



**Candidate Pack**

**Chief Information Officer**

**November 2021**



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## About one source

We started out in 2014, initially providing shared back office support services for the London Boroughs of Havering and Newham. Back then, our focus was on improving processes, helping reduce costs – giving councils the ability to reinvest savings back into frontline services.

As our public sector experience grew we diversified our relationships. With our key partners handing us responsibility for entire functions, and other authorities, for example; Barking and Dagenham, Essex, Harrow and Tower Hamlets, asking us to tackle more unique projects.

Today, we mix strategic expertise with technical knowledge and a down-to-earth partnership approach to meet a variety of targets. From better quality standards of delivery to the development of new services; upskilling staff to increasing automation – we've shown that we get results.

Now, with over 25 public sector clients and more than 1,000 people, we're one of the UK's largest public sector shared service providers – respected for our work in Asset Management, Legal & Governance, Finance, Technology and Innovation, Exchequer and Transactional, Human Resources and Organisational Development, Procurement and Strategic Delivery.

Together, we've saved tens of millions of pounds for our public sector partners, and improved services for millions of people. We've also been on 50 industry shortlists, and have taken home 14 highly prized industry awards, including, Private Sector Partner of the Year by the PPMA and Employer of the Year (Macro) by Apprenticeship4England.

Everything we do is about people. So, while every challenge gives us the chance to develop smarter ideas, better solutions and more innovative approaches, we always consider the impact of these services every step of the way. It's how we love to work, and it's helped us build great relationships at all levels with some of the country's most forward-thinking public sector organisations.

The future of one source is to continue as a cost-effective service securely supporting our partner authorities. We'll also be continually evolving our offer: designing processes and services built around our everchanging customer's needs. But always concentrating on the shared services that deliver the most value, and the authorities that will benefit most from that value.



# Our Mission, Values & Behaviours

We passionately believe that an effective and efficient public sector provides the best value for the public purse. We share the values and the ethos of our partner councils, enabling them to support and serve residents, businesses and partners.

Our vision is simply to provide advice and shared services *‘for the public sector, by the public sector’*. For us, there’s more to this than numbers. Our people are ultimately delivering the innovation, reliability and security that improves communities’ outcomes and standards of living – every single day.

Our mission is to make our vision a reality by moving from an outsourcer to an integrated corporate centre service offer that optimises efficiencies and adds value for customers. Our objectives are to complete our mission by optimising our ability to drive council-wide improvements, nurturing relationships with our partners, customers and other stakeholders, and developing and empowering our staff.

Naturally, we always look to reduce costs for our partner councils – so that they can reinvest savings back into valuable frontline services. However, our not-for-profit status also gives us the freedom to invest in the processes, skills and technologies that help power the best outcomes – and then ensuring they not only keep pace with trends, but continue to set benchmarks for the industry.

With so many important relationships between both colleagues and partners; it’s crucial we have a unique oneSource standard that embodies the work we do, and ties together the values of all our partner councils.

We recently asked everyone at one source what quality shines through in our work. The answer, ‘supportive’, is a clear reflection of our natural inclination to hire people that want to help communities, customers and colleagues. This means we are able to continually improve the way we support people like you.





## About the service

The Technology and Innovation team take an active approach to enhance service delivery, working in close partnership with the boroughs providing valuable thought leadership, whilst being considered a key strategic partner.

The public sector hasn't always maximised the benefits of cutting-edge technologies and the use of data. However, at one source, we've a long-standing reputation for bucking the trend. Our strategic thinking and practical know-how improves the technology of our customers – not to only find efficiencies and savings, but improve the quality of the services provided.

Our ability to utilise technology from a range of partners: whether established companies like Microsoft and Oracle, or smaller innovative technology providers such as GroupMap, Miro, Mural and more, give us the flexibility to deliver transformative technologies – not to mention the evolution of smart city-quality data to manage assets, resources and services more efficiently.

Alongside our commercial approach, we base everything we do around user centred design methodologies – wrapping every decision around people, residents, businesses or visitors.

This is a method that's helped us find significant savings for our clients since 2014. That's given us the agility to implement a cloud-based parking solution in just four weeks. Has seen the COVID-19 transition to remote and smarter working delivered incredibly quickly and securely. And inspired a forward thinking London Boroughs to trust us to help deliver an integrated Digital/IT strategy and roadmap of projects that will make the most of their borough-wide technology investment for the next five years.

For us; every solution, application, hardware investment and service gives us a chance to be smarter. To put customers at the centre of the process, harness the benefits of technology, and mine data that helps everyone to improve. Each solution is optimised for today, and is future-proofed against the evolving demands and technologies of tomorrow.

