessments will not result in a pass or fail decision. Rather, they are designed to support the panel's decision making and highlight areas for the panel to explore at interview. Shortlisted candidates may also be required to meet with the Minister(s) prior to final panel interviews, who will provide feedback to the panel on suggested areas to probe at interview.

You may also have the opportunity to speak to Alex Chisholm prior to the final interview to learn more about the role and the organisation. Please note this is not part of the formal assessment process.

You will be asked to attend a panel interview in order to have a more in-depth discussion of your previous experience and professional competence in relation to the criteria set out in the Person Specification.

In the Civil Service we are challenging ourselves to become a more diverse and inclusive organisation. We recognise that recruitment and inclusion of individuals with diverse skills, perspectives and backgrounds will bring real strength to the organisation, the wider Civil Service and to society. To help support this aspiration all selection panels will have both female and ethnic minority and/or disabled membership.

Interviews and some elements of the assessment phase are likely to be conducted in person, subject to mutual agreement.

Full details of the assessment process will be made available to shortlisted candidates.

How to apply

Russell Reynolds Associates (RRA) has been appointed to support this recruitment. Please submit materials by email to Responses@russellreynolds.com. The closing date for applications is **23:55 on Wednesday 23rd March 2022**.

Your submission should include:

- The reference number in the subject line **P2201-007L**;
- A **short covering letter** of not more than two A4 sized pages explaining why this appointment interests you and giving evidence of how you meet the appointment criteria and competencies as detailed in the person specification;
- Your **current CV** with educational and professional qualifications and full employment history, explaining any gaps in your employment history, giving details where applicable, of budgets and numbers of people managed, highlighting relevant achievements in recent posts, together with reasons for any gaps within the last two years;
- Details of your current remuneration package;
- The names of two referees who may be contacted at short-list stage, ie. before the final interview, describing in what capacity and over what period of time they have known you. Referees will not be contacted without your consent;
- Notification of any dates you are unable to accommodate within the indicative timetable set out above. Please note that shortlisted candidates will be required to undertake a number of assessments prior to the final interviews. Your co-operation in making yourself available during this time will be much appreciated.

In addition, your application should include the following documentation:

- A completed **Diversity Monitoring Questionnaire** available [here](#). The Civil Service is committed to achieving a workforce that reflects the society it serves, at all levels including the most senior. Collecting this information enables us to identify whether we are recruiting from the widest possible pool of talent and check that all groups are being treated fairly throughout the process. This form will not be disclosed to anyone involved in assessing your application. Please note that applications will not be accepted unless the form is returned. If you do not wish to provide a response to a particular question, you should complete the 'prefer not to say' option;
- Disability Confident Scheme Declaration for people with disabilities, if applicable. We are committed to making reasonable adjustments in order to support disabled job applicants and ensure that you are not disadvantaged in the recruitment and assessment process. All monitoring data will be treated in the strictest confidence and will not affect your application in any way. If you wish to be considered under this scheme please indicate this when required on the Diversity Monitoring Questionnaire.