



Invitation to Quote

Invitation to Quote (ITQ) on behalf of UK Trade and Investment (UKTI)

Subject UK SBS PS16076 – Search and Recruitment of UKTI SCS1 Digital Director

Sourcing reference number: UK SBS PS16076

UK Shared Business Services Ltd (UK SBS)
www.uksbs.co.uk

Registered in England and Wales as a limited company. Company Number 6330639.
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VAT registration GB618 3673 25
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UKSBS

Shared Business Services

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Section 1 – About UK Shared Business Services

Putting the business into shared services

UK Shared Business Services Ltd (UK SBS) brings a commercial attitude to the public sector; helping our customers improve efficiency, generate savings and modernise.

It is our vision to become the leading provider for our customers of shared business services in the UK public sector, continuously reducing cost and improving quality of business services for Government and the public sector.

Our broad range of expert services is shared by our customers. This allows our customers the freedom to focus resources on core activities; innovating and transforming their own organisations.

Core services include Procurement, Finance, Grants Admissions, Human Resources, Payroll, ISS, and Property Asset Management all underpinned by our Service Delivery and Contact Centre teams.

UK SBS is a people rather than task focused business. It's what makes us different to the traditional transactional shared services centre. What is more, being a not-for-profit organisation owned by its customers, UK SBS' goals are aligned with the public sector and delivering best value for the UK taxpayer.

UK Shared Business Services Ltd changed its name from RCUK Shared Services Centre Ltd in March 2013.

Our Customers

Our Customers

Growing from a foundation of supporting the Research Councils, 2012/13 saw Business Innovation and Skills (BIS) transition their procurement to UK SBS and Crown Commercial Services (CCS – previously Government Procurement Service) agree a Memorandum of Understanding with UK SBS to deliver two major procurement categories (construction and research) across Government.

UK SBS currently manages £700m expenditure for its Customers.

Our Procurement ambition

Our vision is to be recognised as a centre of excellence and deliver a broad range of procurement services across the public sector; to maintain and grow a procurement service unrivalled in public sector.

Procurement is a market-shaping function. Industry derived benchmarks indicate that UK SBS is already performing at or above “best in class” in at least three key measures (percentage savings, compliant spend, spend under management) and compare well against most other measures.

Over the next five years, it is the function’s ambition to lead a cultural change in procurement in the public sector. The natural extension of category management is to bring about a fundamental change in the attitude to supplier relationship management.

Our philosophy sees the supplier as an asset to the business and the route to maximising value from supply. This is not a new concept in procurement generally, but it is not a philosophy which is widely employed in the public sector.

We are ideally positioned to “lead the charge” in the government’s initiative to reform procurement in the public sector.

UK SBS Procurement’s unique selling points are:

- Focus on the full procurement cycle
- Leaders in category management in common and specialised areas
- Expertise in the delivery of major commercial projects
- That we are leaders in procurement to support research
- Use of cutting edge technologies which are superior to those used generally used across the public sector.
- Use of market leading analytical tools to provide comprehensive Business Intelligence
- Active customer and supplier management

‘UK SBS’ contribution to the Government Procurement Agenda has been impressive. Through innovation and leadership UK SBS has built an attractive portfolio of procurement services from P2P to Strategy Category Management.’

John Collington

Former Government Chief Procurement Officer

Section 2 – About Our Customer

UK Trade and Investment

UK Trade and Investment helps UK-based companies succeed in the global economy. UKTI also help overseas companies bring their high quality investment to the UK's dynamic economy which is acknowledged as Europe's best place from which to succeed in global business.

The UK Trade & Investment offers expertise and contacts through its extensive network of specialists in the UK and other diplomatic offices around the world.

The organisation provides companies with the tools they require to be competitive on the world stage.

UK Trade and Investment achievements include:

- UKTI launched its five-year strategy Britain Open for Business in May 2011 which set out a clear vision for realising the Government's ambitions for growth through trade and investment. During the year it realigned its headquarters function to more effectively deliver this strategy.
- In 2011-12 we assisted 25,000 UK businesses generate around £30 billion of additional sales which created or safeguarded well over 100,000 jobs. We exceeded our target of 750 inward investment successes and helped the UK maintain its position as the second most successful defence exporter, exporting £8 billion of defence and security goods and services.

www.ukti.gov.uk

Section 3 - Working with UK Shared Business Services Ltd.

