

# Candidate Prospectus

## Crown Commercial Service Director of Business Development & Customer Experience

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**Prospectus prepared by**

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## A message from the CEO

Are you passionate about making a difference? Do you put the customer at the heart of what you do? Are you ready for a challenge that will deliver real benefits for UK Citizens? If this is you, we have opportunities for you to be part of the largest procurement organisation in the UK - Crown Commercial Service (CCS).

At CCS, we have an ambition to double the volume of spend through our deals and become a £30bn per annum organisation within the next 4 to 5 years. To achieve this, we are significantly expanding our Business Development team across the UK. Our newly formed Customer Experience Directorate will play a key role in meeting this ambitious growth plan. Central to this is ensuring that the voice of the customer is heard clearly.



We are looking for a Director of Business Development and Customer Experience to join the CCS Senior Leadership Team in order to ensure that this ambition is achieved. This is a new role with the opportunity to shape and form this newly created Directorate.

You will be able to lead on all aspects of business development, drawing on your extensive experience to bring fresh thinking and new vision and direction. The growth opportunity is significant and you will own a target for increasing spend through our products and services, and will work closely with our four Strategic Category Directors to support them in delivering their growth and commercial benefits targets.

You will be responsible for a new programme of work to grow a new and efficient lead generation and conversion process within CCS - supported by appropriate technology, business and cultural change activities.

This is an exciting challenge at an incredibly significant time in our organisation's journey.

If you have the skills, the passion and the desire to be part of this, then I would encourage you to explore the information in this Prospectus.

Simon Tse, CEO

**Crown Commercial Service**

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## 1. About CCS

The Crown Commercial Service (CCS) brings together policy, advice and direct buying; providing commercial services to the public sector and saving money for the taxpayer.

We've brought policy, advice and direct buying together in a single organisation to:

- make savings for customers in both central government and the wider public sector
- achieve maximum value from every commercial relationship
- improve the quality of service delivery for common goods and services across government

We work with over 17,000 customer organisations in the public sector and our services are provided by more than 5,000 suppliers.

### We're responsible for:

- managing the procurement of common goods and services, so public sector organisations with similar needs achieve value by buying as a single customer
- increasing savings for the taxpayer by centralising buying requirements for common goods and services and bringing together smaller projects
- leading on procurement policy on behalf of the UK government

### Our priorities

For 2018/19, our priorities are to:

- Grow our wider public sector business to help more customers to achieve value for money, with a target of delivering savings of between £200m and £250m across the wider public sector.
- Help save government departments even more money, with an overall target of between £240m and £330m. Implement our digital transformation programme, which will help to improve our service delivery.
- Continue to lead on the Government's commercial policy and a range of other initiatives, including the delivery of three manifesto commitments relating to government spend with SMEs, signing strategic suppliers up to Prompt Payment Code, and supporting the delivery of apprenticeships in the UK.
- Further strengthen our capability, including continuing our operational review and implementing a new wider learning and development offer and a programme to upskill strategic category teams as part of the knowledge transfer component of the Commercial Accelerator Programme.

For further information please see ([ccsjointheteam.com](https://ccsjointheteam.com))

## 2. Diversity at CCS

We are committed to creating a culture where staff feel included and valued, regardless of their background. We believe a diverse and inclusive workforce is good for everyone, and to emphasise this, we launched our first Diversity and Inclusion Strategy in October 2017. During 2017/18 we have also:

- expanded our staff networks, e.g. Lesbian Gay Bisexual and Transgender (LGBT), and measures are in place to develop Women's and Black and Minority Ethnic (BAME) networks
- continued to support the inclusion agenda through a number of initiatives, such as celebrating Black History Month, Pride Week and International Women's Day
- invested in talent programmes, providing access for all our staff to the right opportunities to reach their potential, e.g. Senior Leaders Scheme, Future Leaders Scheme, Crossing Thresholds, Positive Action Pathway, Civil Service Fast Stream and Apprenticeships
- signed up as a Stonewall Champion and a Disability Confident Employer
- increased diversity disclosures from 40% to over 70%
- introduced reverse mentoring for our Senior Leadership Team
- ensured a gender balance on interview panels wherever possible.

We are also acutely aware of ensuring our own Senior Leadership Team is diverse and as such we are focused on attracting people from different backgrounds and experience to address the balance and make it more representative.

We have clarified our values, purpose and scope, to adopt and refine a new operating model aligning our strategic category and procurement operations teams across four pillars – buildings, people, technology and corporate solutions, we have implemented new IT systems and established more effective governance.

Our values shape and drive everything we do with our buyers, our partners, our suppliers and our employees. We listen, respect, collaborate and trust in order to deliver with confidence.



## 3. Key Strategic Priorities for 2019 and beyond

Our vision is to be the 'go to' provider of commercial solutions for the procurement of common goods and services for the entire public sector. We will endeavour to maximise commercial benefits for central government (CG) and the wider public sector (WPS) through outstanding commercial agreements for common goods and services and to lead and implement the Government's public procurement policy priorities.

