[Department logo]

**[Department]**

**Head of Policy and Performance**

**Applicant Information Pack**

 

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Dear Applicant,

Thank you for expressing interest in the Head of Policy and Performance position.

[Introductory paragraph: responsibilities and vision of the department]

Government is resetting its approach to technology. In the past, senior technology leaders in the public sector have become too focused on the maintenance of large-scale, long-term outsourcing contracts. Systems and services have suffered from inflexibility, complexity and inefficiency.

This is a rare opportunity to take a central role in a large-scale programme of change that will radically improve how the civil service works and how government interacts with citizens. We are looking for candidates who can apply their experience of driving significant organisational change, not those who will maintain the status quo. The Head of Policy and Performance will be a senior leader who can bring strategic leadership, a track record of delivery, digital awareness and a data-driven approach to support the digital transformation of the department. Their task will guided by some fundamental principles; putting the needs of users first, focusing on delivery and outcomes over process, and making the most of openness - open standards, open source, open data and open markets.

The Head of Policy and Delivery will support the Chief Digital Officer and Digital Service Managers in delivering world-class digital services on a modern technological footing based on user needs. They will build, develop and lead a wide spectrum of cross-cutting digital capability within the department, and shape the policies that define the department’s approach to wider issues such as digital inclusion and open policy making. The success of the chosen candidate will ultimately be measured against their delivery of the next generation of digital public services, and a culture shift that drives change across the department.

[Watch Francis Maude MP, Minister for the Cabinet Office, briefly describing the government’s digital strategy](http://youtu.be/o-m6l4keQc8).

The role of the Head of Policy and Performance is to:

* Support the CDO in implementing and refining the department’s digital strategy so that it fully supports the delivery of excellent digital public services, and develop the department’s approach on digital policy.
* To ensure that the digital transformation of the department’s public services and supporting technology is underpinned by high quality data, and produce transparent, outcome-focused management information that enables the Board to track progress and value for money from technology.
* Build expert in-house digital capability within the department that enables Digital Service Managers to call upon in-house expertise in user research, design, performance analysis, agile project and portfolio management, analytics and procurement.
* Ensure that the department as a whole is digitally literate and has a high level of understanding of how digital supports the achievement of departmental objectives.
* Join up the delivery of digital public services, mission IT projects, and commodity technology services provided by the Cabinet Office, as well as the retirement of existing legacy systems.
* Work with the Cabinet Office, HM Treasury and other departments as the Department’s Digital Leader to exchange best practice, develop cross-government strategic direction and deliver excellent digital services.

We thank you for taking the time to read this pack, and look forward to receiving your application.

**Job Description**

**Primary Responsibilities**

The main responsibilities of the post are:

* Defining and implementing the department’s digital strategy, clearly setting out how the organisation will deliver excellent digital public services that meet the [Digital by Default Service Standard](https://www.gov.uk/service-manual/digital-by-default).
* Devise and maintain an internal governance system that effectively joins up the delivery of digital public services, mission IT projects, and commodity technology services provided by the Cabinet Office, as well as the retirement of existing legacy systems.
* Recruiting and developing the department’s digital capability in order to provide Service Managers with specific technical skill sets they will need to deploy in order to build, develop and improve digital services driven by user needs.
* Overseeing the department’s delivery of digital projects to ensure that they are built and operated in line with time and budgetary constraints, embedding and collating management information and data to provide regular updates on performance at Board level
* Leading the department’s contribution to the cross-government development of a capability programme that will drive a sustained improvement in digital and technology skills across government, and embedding this within the department
* Providing leadership and developmental line management to a high calibre team of technical and policy staff, fostering a culture that builds digital skills and rewards delivery
* Refining and developing the department’s policies and approaches on assisted digital, digital inclusion, open policy making and other initiatives in this agenda
* Acting as a strong advocate with senior internal and external stakeholder for a strategic approach and architecture that prioritises user needs in support of digital services over legacy systems, both across the department and at Board level
* Supporting the CDO and CTO in building strategic cases to drive forward the wider business transformation of the department through technology, identifying opportunities to accelerate the pace of change
* Working with the Cabinet Office to develop clear standards and approaches on cross-cutting policy issues as technologies progress and change
* Working with technical teams at all levels, from design through to development and implementation.

**Person Specification**

**Leadership**

The successful candidate will be an exceptional leader with the proven ability to set a strong direction and convey a persuasive future vision at all levels of an organisation. [Watch Baroness Lane-Fox (UK Digital Champion), Ian Trenholm (Chief Operating Officer, Defra) and Antonia Romeo (Director General, MoJ)](http://youtu.be/Oi_n3rAjs40) discuss the importance of digital leadership in government.

Previous experience of leadership in government is not required, but you will be expected to quickly get up to speed with the department’s existing culture and processes - not least so you are in a stronger position to shape and develop that culture around the delivery of digital services.