In this section you will find details of your Procurement contact point and the timescales relating to this opportunity.

Section 3 – Contact details		
3.1	Customer Name and address	UK Trade and Investment (UKTI), 1 Victoria Street, London, SW1H 0ET
3.2	Buyer name	Sharon West
3.3	Buyer contact details	Sharon.west@uksbs.co.uk
3.4	Estimated value of the Opportunity	£18,000
3.5	Process for the submission of clarifications and Bids	All correspondence shall be submitted within the Emptoris e-sourcing tool. Guidance Notes to support the use of Emptoris is available here. Please note submission of a Bid to any email address including the Buyer <u>will</u> result in the Bid <u>not</u> being considered.

Section 3 - Timescales		
3.6	Date of Issue of Contract Advert and location of original Advert	22/04/2016 Location Contracts Finder
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	26/04/2016 11:00
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	27/04/2016 14:00
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	29/04/2016 14:00
3.10	Date/time Bidders should be available if face to face clarifications are required	N/A
3.11	Anticipated rejection of unsuccessful Bids date	04/05/2016
3.12	Anticipated Award date	04/05/2016
3.13	Anticipated Contract Start date	05/05/2016
3.14	Anticipated Contract End date	04/07/2016
3.15	Bid Validity Period	60 Days

Section 4 – Specification

Introduction

UKTI is a joint non-ministerial Government department of the Department for Business, Innovation & Skills (BIS) and the Foreign & Commonwealth Office (FCO). UKTI is the UK's international trade and inward investment promotion organisation. In England, it uses a network of private sector international trade advisers to provide support and assistance to new and existing exporters of goods and services, and to outward investors, while our professional advisors in more than 100 international markets are available to support UK-based companies succeed in the global economy and assists overseas companies to bring high quality investment to the UK's dynamic economy – acknowledged as Europe's best place from which to succeed in global business.

Aims

UKTI is undergoing a major transformation programme in order to improve delivery of export and investment targets. The agenda is led by Ministers and the Export and Investment Task Force and if targets are to be achieved, the business requires fundamental transformation of the way in which UKTI delivers in the UK, in the English regions and overseas.

This tender exercise is for an SCS1 level Digital Director to drive the digital transformation of the organisation in a number of areas

- Putting digital at the heart of UKTI decision-making and its Operating Model
- Leading the delivery of transformed services and practices across UKTI
- Developing new IT infrastructure for the whole of the UKTI network, working closely with Business Innovation and Skills (BIS), Foreign Commonwealth Office (FCO), Government Digital Service (GDS) etc.
- Data collection and sharing, including developing a new Computer Relationship Management system

Objectives

This job is fundamental to the reshaped UKTI and is integral to the realisation of our Operating Model. It is a major leadership opportunity and we are seeking someone in a senior role who has experience of leading an organisation through significant change to realise a new service with a 'Digital first' ethos.

Background to the Requirement

The Government aims, by 2020, to increase the number of exporting businesses by 100,000 (from 188,000 in 2010); increase the value of exports to £1 trillion; and increase the capital stock of foreign direct investment in the UK to £1.5 trillion.

This will require a step-change in UK exports and a very strong performance on attracting inward investment to the UK in an increasingly competitive environment for both worldwide. We intend to:

- drive up the **volume** of exporters and inward investors through a new and better suite of export products, an increasingly digital offer (such as Exporting is GREAT) that will lead businesses to the right advice and support, and fostering of the private sector advisory market;
- drive up the **value** of exports and inward investments, by focusing attention on those markets with the biggest opportunities for sectors in which the UK is or can be a strong competitor and where government can add most value;
- drive up the **future** pipeline of export and inward investment opportunities, which includes ensuring that British businesses are poised to seize the opportunities generated through HMG's Prosperity Fund activities to promote inclusive growth and sustainable development.

This will require a whole-of-government approach, bringing together UKTI with other resources from across Whitehall. Integrated industry sector teams will support departmental Ministers with responsibility for sector policies. This will better leverage our specialist knowledge and existing relationships with business, and enable joined-up policy and operational delivery. This will require significantly improved cross-Whitehall and regional engagement on exports, as well as other major changes to UKTI's operating model. Under the new model, UKTI's HQ will lead and convene overall government activity to drive up exports, and inward investment.