We intend to achieve these goals by significantly increasing the spend through our commercial agreements. To do this we will continuously improve our capabilities through the development of our people, ways of working and use of customer centric digital solutions transforming how buyers and suppliers access and consume our services, through new and innovative channels.

Our ambition is to double the current c£13bn of spend through our agreements over the next four to five years and in doing so deliver outstanding and continuously improving commercial benefits, underpinned by excellent public procurement policy.

We have divided our strategy into three key areas:

### Maximising Commercial Benefits

We will deliver the next instalment of commercial benefits for CG and WPS customers through a combination of growing spend through our commercial agreements benchmarked against market rates, working with suppliers to stimulate greater competition resulting in lower prices and by working in partnership with departments to implement initiative-based business change projects.

### Focus on the customer

We will continue to become easier to do business with through a multi-channel approach ranging from intuitive self service via digital solutions, to assisted service for more complex requirements. We will also create capacity to expand our standard service to all CG.

### Building Capability

We will continue to build and improve our capability through the implementation of our people development, workforce development and engagement strategies along with a new integrated HR & Finance system. Integral to continued development of our commercial capability, as part of the Government Commercial Function (GCF), we will implement the people related components of the Commercial Capability Blueprint.

## 4. Job Description

**Reporting to:** Chief Executive, Crown Commercial Service

**Salary:** circa £140,000

### Purpose

As a key member of the CCS Senior Leadership Team, the Director of Business Development and Customer Experience will report directly to the Chief Executive, with accountability to the Executive Board. This is a new role with an opportunity to build and shape a recently-created directorate (circa 80-100 staff) consisting of:

- an expanding Wider Public Sector business development and account management team;
- Marketing and Communications teams;
- a Central Government account management team including Arms Length Bodies (ALBs);
- a core team focused on commercial insights, commercial partnerships, performance and planning.

### About the role

In particular, the role holder will lead on all aspects of business development, drawing on their extensive experience to bring fresh thinking to the organisation in this area. Spend through CCS commercial agreements in the Wider Public Sector is currently more than £6 billion, but there is a significant opportunity to increase this, thereby delivering greater savings and commercial benefits for public sector customers across the UK, from the smallest schools to the largest councils and health organisations. The role holder will own a target for increasing spend through CCS products and services, and will support four Strategic Category Directors in delivering their growth and commercial benefits targets. The post-holder will also be expected to offer corporate leadership beyond their own area of responsibility and will be able to project CCS values and behaviours across the whole organisations.

The postholder will be a member of the CCS Senior Leadership Team and the Senior Responsible Owner responsible for a new programme of work to grow a new and efficient lead generation and conversion process within CCS - supported by appropriate technology, business and cultural change activities. This is a developing workstream for CCS which will ensure maximum conversion of the opportunities identified and developed, so leading to significant growth for the organisation, to benefit the wider public sector.

They will also support the successful delivery by ensuring effective marketing and communications campaigns, events and stakeholder engagement activities are delivered to the highest standards, with strong return on investment. They will build a detailed knowledge of customer requirements through effective stakeholder engagement within a complex matrix of customers and stakeholders with widely varying needs for common goods and services, and with a broad agenda of social, political and commercial issues to be balanced.

The successful applicant will have extensive business development experience in a complex, national setting and experience of working with the wider public sector would be desirable. They will be comfortable working closely with colleagues across the 700-strong organisation, ensuring we place user need and customer experience at the forefront of our offer, including through our ambitious digital delivery programme. The role holder must represent and champion external stakeholder interests within CCS, providing constructive challenge to colleagues to ensure CCS understands its stakeholders' needs now and in the future, and is appropriately focused on providing excellent service to meet those needs.

### Areas of Accountability

Driving greater appropriate engagement to develop the business in both the Wider Public Sector and Central Government and with Arms Length Bodies so that CCS's products are more widely known and utilised, so, through significant growth, CCS maximises savings to the taxpayer.

Lead, develop and build the Business Development and Customer Experience Directorate (circa 80-100 staff) who are geographically widely distributed to develop CCS's approach to business development, including building a regional approach to new business growth, and integrating marketing, communications and account management functions.

Increase spend through CCS products to deliver the Business Plan and the CCS Strategy, leading on the development and implementation of growth strategies. Provide strategic direction and ensure delivery plans have been agreed with the CCS Category Pillars.

Make maximum use of commercial insight and data to ensure CCS activities - including marketing, communications, events and customer engagement - deliver growth and are properly targeted, evaluated accurately and are effective, thereby delivering the required Return On Investment (ROI).

### You will be required to

- Build communities and special interest groups to support effective stakeholder engagement, developing CCS brand ambassadors and utilising the CCS digital and social media presence to maximise audience reach.
- Work collaboratively with a network of colleagues in customer-facing teams across CCS to enhance customer communications ensuring CCS services are simpler to understand and easier to access.
- Agree Annual Account Plans and commercial delivery plans for departments/sectors, monitoring service delivery and dealing with escalations as they arise.
- Support delivery of the Commercial Benefits target for department/sectors, working collaboratively with Category Directors to devise and shape new propositions to deliver growth.
- Develop and implement a rigorous approach to the account management of external supplier performance to ensure ROI for marketing investment, identifying and taking action where performance is not meeting expectations.

