

**From:** [Redacted]

**Sent:** 24 May 2018 17:14

**To:** Minister for Social Security <[MinisterSocSec@gov.scot](mailto:MinisterSocSec@gov.scot)>

**Cc:** Cabinet Secretary for Communities, Social Security and Equalities <[CabSecCSSE@gov.scot](mailto:CabSecCSSE@gov.scot)>; Kerr S (Stephen) (Social Security Director) <[Stephen.Kerr@gov.scot](mailto:Stephen.Kerr@gov.scot)>; Wallace D (David)

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**Subject:** Submission - Social Security Scotland - Non-Executives

PS/Minister for Social Security

Gavin,

Further to the Minister's meeting on Tuesday with Stephen Kerr, David Wallace, and myself, please find attached submission which:

- Sets out the process for recruitment of 4 Non-Executive members of the 'Board' of Social Security Scotland
- Makes suggestions as to alternative names for that 'Board'
- Seeks the Minister's approval of the draft advert and information pack for potential candidates for the roles
- Seeks the Minister's that we progress the recruitment process, and move to the advertisement stage in the process.

[Redacted]

[Redacted]

Social Security Agency Implementation

Social Security Directorate (Atlantic Quay, Broomielaw)

[Redacted]

**To: Minister for Social Security**

**Cc: Cabinet Secretary Communities, Social Security, and Equalities**

## **SOCIAL SECURITY SCOTLAND: APPOINTMENT OF NON-EXECUTIVES**

### **PURPOSE**

1. Further to your meeting with Stephen Kerr, David Wallace and Mo Rooney on Tue 22 May, this submission:

- Sets out the process for recruitment of 4 Non-Executive members of the 'Board' of Social Security Scotland
- Makes suggestions as to alternative names for that 'Board'
- Seeks your approval of the draft advert and information pack for potential candidates for the roles
- Seeks your approval that we progress the recruitment process, and move to the advertisement stage

### **PRIORITY**

2. **Routine.** Subject to Ministerial approval we would propose to advertise these positions on Fri 1 Jun, or as soon as possible thereafter.

### **ALTERNATIVE TO 'MANAGEMENT ADVISORY BOARD'**

3. Executive Agency 'boards' are purely advisory in nature; the term 'board' can therefore cause confusion, given the different roles of NDPB and Health Boards and the legal duties incumbent on their members. Despite recent Scottish Government guidance on the specific role of Non-Executives within 'Advisory Boards' of Executive Agencies, this continues to cause confusion.

4. This paper uses the language of 'Management Advisory Board' in the absence of an alternative agreed with you. All documentation will be amended to reflect your preferred name. Some possible alternatives are:

- Social Security Scotland Corporate Advisory Group
- Social Security Scotland Leadership Advisory Group,
- Social Security Scotland Executive Advisory Body,
- Social Security Scotland Management Advisory Council.

5. We feel that one of the 'Group' options is likely to have fewer associations in terms of existing or past groups of similar name. We also believe having 'Advisory' in the title gives a clear focus on the role and provides a link to the Scottish Government guidance on 'Advisory Boards'.

## **ADVERTISEMENT AND APPLICANT PACK**

6. The proposed recruitment process for the Non-Executive roles is set out in annex A. The proposed advertisement and applicant information pack for the Non-Executive roles are at annexes B and C. The advertisement and information pack will be appropriately branded ahead of publication.

7. As discussed we will ensure that the interview panel includes some independent external input, who can provide understanding of the wider environment and the delivery role of the agency.

8. Our proposed approach to communication of the Non-Executive opportunities is included in annex A (paragraph 7).

## **CONCLUSION**

9. We would be grateful if you could:

- Confirm your preferred alternative to 'Management Advisory Board'
- Confirm whether you are content for us to progress with the recruitment process as outlined in annex A
- Consider the draft advertisement and applicant pack at annexes B and C.

**[Redacted]**  
**Agency Implementation**  
**[Redacted]**

Copy List:	For Action	For Comments	For Information		
			Portfolio Interest	Constit Interest	General Awareness
Cabinet Secretary for Communities, Social Security and Equalities			X		
DG: OD&O Director Social Security David Wallace <b>[Redacted]</b> <b>[Redacted]</b> <b>[Redacted]</b> <b>[Redacted]</b> <b>[Redacted]</b> <b>[Redacted]</b> Lisa Baron-Broadhurst Ann McVie Audrey MacDougall <b>[Redacted]</b> <b>[Redacted]</b> <b>[Redacted]</b> <b>[Redacted]</b> <b>[Redacted]</b> Jeanette Campbell SSPD: Comms and Engagement Comms: Communities					

## **PROCESS AND SKILLS**

1. The 'Management Advisory Board' will support Social Security Scotland in the delivery of its functions by allowing the Chief Executive and management team to benefit from external advice and constructive challenge. In particular, the Board will:

- Assist the effective and efficient operation of the agency, ensuring it delivers on its purpose and the principles of the Social Security (Scotland) Act 2018,
- Contribute to development and review of corporate, business and budget plans,
- Review of financial and performance management information of the Agency,
- Provide assurance on risk management, governance and internal control.