Scope

Executive search including appropriate advertising, searching, long-listing, short-listing (rating candidates A, B, C) and interviews as well as feeding back results to successful and unsuccessful candidates and providing ongoing support throughout the process (there are likely to be ad hoc requests to the search partner throughout the period).

We would also want an end of recruitment report with the number of applicants, overview of sifting/interviewing, diversity information, etc.

Requirement

Requirement

Drafting and placement of suitable advert in appropriate media, providing search in order to find suitable applicants for the roles.

Deliverables/Deadlines

Long list of high calibre candidates within 4 weeks of commencement.

(if required) Short list of high calibre candidates within 2 weeks of long-list.

Formal Interviews within 2 weeks of sifting.

Secretariat for Interview Panel.

Final report including diversity report within 2 weeks of candidate selection

Please be aware that this will need to be an extremely pacey recruitment and, as such, the successful exec search partners will need to be able to meet the challenging timetables that have been attached to this request

Timetable

Job Advertised by Executive Recruitment – Early May

Closing date – Mid/late May

Interviews – Late May

Successful Candidate Appointed – early June

Section 5 – Evaluation model

The evaluation model below shall be used for this ITQ, which will be determined to two decimal places.

Where a question is 'for information only' it will not be scored.

The evaluation team may comprise staff from UK SBS, the Customer and any specific external stakeholders UK SBS deem required. After evaluation the scores will be finalised by performing a calculation to identify (at question level) the mean average of all evaluators (Example – a question is scored by three evaluators and judged as scoring 5, 5 and 6. These scores will be added together and divided by the number of evaluators to produce the final score of 5.33 ($5+5+6=16 \div 3 = 5.33$))

Pass / fail criteria

Questionnaire	Q No.	Question subject
Commercial	FOI1.1	Freedom of Information Exemptions
Commercial	AW1.1	Form of Bid
Commercial	AW1.3	Certificate of Bona Fide Bid
Commercial	AW3.1	Validation check
Commercial	AW4.1	Contract Terms
Quality	AW6.1	Compliance to the Specification
-	-	Invitation to Quote – received on time within e-sourcing tool

Scoring criteria

Evaluation Justification Statement

In consideration of this particular requirement UK SBS has decided to evaluate Potential Providers by adopting the weightings/scoring mechanism detailed within this ITQ. UK SBS considers these weightings to be in line with existing best practice for a requirement of this type.

Questionnaire	Q No.	Question subject	Maximum Marks
Price	AW5.2	Price	20%
Quality	Proj1.1	Delivering a quality service	20%
Quality	Proj1.2	Executive search and methodology	40%
Quality	Proj1.3	Search pool and range of candidates.	20%

Evaluation of criteria

Non-Price elements

Each question will be judged on a score from 0 to 100, which shall be subjected to a multiplier to reflect the percentage of the evaluation criteria allocated to that question.

Where an evaluation criterion is worth 20% then the 0-100 score achieved will be multiplied by 20.

Example if a Bidder scores 60 from the available 100 points this will equate to 12% by using the following calculation: Score/Total Points available multiplied by 20 ($60/100 \times 20 = 12$)

Where an evaluation criterion is worth 10% then the 0-100 score achieved will be multiplied by 10.

Example if a Bidder scores 60 from the available 100 points this will equate to 6% by using the following calculation: Score/Total Points available multiplied by 10 ($60/100 \times 10 = 6$)

The same logic will be applied to groups of questions which equate to a single evaluation criterion.

The 0-100 score shall be based on (unless otherwise stated within the question):

0	The Question is not answered or the response is completely unacceptable.
10	Extremely poor response – they have completely missed the point of the question.

20	Very poor response and not wholly acceptable. Requires major revision to the response to make it acceptable. Only partially answers the requirement, with major deficiencies and little relevant detail proposed.
40	Poor response only partially satisfying the selection question requirements with deficiencies apparent. Some useful evidence provided but response falls well short of expectations. Low probability of being a capable supplier.
60	Response is acceptable but remains basic and could have been expanded upon. Response is sufficient but does not inspire.
80	Good response which describes their capabilities in detail which provides high levels of assurance consistent with a quality provider. The response includes a full description of techniques and measurements currently employed.
100	Response is exceptional and clearly demonstrates they are capable of meeting the requirement. No significant weaknesses noted. The response is compelling in its description of techniques and measurements currently employed, providing full assurance consistent with a quality provider.