In the past year, the team have established a new target operating model (TOM) that promotes a proactive, dynamic and adaptable working environment; empowering colleagues to work autonomously, troubleshooting issues and identifying solutions.

This has provided the opportunity to review how the service can adapt and evolve to market conditions, identifying key roles and responsibilities, skills and capabilities, matching skillsets, whilst identifying development opportunities and ongoing recruitment needs.



## About the role

As a member of the one source Management Team, reporting to the Executive Director, this role provides strategic direction and a strong collaborative leadership, ensuring the smooth delivery and growth of an integrated technology and data service, across two ambitious London Boroughs.

With a newly appointed IT leadership team and TOM, the CIO will bring a ‘thought leadership’ approach and sector wide expertise on the role of technology, digital and data in local government. Building on the great work already achieved by the service, the CIO will continue to lead the development of the technology and innovation agenda’s for Havering, Newham, and one source itself.

The CIO spearheads corporate approaches to the delivery of IT, transformation and change through the exploitation of technology and data. Most importantly, the role fosters diversity of thought and new approaches to create an inclusive environment where great people from all backgrounds can come together to deliver excellent outcomes for a wide range of colleagues, customers, residents, businesses, communities, and partners.

In light of recent events, it has never been as important to ensure our current practices and core systems are fit for purpose, and are cost efficient. The CIO will ensure the technology foundations are secure, reliable and available as well as achieving savings targets across our partner councils.

### **About you**

As an excellent collaborator and values based leader, you’ll have a proven track record in leading large and complex technology and data services within a similar public or private sector setting.

Encouraging innovation and partnership working you have the ability to empathise and engage people from all walks of life, and have a relentless focus on the needs of users as the basis for delivering outcomes.

You’ll also be able to display a great understanding of the strategic potential of data, and insist on using it to strengthen your decision making and evidencing impact, performance and customer satisfaction.

However, these aren’t the only skills/ experience we’re looking for. Review the Job Description & Person Specification on the following pages, to gain an in-depth understanding of the application criteria for this role.



# Job Description & Person Specification

|                  |   |
|------------------|---|
| <b>Job Title</b> | Chief Information Officer   |
| <b>Grade</b>     | Newham: SMR E   |
| <b>Location</b>  | The post holder must be flexible and may be required to work across the different boroughs served by oneSource (London and Newham). |

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|----------------------------------|--|
| <b>Accountable to:</b>           | oneSource Executive Director   |
| <b>Accountable for:</b>          | Information Technology<br>Digital<br>Data<br>Information Governance & Cyber Security   |
| <b>Job Purpose:</b>              | <ul style="list-style-type: none"> <li>• Work as part of the oneSource Management Team, reporting to the Executive Director.</li> <li>• Leading senior officer responsible for IT, digital and data strategies, portfolios of change and investments/budgets to enable business impact, improving delivery across partner councils and oneSource.</li> <li>• Ensure core technology and infrastructure is operating optimally, resiliently and efficiently to enable partner councils to run their services.</li> <li>• Lead the co-ordination of all IT activity (including controls and governance) across partner councils, actively prioritising competing programmes and projects and allocating available resources effectively to drive the greatest value.</li> <li>• Lead on strategic IT sourcing, procurement and commercial activity.</li> <li>• Continually re-imagine and promote the vision for technology to enable partner councils to achieve their ambitions.</li> <li>• Act as agitator, disruptor and collaborator to help drive innovation.</li> <li>• Provide thought leadership and sector wide impact on the role of technology, digital and data in local government.</li> <li>• Lead and embody an inclusive culture, actively promoting diversity and equality both in the team and outside it.</li> </ul> |
| <b>Specific Responsibilities</b> | <ul style="list-style-type: none"> <li>• Strategic direction, leadership, sponsorship and governance of all aspects of IT (including change activities) to the partner Councils' corporate management team and Members, enabling the effective delivery of corporate objectives.</li> <li>• Thought leadership and advocacy to the development and delivery of the councils' vision and the agenda for transformation and innovation.</li> <li>• Commercial leadership – exploring market shaping and growth opportunities technology enabled services delivered by oneSource.</li> <li>• Leadership and accountability for IT strategic sourcing and procurement and contract management.</li> <li>• Leadership and accountability for the development and implementation of the councils' information and technology</li> </ul>  |