### **Appointment process**

2. The Code of Practice on Ministerial Appointments provides a framework to attract a diverse range of applicants, with appointment of the most able candidates based on the skills, knowledge and experience required to meet the needs of the Board and agency. Following the Code's process gives an assurance of fairness, openness and transparency. We propose to recruit the four non-executive members in the spirit of the Code, but are not bound by the timescales of that process.

3. The process entails:

- Publication of advert (Annex B) and an Applicant Information Pack (Annex C), identifying the skill sets required and sifting criteria (early June),
- Sifting of candidates against criteria set out in advert (early July),
- Interviews, panel chaired by David Wallace as Chief Executive (w/b 23 July),
- Ministers provided with list of successful candidates (w/b 30 July)
- Feedback to unsuccessful candidates,
- Appointment by Chief Executive (end September),
- Induction for successful candidates,
- First meeting of Management Advisory Board (mid Oct)

### **Specification of skills**

4. The core skill set for non-executive roles across public sector bodies in Scotland tend to be similar with requirements being the ability to:

- understand the operational environment in which the agency operates,
- provide an external support and challenge to the work of the agency in relation to issues of strategy performance and resources, and
- ensure compliance with equality requirements.

5. It is proposed that members be recruited with a view to meeting the specific needs of the agency in the period Sept 2018 - Sept 2020. Therefore, as well as the generalist skills set, we would propose to appoint members that are as a collective able to offer experience of:

- Managing large, growing workforces
  - Establishing and managing new organisations;
  - Achieving consistent culture across geographically dispersed organisations.
6. All prospective candidates will be asked to evidence their ability to:
- Provide strategic advice and constructive challenge
  - Encourage performance improvement and promote good governance
  - Contribute to the strategic vision of the Agency
  - Provide independent advice on risk and governance

### **Recruitment communications plan**

7. We will aim to encourage a wide spread of interest in appointments to the 'Board', and plan to promote these roles by a range of mechanisms.

- Advertisement via:
  - Public Appointments vacancy website,
  - Social Security Scotland recruitment microsite,
  - External job sites Indeed, S1 jobs Proud Employers (Stonewall) Working Mums, Good Moves and Third Sector News,
  - Dissemination to over 3000 people on the register of interest in public appointments.
  
- External and Stakeholder communications via:
  - The Social Security newsletter,
  - The Latest News section of the Social Security Scotland recruitment microsite,
  - Twitter and Yammer posts,
  - Included in the information pack for the 'On Board' public appointment information session on 18 June at the Lighthouse in Glasgow,
  - Dedicated breakfast/evening information sessions in Dundee, Glasgow and Edinburgh
  - E-mail communication to contacts of the Social Security Directorate including:
    - Independent Disability and Carers Benefits Expert Advisory Group,
    - The Agency Operational Reference Group
    - Local Delivery Network, Third Sector and Health and Social Care contacts.

***Do you want to help shape Scotland's new Social Security system and ensure its clients are treated with fairness, dignity and respect?***

### **Social Security Scotland: Appointment of 4 Non-Executive Members**

Social Security Scotland, the new social security agency for Scotland, is looking to appoint up to 4 new Non-Executive Members to its Management Advisory Board.

### **About Social Security Scotland**

Social Security Scotland will be an Executive Agency of the Scottish Government, with a Chief Executive accountable to Scottish Ministers and Parliament.

We believe that social security is a human right. We believe that people should be able to get support they are entitled to when and where they need it. This is exactly the way we will approach the delivery of the benefits that are being devolved. Social Security Scotland will deliver a key service to the people of Scotland. Together let's build a public service to be proud of.

We are looking for people who believe in our values of fairness, dignity and respect to join the Management Advisory Board of Social Security Scotland.

### **Key responsibilities/Purpose and role of Group Members**

The Management Advisory Board will perform a key role in assisting the Agency in the delivery of its functions. As a member of the Board, you will:

- Provide strategic advice and constructive challenge to the Chief Executive and his management team;
- Encourage performance improvement and promote good governance;
- Help ensure the Agency delivers on its purpose and principles underpinning the delivery of social security in Scotland,
- Providing independent advice on risk and governance.