All questions will be scored based on the above mechanism. Please be aware that the final score returned may be different as there may be multiple evaluators and their individual scores will be averaged (mean) to determine your final score.

Example

Evaluator 1 scored your bid as 60

Evaluator 2 scored your bid as 60

Evaluator 3 scored your bid as 40

Evaluator 4 scored your bid as 40

Your final score will $(60+60+40+40) \div 4 = 50$

Price elements will be judged on the following criteria.

The lowest price for a response which meets the pass criteria shall score 100. All other bids shall be scored on a pro rata basis in relation to the lowest price. The score is then subject to a multiplier to reflect the percentage value of the price criterion.

For example - Bid 1 £100,000 scores 100.

Bid 2 £120,000 differential of £20,000 or 20% remove 20% from price scores 80

Bid 3 £150,000 differential £50,000 remove 50% from price scores 50.

Bid 4 £175,000 differential £75,000 remove 75% from price scores 25.

Bid 5 £200,000 differential £100,000 remove 100% from price scores 0.

Bid 6 £300,000 differential £200,000 remove 100% from price scores 0.

Where the scoring criterion is worth 50% then the 0-100 score achieved will be multiplied by 50.

In the example if a supplier scores 80 from the available 100 points this will equate to 40% by using the following calculation: Score/Total Points multiplied by 50 $(80/100 \times 50 = 40)$

The lowest score possible is 0 even if the price submitted is more than 100% greater than the lowest price.

Section 6 – Evaluation questionnaire

Bidders should note that the evaluation questionnaire is located within the **e-sourcing questionnaire**.

Guidance on completion of the questionnaire is available at
<http://www.uksbs.co.uk/services/procure/Pages/supplier.aspx>

PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY

Section 7 – General Information

What makes a good bid – some simple do's ☺

DO:

- 7.1 Do comply with Procurement document instructions. Failure to do so may lead to disqualification.
- 7.2 Do provide the Bid on time, and in the required format. Remember that the date/time given for a response is the last date that it can be accepted; we are legally bound to disqualify late submissions.
- 7.3 Do ensure you have read all the training materials to utilise e-sourcing tool prior to responding to this Bid. If you send your Bid by email or post it will be rejected.
- 7.4 Do use Microsoft Word, PowerPoint Excel 97-03 or compatible formats, or PDF unless agreed in writing by the Buyer. If you use another file format without our written permission we may reject your Bid.
- 7.5 Do ensure you utilise the Emptoris messaging system to raise any clarifications to our ITQ. You should note that typically we will release the answer to the question to all bidders and where we suspect the question contains confidential information we may modify the content of the question to protect the anonymity of the Bidder or their proposed solution
- 7.6 Do answer the question, it is not enough simply to cross-reference to a 'policy', web page or another part of your Bid, the evaluation team have limited time to assess bids and if they can't find the answer, they can't score it.
- 7.7 Do consider who your customer is and what they want – a generic answer does not necessarily meet every customer's needs.
- 7.8 Do reference your documents correctly, specifically where supporting documentation is requested e.g. referencing the question/s they apply to.
- 7.9 Do provide clear and concise contact details; telephone numbers, e-mails and fax details.
- 7.10 Do complete all questions in the questionnaire or we may reject your Bid.
- 7.11 Do check and recheck your Bid before dispatch.

What makes a good bid – some simple do not's ☹

DO NOT

- 7.12 Do not cut and paste from a previous document and forget to change the previous details such as the previous buyer's name.
- 7.13 Do not attach 'glossy' brochures that have not been requested, they will not be read unless we have asked for them. Only send what has been requested and only send supplementary information if we have offered the opportunity so to do.
- 7.14 Do not share the Procurement documents, they are confidential and should not be shared with anyone without the Buyers written permission.
- 7.15 Do not seek to influence the procurement process by requesting meetings or contacting UK SBS or the Customer to discuss your Bid. If your Bid requires clarification the Buyer will contact you.
- 7.16 Do not contact any UK SBS staff or Customer staff without the Buyers written permission or we may reject your Bid.
- 7.17 Do not collude to fix or adjust the price or withdraw your Bid with another Party as we will reject your Bid.
- 7.18 Do not offer UK SBS or Customer staff any inducement or we will reject your Bid.
- 7.19 Do not seek changes to the Bid after responses have been submitted and the deadline for Bids to be submitted has passed.
- 7.20 Do not cross reference answers to external websites or other parts of your Bid, the cross references and website links will not be considered.
- 7.21 Do not exceed word counts, the additional words will not be considered.
- 7.22 Do not make your Bid conditional on acceptance of your own Terms of Contract, as your Bid will be rejected.