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|  | <p>security policies and strategies - ensuring the councils meet their statutory requirements including GDPR.</p> <ul style="list-style-type: none"> <li>• Leadership and accountability for robust contingency, risk management, and business continuity plans and actions for councils' IT services. Maintaining and enforcing standards and protocols for the use of technologies across the councils.</li> <li>• Build strategic relationships with international, national and regional organisations including government departments, GLA, London Councils, other agencies and Councils to ensure collaborative working on cross Borough and regional and sub-regional strategies.</li> <li>• Role modelling values and behaviours needed for a leader of a 21<sup>st</sup> century, collaborative organisation.</li> <li>• Other duties – the job description indicates the main areas of activity for this post. From time to time other tasks/duties maybe required which are commensurate with the general area of responsibility and grade of the post.</li> </ul> |
| <p><b>oneSource<br/>Corporate<br/>Critical Success<br/>Factors</b></p> | <ul style="list-style-type: none"> <li>• Provision of and delivery of quality services – ensuring a high level of service that is reflective of all customer needs and value for money</li> <li>• Anticipates different customer needs – delivering a customer focused shared service which is a cultural 'fit', is flexible and proactive in approach</li> <li>• Delivers a resilient business, which continuously improves and innovates with healthy revenue streams</li> <li>• Operates an ethos of joint working and operates across the board regardless of location</li> <li>• Delivers capacity and capability to operate business as usual with the capacity and capability to innovate and project manage to support this</li> <li>• Delivers a flexible and scalable platform to innovate, enhance market knowledge and continuously improve</li> <li>• Invests in people and skills to deliver a sustainable business</li> <li>• Provides a transactional service that is multi-channelled, face to face, local and nationwide</li> </ul>                          |
| <p><b>General</b></p>  | <ul style="list-style-type: none"> <li>• oneSource is committed to and champions equality and diversity in all aspects of employment and service provision. All employees are expected to understand and promote this approach in their work.</li> <li>• Adherence to Health and Safety requirements and proper risk management is required from all employees in so far as is relevant to their role. All employees are expected to understand and promote good health and safety practices and manage risks appropriately</li> <li>• Deal with any Safeguarding issues that might arise, in line with the Council's policies and procedures.</li> <li>• Comply with Health and Safety Regulations associated with your employment.</li> </ul>  |





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|  | <ul style="list-style-type: none"> <li>• Be aware of the council’s responsibilities under the Data Protection Act 1984 for the security, accuracy and relevance of all personal data held on such systems and ensure that all processes comply with this.</li> <li>• To treat all information acquired through your employment, both formally and informally, in strict confidence.</li> </ul> |
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The criteria listed in this Person Specification are all essential to the job. Where the Method of Assessment is stated to be the Application Form, your application needs to demonstrate clearly and concisely how you meet each of the criteria, even if other methods of assessment are also shown. If you do not address these criteria fully, or if we do not consider that you meet them, you will not be shortlisted. Please give specific examples wherever possible.

A - Application

I - Interview

| Competencies  | Criteria   | Method of Assessment |
|---|--|----------------------|
| <b>Able to demonstrate and evidence a highly developed Competence in:</b> | <ul style="list-style-type: none"> <li>• Creating vision based on global and local trends, challenges and opportunities of the technology and data sectors. Explaining it convincingly and inspiring others to be dedicated to it.</li> </ul>                                | A/I                  |
|   | <ul style="list-style-type: none"> <li>• Carrying out activities that enable the vision, allocating roles, responsibilities and resources, monitoring progress and communicating it convincingly</li> </ul>  | A/I                  |
|   | <ul style="list-style-type: none"> <li>• Pioneering and continually challenging current thinking; promoting different approaches to problem framing and solving, encourage taking risks and directing the development and implementation of valuable innovations.</li> </ul> | A/I                  |
|   | <ul style="list-style-type: none"> <li>• Designing policies, services and approaches based on the user`s needs and benefits/outcomes.</li> </ul>   | A/I                  |
|   | <ul style="list-style-type: none"> <li>• Creating an environment of workplace happiness and wellbeing, ensuring the engagement and development of employees.</li> </ul>  | A/I                  |
|   | <ul style="list-style-type: none"> <li>• Understanding your role as a leader in civic and public services, developing yourself continuously to ensure maximum realisation of potential.</li> </ul>   | A/I                  |
|   | <ul style="list-style-type: none"> <li>• Leading, managing and delivering a wide range of technology services across a large complex set of organisations</li> </ul>   | A/I                  |



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| <b>Able to demonstrate and evidence Knowledge and experience in</b> | <ul style="list-style-type: none"> <li>• Senior leadership experience in service delivery and change in IT / Digital departments.</li> <li>• Understanding of cyber security and information governance.</li> </ul>   | A/I<br><br>A/I  |
| <b>Behaviours and personal qualities</b>                            | <ul style="list-style-type: none"> <li>• Able to work with a wide variety of people at all levels</li> <li>• A strategic thinker and leader with the ability to balance competing priorities and deliver within tight timescales.</li> <li>• Highly collaborative and participative.</li> <li>• Ability to make decisions by listening to, and taking cognisance of, the views of others along with a high degree of integrity and probity.</li> <li>• Highly skilled communicator with the ability to communicate orally and in writing to a diverse range of audiences.</li> <li>• Ability to influence and negotiate effectively.</li> <li>• Ability to lead, motivate, inspire confidence and enthusiasm.</li> <li>• Resilient and calm.</li> </ul> | A/I<br><br>A/I<br><br>A/I<br><br>A/I<br><br>A/I<br><br>A/I<br><br>A/I |