- Identify changing market / political conditions and evolve plans accordingly, managing external communications in partnership with the Communications function.
- Develop and apply a rigorous approach to campaign and budget planning. Work with teams across CCS to ensure a robust annual marketing delivery plan is in place to support the achievement of CCS commercial objectives.
- Manage Directorate people and budget, monitoring spend and reporting progress on key performance measures.

## 5. Person Specification

You will have and be able to demonstrate:

Relevant Executive/Senior stakeholder experience in business development either in the public or private sector, including an understanding of how business development can be applied appropriately in the public sector.

A proven track record of leadership that demonstrates excellent business judgement and an approach that builds and creates trust and maintains very strong and trusting relationships with a growing base of customers.

The ability to build a new directorate, motivating and leading a new team of business development managers and marketing specialists to deliver.

A strong track record of delivering very challenging targets in a complex environment with multiple stakeholders and of executing high-impact strategic marketing activities, working at pace across several priorities simultaneously.

Senior personal impact, with negotiation and influencing skills and outstanding communications at a senior level.

Experience of managing strategic relationships with external suppliers, to ensure effective and efficient delivery of CCS marketing campaigns.

Strong strategic thinking and planning skills, with the ability to translate marketing strategy into deliverable operational results.

### Competencies

- Achieving Commercial Outcomes
- Leading and Communicating
- Seeing the Bigger Picture
- Making Effective Decisions
- Managing a Quality Service
- Collaborating and Partnering

To further understand our competencies please follow this link [Civil Service Competency Framework](#)

## 6. How to Apply

Applications for this post should be sent by email to our retained consultants at Audeliss on [SCS2@audeliss.com](mailto:SCS2@audeliss.com)

Please attach to your application the documents listed below.

- A CV setting out your career history, with responsibilities and achievements;
- A statement of suitability (no longer than two pages) explaining how you consider your personal skills, qualities and experience provide evidence of your suitability for the role. Please pay specific attention to addressing the essential criteria as detailed in this candidate pack.

Your statement of suitability should include:

- o Confirmation of your Right to Work in the UK
- o Your current remuneration package and salary expectations
- o Existing Civil Servants should confirm their current substantive grade and probation status (for recent joiners)

### Selection Process

This selection process will be chaired by June Milligan, a Civil Service Commissioner. 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. For the most senior posts in the Civil Service, the Commission discharges its responsibilities directly by overseeing the recruitment process and by a Commissioner chairing the selection panel.
  - Hearing and determining appeals made by civil servants under the Civil Service Code (Appendix Y), 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 can be found at on the Civil Service Commission website: <http://civilservicecommission.independent.gov.uk>
- The selection panel for this role are:

**Jane Milligan** – Civil Service Commissioner

**Simon Tse** – CEO DG Crown Commercial Service – Cabinet Office

**Jin Sahota** – Senior Commercial Specialist

**Silla Maizey** – Non Executive Director, Crown Commercial Service

### Complaints

If you feel your application has not been treated in accordance with the Recruitment Principles, and you wish to make a complaint, you should contact Sarah Loades ([sarah.loades@crownccommercial.gov.uk](mailto:sarah.loades@crownccommercial.gov.uk)) in the first instance. If you are not satisfied with the response you receive, you can contact the Civil Service Commission at: <http://civilservicecommission.independent.gov.uk/civil-servicerecruitment/complaints/>.

## Why work for CCS?

Here are some of the rewards and benefits on offer to CCS employees:

- Competitive Holidays
- Competitive Pension Schemes
- Number of family-friendly policies that support a good home work balance such as; Flexible Working, Flexible Hours Scheme (band below SCS), enhanced Maternity and Adoption Leave.
- Cycle 2 Work Scheme, High Street Discount Portal
- Health & Wellbeing support; Employee Assistance Programme, Occupational Health, Health checks
- 5 days paid Learning and Development offer, including opportunities to gain CIPS professional qualifications.
- Loans for season travel tickets

### **Accessibility:**

If you require copies of documentation in alternative formats, for example, large print or Braille, or would like to discuss any other requirements please contact the Recruitment Team by calling 01603 704148 or by emailing us at [recruitment@crowncommercial.gov.uk](mailto:recruitment@crowncommercial.gov.uk)

### **Nationality requirements**

Open to UK, Commonwealth and European Economic Area (EEA) and certain non EEA nationals. Further information on whether you are able to apply is available [here](#).

### **Eligibility**

Candidates in their probationary period are eligible to apply for vacancies within this department.

For a confidential discussion about the opportunity please contact our retained consultant at Audeliss; Barrie Lee [barrie@audeliss.com](mailto:barrie@audeliss.com) 0203 950 2774

## 7. Selection and Interview Process

### Timetable

The closing date for applications is 5pm on **15th, February 2019**. All applications will be acknowledged and considered by the selection panel.

The provisional timetable is as follows:

Closing Date:	15th February 2019
Longlist meeting:	22 <sup>nd</sup> February 2019
Shortlist meeting:	8th March 2019
Assessment/briefings:	w/c 11th March 2019
Final interviews:	w/c 27 <sup>th</sup> March 2019