Some additional guidance notes

- 7.23 All enquiries with respect to access to the e-sourcing tool and problems with functionality within the tool may be submitted to Crown Commercial Service (previously Government Procurement Service), Telephone 0345 010 3503.
- 7.24 Bidders will be specifically advised where attachments are permissible to support a question response within the e-sourcing tool. Where they are not permissible any attachments submitted will not be considered.
- 7.25 Question numbering is not sequential and all questions which require submission are included in the Section 6 Evaluation Questionnaire.
- 7.26 Any Contract offered may not guarantee any volume of work or any exclusivity of supply.
- 7.27 We do not guarantee to award any Contract as a result of this procurement
- 7.28 All documents issued or received in relation to this procurement shall be the property of UK SBS.
- 7.29 We can amend any part of the procurement documents at any time prior to the latest date / time Bids shall be submitted through Emptoris.
- 7.30 If you are a Consortium you must provide details of the Consortiums structure.
- 7.31 Bidders will be expected to comply with the Freedom of Information Act 2000 or your Bid will be rejected.
- 7.32 Bidders should note the Government's transparency agenda requires your Bid and any Contract entered into to be published on a designated, publicly searchable web site. By submitting a response to this ITQ Bidders are agreeing that their Bid and Contract may be made public
- 7.33 Your bid will be valid for 60 days or your Bid will be rejected.
- 7.34 Bidders may only amend the Contract terms if you can demonstrate there is a legal or statutory reason why you cannot accept them. If you request changes to the Contract and UK SBS fail to accept your legal or statutory reason is reasonably justified we may reject your Bid.
- 7.35 We will let you know the outcome of your Bid evaluation and where requested will provide a written debrief of the relative strengths and weaknesses of your Bid.
- 7.36 If you fail mandatory pass / fail criteria we will reject your Bid.
- 7.37 Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the Emptoris e-sourcing tool.

- 7.38 Bidders should note that if they are successful with their proposal UK SBS reserves the right to ask additional compliancy checks prior to the award of any Contract. In the event of a Bidder failing to meet one of the compliancy checks UK SBS may decline to proceed with the award of the Contract to the successful Bidder.
- 7.39 All timescales are set using a 24 hour clock and are based on British Summer Time or Greenwich Mean Time, depending on which applies at the point when Date and Time Bids shall be submitted through Emptoris.
- 7.40 All Central Government Departments and their Executive Agencies and Non Departmental Public Bodies are subject to control and reporting within Government. In particular, they report to the Cabinet Office and HM Treasury for all expenditure. Further, the Cabinet Office has a cross-Government role delivering overall Government policy on public procurement - including ensuring value for money and related aspects of good procurement practice.

For these purposes, UK SBS may disclose within Government any of the Bidders documentation/information (including any that the Bidder considers to be confidential and/or commercially sensitive such as specific bid information) submitted by the Bidder to UK SBS during this Procurement. The information will not be disclosed outside Government. Bidders taking part in this ITQ consent to these terms as part of the competition process.

- 7.41 From 2nd April 2014 the Government is introducing its new Government Security Classifications (GSC) classification scheme to replace the current Government Protective Marking System (GPMS). A key aspect of this is the reduction in the number of security classifications used. All Bidders are encouraged to make themselves aware of the changes and identify any potential impacts in their Bid, as the protective marking and applicable protection of any material passed to, or generated by, you during the procurement process or pursuant to any Contract awarded to you as a result of this tender process will be subject to the new GSC from 2nd April 2014. The link below to the Gov.uk website provides information on the new GSC:

<https://www.gov.uk/government/publications/government-security-classifications>

UK SBS reserves the right to amend any security related term or condition of the draft contract accompanying this ITQ to reflect any changes introduced by the GSC. In particular where this ITQ is accompanied by any instructions on safeguarding classified information (e.g. a Security Aspects Letter) as a result of any changes stemming from the new GSC, whether in respect of the applicable protective marking scheme, specific protective markings given, the aspects to which any protective marking applies or otherwise. This may relate to the instructions on safeguarding classified information (e.g. a Security Aspects Letter) as they apply to the procurement as they apply to the procurement process and/or any contracts awarded to you as a result of the procurement process.