**Additional Requirements:**

- The Council has a strong commitment to achieving equality of opportunity in its services to the community and in the employment of people. It expects all employees to understand, comply with and promote its policies in their own work, and to undertake any appropriate training.
- Comply with Health and Safety Regulations associated with your employment.
- Be aware of the council’s responsibilities under the Data Protection Act 1984 for the security, accuracy and relevance of all personal data held on such systems and ensure that all processes comply with this.
- To treat all information acquired through your employment, both formally and informally, in strict confidence. There are strict rules and protocols defining employee’s access to and use of the council’s databases, any breach of which will be regarded as subject to disciplinary investigation.
- You may be required to work at any oneSource site.
- Demonstrate a flexible approach in the delivery of work within the service area. Consequently, the postholder may be required to perform duties not specifically identified in the job profile but which are in line with the general responsibilities of the post.



# Recruitment Information

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| <b>How to Apply</b>        | <p>This opportunity is available for both internal and external applicants.</p> <p>To apply for this position you will need to complete your application by following the 'Apply Now' link on the advert.</p> <p>Once you have clicked the 'Apply Now' link, you will be taken to the application form on the 'Be Applied' platform, and required to complete the following information:</p> <ul style="list-style-type: none"><li>- <b>Application form</b><ul style="list-style-type: none"><li>○ Name and contact details</li><li>○ Eligibility questionnaire</li><li>○ Employment history</li></ul></li><li>- <b>Attach CV</b><ul style="list-style-type: none"><li>○ Setting out your career history with key responsibilities and achievements. Please ensure you have provided reasons for any gaps within the last two years.</li></ul></li><li>- <b>Competency based questions</b><ul style="list-style-type: none"><li>○ Explaining how you consider your personal skills, qualities and experience are aligned to the role criteria, with particular reference to our values and behaviours.</li></ul></li><li>- <b>Diversity Monitoring Form</b><ul style="list-style-type: none"><li>○ Using the 'Be Applied' platform, we are able to ensure there are no unconscious biased with regards to the selection of candidates progressing to the next stage. All information disclosed will be dealt with in the strictest of confidence.</li></ul></li></ul> |
| <b>Recruitment Process</b> | <p>On submission of your application, you will receive an acknowledgement email. You will be advised whether you have been selected to progress to the next stage of the recruitment process following the shortlisting meeting.</p> <p>Applications will be reviewed by the panel to select those who will progress to the technical interview stage.</p> <p>Where possible the Recruitment Team will provide feedback. However, depending on the volume of applications received, it</p>   |



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|                             | may not always be possible to provide individual feedback to all candidates.   |
| <b>Interviews</b>           | <p>Interviews will be held via a Microsoft Teams call in this instance as we aim to exercise social distancing where possible, with the Final Member Panel to be held in-person.</p> <p>Should you be required to prepare a presentation for any part of the interview process, you will be given at least one-week' notice.</p>   |
| <b>Further Information</b>  | <p>If you have any questions about the role or would like to discuss the position further, please contact <a href="mailto:Irvin.luchowa@onesource.co.uk">Irvin.luchowa@onesource.co.uk</a></p>   |
| <b>Recruiting Timetable</b> | <p>Please note that these dates are indicative at this stage and could be subject to change. If you are unable to meet these timeframes, please let us know in your application.</p> <p>The anticipated timetable is as follows:</p> <ul style="list-style-type: none"><li>- <b>Advert Closing Date</b><ul style="list-style-type: none"><li>o 28<sup>th</sup> November 2021</li></ul></li><li>- <b>Shortlisting Meeting</b><ul style="list-style-type: none"><li>o 30<sup>th</sup> November 2021</li></ul></li><li>- <b>Technical Interviews</b><ul style="list-style-type: none"><li>o 8<sup>th</sup> December 2021</li></ul></li><li>- <b>Stakeholder Panel Sessions</b><ul style="list-style-type: none"><li>o w.c 13<sup>th</sup> December 2021</li></ul></li><li>- <b>Final Member Panel</b><ul style="list-style-type: none"><li>o 20<sup>th</sup> January 2021</li></ul></li></ul> |