We are looking for a candidate with the ability to:

* Shape, promote and exemplify desired departmental and civil service values and culture
* Be highly articulate and credible at the most senior level across and outside the civil service, consistently delivering inspiring, engaging and meaningful messages about the future direction;
* Champion the strategic importance of people, talent management and development issues, building a strong culture of continuous learning and knowledge sharing between specialists and generalists;
* Take a strategic perspective to identify the capability needs of the Department and identifying and nurturing future leaders through well defined succession planning;
* Embed a culture of value for money, working collaboratively across boundaries to ensure that the Department maximizes its strategic outcomes within the resourcing available;
* Create a directorate that is viewed as an exemplar of high quality digital transformation across the civil service and beyond, making it an enviable environment to work in

**Job specific skills:**

* Demonstrable and practical experience at a senior level, in the public or private sector, of delivering transformational change to business processes and systems, to deliver cost savings and service improvements for customers.
* Highly literate in digital concepts and capable of effectively engaging with technical staff, suppliers and stakeholders to define the best approach to service design to achieve business/user objectives.
* High level of digital market awareness and experience of recruiting and/or procuring a wide range of technical expertise, ideally some or all of: user insight / research, product analytics, design, agile procurement, technical architecture, content design, performance and business analysis
* Experience of developing and implementing innovative strategic approaches to large-scale business transformation programmes while balancing tight resource constraints, conflicting priorities and a dynamic programme
* Understanding of and experience with using agile project methodologies and working practices, open source, cloud platforms and digital services
* Ability to manage senior stakeholders, both internally and externally, and confidence in dealing with, and influencing, senior officials and Ministers, and producing clear and non-technical advice on complex issues
* Ability to work under pressure and to respond quickly to changing circumstances and to tight timetables
* Ability to develop excellent relationships with a wide range of senior stakeholders and technical experts, and to coordinate the delivery of complex and multi-faceted programmes and policy approaches

**Reporting lines**

The post-holder will report to the [Chief Digital Officer]. There are [xxx] direct line reports who will be managed by this post.

**This role - context**

[What has happened to date]

[How the role is expected to transform the department]

[Future priorities and challenges]

**Terms and Conditions**

**Equal Opportunities**

We value and welcome diversity. We aim to develop all our staff to enable them to make a full contribution to meeting the Department's objectives, and to fulfil their own potential on merit. We will not tolerate harassment or other unfair discrimination on grounds of sex, marital status, race, colour, nationality, ethnic origin, disability, age, religion or sexual orientation. We will promote and support the use of a range of flexible working patterns to enable staff to balance home and work responsibilities; and we will treat people fairly irrespective of their working arrangements.

Under the terms of the Equality Act 2010, we are legally required to consider making reasonable adjustments to ensure that disabled people are not disadvantaged in the recruitment and selection process. We are therefore committed to meeting, wherever possible, any needs you specify in your application. We will also consider any reasonable adjustments under the terms of the Act to enable any applicant with a disability (as defined under the Act) to meet the requirements of the post.

The Department uses the ‘two ticks’ Disability Symbol, showing it is an employer which has a positive attitude towards applications from disabled people. The Department also offers a Guaranteed Interview Scheme (GIS) for all disabled applicants. We are committed to interviewing all applicants with a disability who provide evidence of meeting the minimum requirements necessary for the post, as set out in this applicant pack.

To be eligible, your disability must be within the definition laid down in the Equality Act 2010. A disabled person is defined by the Equality Act 2010 as someone who has a physical or mental impairment, which has a substantial and long-term adverse effect on their ability to perform normal day-to-day activities.  For the purposes of this policy, these words have the following meanings:

* ‘substantial’ means more than minor or trivial
* ‘long-term’ means that the effect of the impairment has lasted, or is likely to last, 12 months (there are special rules covering recurring or fluctuating conditions)
* ‘normal day-to-day activities’ include everyday things like eating, washing, walking and going shopping.

Should you consider yourself eligible to apply for this post under the GIS, please complete the relevant section of the application form.

# How to Apply

To apply for this post, please provide the following information:

* a comprehensive CV setting out your career history with key responsibilities and achievements;
* a supporting statement of up to three sides of A4, explaining how you believe your skills and experience match the leadership and role specific requirements of the post.
* your evidence should also clearly show what draws you to the post and why you think you would make a success of it.
* if appropriate, please complete and submit a Guaranteed Interview Scheme Declaration (enclosed) for people with disabilities; and
* a completed Nationality and Immigration Form (enclosed). This form is mandatory.
* if applying internally on promotion, a recommendation from your line manager, on no more than two sides of A4, assessing you against the leadership criteria and job specific skills

Applications should be sent to [recruitment contact] to arrive no later than **[xxxx]**.

For any additional information on this role, please contact [xxxx]

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## The role of the Civil Service Commissioners

The recruitment process will be run under the rules and guidelines set down by the Civil Service Commissioners. The Commissioners have two key functions.

The first is to maintain the principle of selection for appointment to the Civil Service on merit on the basis of fair and open competition. For the most senior posts in the Civil Service, the Commissioners discharge their responsibilities directly by overseeing the recruitment process and chairing the final selection panel.

The second is to promote an understanding of the Civil Service Code, which sets out the constitutional framework in which all civil servants work and the values they are expected to uphold, and to hear and determine appeals made under it. A copy of the code can be found at: [Civil Service Code](http://www.civilservice.gov.uk/about/values/cscode/index.aspx) or a hard copy is available on request.

## Complaints under the Civil Service Commissioners’ Recruitment Code

The Department’s recruitment processes are underpinned by the Civil Service Commissioners' Recruitment Principles which outline that selection for appointment be made on merit on the basis of fair and open competition.

If you feel your application has not been treated in accordance with the values in the Civil Service Code/if you feel the recruitment has been conducted in such a way that conflicts with the Civil Service Commissioners’ Recruitment Principles, you may make a complaint.

If you are not satisfied with the response you receive from the Department, you can contact the Office of the Civil Service Commissioners.

<http://www.civilservice.gov.uk/recruitment/background>