USEFUL INFORMATION LINKS

- [Emptoris Training Guide](#)
- [Emptoris e-sourcing tool](#)
- [Contracts Finder](#)
- [Tenders Electronic Daily](#)
- [Equalities Act introduction](#)
- [Bribery Act introduction](#)
- [Freedom of information Act](#)

Appendix 1: Job Description – Chief Digital Officer

Job Title:	Chief Digital Officer	Reports To:	Chief Operating Officer
Department /Division:	UKTI	Date Completed:	April 2016
Pay Range:	SCS1	Career Family:	SCS

Background

UKTI works with UK-based businesses to ensure their success in international markets through exports. We also support overseas companies to set up or expand their business here, or to invest in UK businesses.

The Government aims, by 2020, to increase the number of exporting businesses by 100,000 (from 188,000 in 2010); increase the value of exports to £1 trillion; and increase the capital stock of foreign direct investment in the UK to £1.5 trillion.

This will require a step-change in UK exports and a very strong performance on attracting inward investment to the UK in an increasingly competitive environment for both worldwide. We intend to:

- drive up the **volume** of exporters and inward investors through a new and better suite of export products, an increasingly digital offer (such as Exporting is GREAT) that will lead businesses to the right advice and support, and fostering of the private sector advisory market;
- drive up the **value** of exports and inward investments, by focusing attention on those markets with the biggest opportunities for sectors in which the UK is or can be a strong competitor and where government can add most value;
- drive up the **future** pipeline of export and inward investment opportunities, which includes ensuring that British businesses are poised to seize the opportunities generated through HMG's Prosperity Fund activities to promote inclusive growth and sustainable development.

This will require a whole-of-government approach, bringing together UKTI with other resources from across Whitehall. Integrated industry sector teams will support departmental Ministers with responsibility for sector policies. This will better leverage our specialist knowledge and existing relationships with business, and enable joined-up policy and operational delivery. This will require significantly improved cross-Whitehall and regional engagement on exports, as well as other major changes to UKTI's operating model. Under the new model, UKTI's HQ will lead and convene overall government activity to drive up exports, and inward investment.

Role Purpose

Reporting to the Managing Director for Global Transformation, the Chief Digital Officer (CDO) will drive the digital Transformation of UK Trade and Investment (UKTI).

This job is fundamental to the reshaped UKTI and is integral to the realisation of our Operating Model. It is a major leadership opportunity and we are seeking someone in a senior role who has experience of leading an organisation through significant change to realise a new service with a 'Digital first' ethos.

The postholder needs to have networks at the highest levels of the technology industry and a track record of harnessing partner solutions or developing services.

The postholder needs to have expert knowledge of digital and technology services at the cutting edge of innovative approaches. They must be able to offer and be able to spot opportunities for the development of Export and Investment based business services.

The CDO will drive the digital Transformation of UKTI in a number of areas:

- Putting digital at the heart of UKTI decision-making and its Operating Model
- Leading the delivery of transformed services and practices across UKTI
- Developing new IT infrastructure for the whole of the UKTI network, working closely with Business Innovation and Skills (BIS), Foreign Commonwealth Office (FCO), Government Digital Service (GDS) etc.
- Data collection and sharing, including developing a new Computer Relationship Management system

You will:

- Be an integral part of the senior leadership team, working closely with Managing Directors across the business, and in particular the Managing Director for Volume Services, where digital transformation is essential to successful development of new solutions.
- Be responsible for leading and delivering service transformation for customers and staff within UKTI, including a complete overhaul of the Department's technology, to ensure services are fit for the needs of service users. You will lead the UK Government in identifying and championing the needs of British businesses trading internationally, as well as foreign businesses investing in the UK.
- Be able to translate those needs into messages, tools and services which businesses expect from Government. These will be delivered using appropriate project delivery methodologies (usually agile) at low cost and effort but at high rates of user satisfaction. These services will be scalable and flexible to meet the changing needs of businesses and Government's priorities.
- Work closely with an increasing number of UKTI partners from both the private and public sectors (Confederation of British Industry, British Chamber of Commerce, HSBC, Santander etc.) to share systems, content and data. The objective here is to simplify the exporting/investment journey for businesses, so that they can self-serve better and access support from partners and government when necessary.
- Lead the development of new IT infrastructure for UKTI including phones, laptops and data systems which can operate across Whitehall and around the world in 100 countries. This will require strong collaboration with BIS and FCO (with whom we currently share our infrastructure), as well as Department for International Development (DFID) and other partners at FCO posts overseas, and cross government with GDS technical programmes.
- Create and lead a team of high performing digital professionals capable of delivering within in government. Given the complexity and number of digital projects; strong