As a Board member, you should also be able to offer experience in one of the following areas:

- Managing large, growing workforces;
- Establishing and managing new organisations;
- Achieving consistent culture across geographically dispersed organisations.

### **Terms of appointment**

The Management Advisory Board will meet at least quarterly throughout the year with meetings taking place at Social Security Scotland's interim headquarters, co-located

with Dundee City Council, in Dundee House, 50 North Lindsay Street Dundee DD1 1QE. This is readily accessible by public transport. Alternative travel arrangements can be made if required.

At present, the anticipated time commitment for Board Members is around 2 days per quarter (circa 8 days a year) reflecting attendance at Board meetings, reading, travel time, and the consideration of papers, in an alternative formats if required, outwith meetings.

There will also be periods when the pressure of business may require additional time and it is likely that you may be required to commit 5 to 6 days in the first instance until the end of December this year.

Board members will be remunerated at the gross daily rate of £232 per day (non-pensionable). You will also receive reimbursement for reasonable travel expenses and reasonable child care/carer costs incurred whilst undertaking Group duties.

**This appointment will be for two years, effective from September 2018 lasting until September 2020, at which point the appointment will be reviewed.**

We particularly welcome applications from groups currently under-represented on Scotland's public bodies, such as women, people with a disability, ethnic minorities, and people aged under 50.

If you would like more information about the role, or an informal discussion, please contact, Carol Anne Hackland, Governance and Business Manager, on tel. 0141 278 4430 or email [SSSMABMailbox@gov.scot](mailto:SSSMABMailbox@gov.scot).

**The closing date for applications is Friday 29 June 2018.**

An application pack and full details on these public appointments can be downloaded at: <https://jobs.socialsecurity.gov.scot/> or via the public appointments website at: <http://www.appointed-for-scotland.org/>

We are committed to removing any barriers that there may be to people applying for roles with Social Security Scotland. If you require an application pack in an alternative format, please use the contact details below.

An application pack can also be obtained in hard copy by email, post, and telephone, using the details below. You should provide your name, address and the appointment that you are interested in.

Postal: Carol Anne Hackland  
Governance and Business Manager  
Social Security Scotland  
5<sup>th</sup> Floor  
Atlantic Quay  
150 The Broomielaw  
Glasgow G2 8LU



# Social Security Scotland

LOGO

Information pack for applicants for the  
position of non-executive member of  
**Management Advisory Board**

(alternative name to be confirmed)

Publication date:

Closing date:

**THIS PACK CONTAINS:**

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# *Social Security Scotland*

Dear potential applicant,

Thank you for considering applying to be a Non-Executive Member of the Management Advisory Board for Social Security Scotland.

In the following pages you will find details of the purpose of Social Security Scotland and the core skills required of Management Advisory Board Members.

I believe being a Member of the organisation's Management Advisory Board from its inception is a truly exciting opportunity, and one which Members will find interesting and rewarding. You would have a key role in supporting a new organisation to deliver a key public service to the people of Scotland. You will both provide me with your advice on the organisation's strategies, plans and performance, and offer constructive challenge. You will do this with the aim of ensuring that Social Security Scotland is able to deliver a public service that consistently treats its clients with fairness, dignity and respect.

Within the Management Advisory Board we need a range of skills and experience, coupled with differing perspectives. If you think you can make a positive contribution to the delivery of Social Security Scotland's objectives I encourage you to apply and wish you every success.

Yours sincerely,

David Wallace  
Chief Executive, Social Security Scotland

## **Information About Social Security Scotland**

### **Context**

Social Security Scotland will be established as an Executive Agency of the Scottish Government, with a Chief Executive accountable to Scottish Ministers and Parliament. We believe that social security is a human right. We believe that people should be able to get support they are entitled to when and where they need it.

The Agency is responsible for the administration of the following social security benefits for people in Scotland:

- Industrial Injuries Disablement Benefit,
- Severe Disablement Allowance,
- Attendance Allowance,
- Carer's Allowance,
- Disability Living Allowance,
- Personal Independence Payment
- Winter Fuel payment,
- Cold Weather Payment,
- Funeral Expense Assistance,
- Best Start Grant,
- Job Grant,
- Healthy Food Vouchers,
- Top-ups of reserved benefits which may be introduced, and
- New benefits which may be introduced.