<p>vision, direction, delegation and project planning are essential skills. The CDO will: manage an estimated budget of £6m per year and procurement of services and people; and, take decisions on whether to “make or buy” the new solutions we need. Delivery to agreed cost and timescales will be important. You will be confident talking the language of developers, content designers, technical architects, resourcing specialists, start-up executives, business analysts and senior leaders. You will be confident with the agile toolkit.</p>	
Key tasks	Accountability
Leading and Communicating	<p>You will lead the digital transformation of UKTI, a critical element of UKTI's new strategy for 2020 and beyond. You will need to work with Managing Directors to ensure that strategies and services in every part of the business take account of digital opportunities and are created in a new way consistent with the “digital by default” vision and ensure that digital is understood and embraced by all of UKTI.</p> <p>The post holder will develop and lead on internal and external communication on all aspects of digital working using your extensive network stakeholders and partners. You will drive a culture change towards digital solutions and openness to new ways of operating at all levels of the department.</p>
Changing and improving	<p>You will transform the way UKTI delivers its information and services to its customers and improve the ways of working in UKTI through technology.</p> <p>The postholder will be responsible for the effective day to day management and development of staff within the team, supporting the senior management team in providing personal direction and guidance for all aspects of Directorates management.</p> <p>You will work to make the digital agenda sustainable and valued in the department.</p>

<p><i>Making Effective Decisions</i></p>	<p>You will need to develop structured plans for new services and solutions to match UKTI's emerging strategy. You will need to work very closely with the Transformation team to ensure clear governance, planning and decision making stages.</p> <p>The postholder will need to set out arguments and broker decisions on complex solutions e.g. for new global IT shared with FCO and other HMG partners, new export services, and overseas websites to cater to the needs of investors in other countries and languages.</p> <p>The postholder will need to steer decisions in UKTI through excellent communication and collaboration, getting understanding and buy-in for digital solutions, and listening to the needs of colleagues both inside and outside the organisation. You will need to maintain pace and clarity at a time when there are a large number of disparate digital/IT workstreams in play. Excellent delegation and consultative skills are essential.</p>
<p>Collaborating and Partnering</p>	<p>The post holder will ensure strong and harmonious relationships with colleagues, suppliers, other government departments. You will be the senior escalation point for all digital and IT issues arising out of those relationships. You will need to ensure that the choice of suppliers to support the technology infrastructure is most suitable for the maintenance and development of an optimal solution to business requirements for both current and planned structures.</p> <p>The postholder will need to understand UKTI's business and the needs of its wider network, partners and companies. You will need to identify new ways to share information, services, data and IT platforms which benefit HMG and UK businesses.</p>
<p>Supervisory Responsibility</p>	
<p>You will line manage 40 staff, including a senior management team of three Grade 6 managers, and are responsible for developing, communicating and managing performance objectives across direct reports; evaluating individual performance; providing professional support and guidance and addressing any performance or disciplinary issues. You will exhibit clear, authoritative and credible leadership, motivate staff to perform to consistently high levels in a pressurised environment and build an effective team that is committed to achieving UKTI's 2020 targets.</p>	
<p>Professional Competence Required</p>	
<p>You will have a respected project and programme expertise, with substantial experience of working at Board level on national agendas. You will have a proven track record of success in leading high-profile technology programmes and delivering significant business outcomes through complex outsourced arrangements with multiple suppliers.</p>	
<p>Key Contacts Internal/External</p>	

You will work closely with digital leaders across Government, including at FCO and BIS. You will collaborate with service and evaluation designers at the Cabinet Office, as well as those developing tools across Government for the common gain of business customers. You will have the trust of colleagues at GDS – including in controls, common technology services and at the most senior levels of leadership. In addition, you will need to have strong links with the developer community outside Government, so that you remain well informed about technology and people outside the Whitehall bubble.