### **Key responsibilities/Purpose and role of Group Members**

The Management Advisory Board will perform a key role in assisting the Agency in the delivery of its functions. As a member of the Board, you will:

- Provide strategic advice and constructive challenge to the Chief Executive and his management team;
- Encourage performance improvement and promote good governance;
- Help ensure the Agency delivers on its purpose and principles underpinning the delivery of social security in Scotland,
- Providing independent advice on risk and governance

As a Board member, you should also be able to offer experience in one of the following areas:

- Managing large, growing workforces;
- Establishing and managing new organisations;
- Achieving consistent culture across geographically dispersed organisations.

### **Length of Appointment**

This appointment will be effective from September 2018 and will last until September 2020 at which point the appointment will be reviewed.

### **Accountability**

Non-Executive Management Advisory Board Members are appointed by, and accountable to, the agency Chief Executive. You will be expected to have due regard to the [Model Code of Conduct for Members of Devolved Public Bodies](#).

### **Time Commitment and Remuneration**

The Management Advisory Board will meet at least quarterly throughout the year with meetings taking place at Social Security Scotland's interim headquarters, co-located with Dundee City Council, in Dundee House, 50 North Lindsay Street Dundee DD1 1QE. This is readily accessible by public transport, although alternative arrangements can be made if required.

At present, the anticipated time commitment for Board Members is around 2 days per quarter (circa 8 days a year) reflecting attendance at Board meetings, reading, travel time, and the consideration papers, in alternative formats if required, outwith meetings.

There will also be periods when the pressure of business may require additional time and it is likely that you may be required to commit 5 to 6 days in the first instance until the end of December this year.

Board members will be remunerated at the gross daily rate of £232 per day (non-pensionable). You will also receive reimbursement for reasonable travel expenses and reasonable child care/carer costs incurred whilst undertaking Board duties.

## **Person Specification**

Social Security Scotland is a new body and a range of experience is required on the Management Advisory Board. It is important we have people with a variety of different skills and experience which will enable the Board to work effectively. All Board members need to have some general skills and personal qualities which will enable them to make a full contribution to the work of the Board. However these skills do not have to have been gained by working in a management post or at a senior level. You may have gained them, for example, by being active in your community, in a voluntary capacity, or just through your own personal life experience. These abilities are listed in the 'General skills & personal qualities' section where we have also explained exactly what we will be looking for and how these will be tested.

We would like to encourage people with lived experience of the social security system to apply for these roles.

The Board needs people who bring some very specific skills/experience and these will take priority during the appointment process. These are listed in the 'essential criteria' section. We have explained what we will be looking for and how this will be tested. It is very important that there is the right balance of skills on the Management Advisory Board. The Chief Executive will take account of which 'essential criteria(s)' you are able to demonstrate, and will appoint those candidates who help to bring the Board closest to the required skills balance.

**Your answers should therefore outline your ability to meet all the general experience requirements and at least one 'essential criteria' outlined below.**

**Essential Criteria** (all applicants must be able to **fully** demonstrate **at least one** of these) In your application you must write about the priority criterion you feel best meets your experience. If you feel you have experience of others listed in this section you can state that in your application and the Panel will explore this with you at interview.

Essential Criteria	What does this mean	How will this be tested
<p><b>Managing large, growing workforces</b></p>	<ul style="list-style-type: none"> <li>• Experience of successfully managing a large number of people with a shared objective, a growing group of people with a shared objective.</li> <li>• This experience could be through employment or through holding a trustee, voluntary or community role, or similar.</li> </ul>	<p>In the application form you will be asked to provide information, using no more than <b>500 words</b>, on how you meet this criteria.</p> <p>You will be asked to provide a specific example if invited to interview.</p>
<p><b>Establishing and managing new organisations</b></p>	<ul style="list-style-type: none"> <li>• Experience of setting up a new organisations, developing a new organisation, or managing activity in a new organisation.</li> <li>• This experience might be of managing the people or the processes of a new organisation, or the process of setting up a new organisation. <ul style="list-style-type: none"> <li>•</li> </ul> </li> <li>• Your experience might have been gained through your employment, or through holding a trustee, voluntary or community role, or similar.</li> </ul>	<p>In the application form you will be asked to provide information, using no more than <b>500 words</b>, on how you meet this criteria.</p> <p>You will be asked to provide a specific example if invited to interview.</p>

Essential Criteria	What does this mean	How will this be tested
<p><b>Achieving consistent culture across geographically dispersed organisations</b></p>	<ul style="list-style-type: none"> <li>• Direct experience of an environment where a team with a shared purpose was split across a number of locations. <ul style="list-style-type: none"> <li>•</li> </ul> </li> <li>• Your experience will show that you were able to have this team demonstrate the same behaviours and have the same sense of purpose regardless of location. The evidence you give us should tell us about how the team kept their shared values at the centre of what they did.</li>   <li>• Your experience might have been gained through your employment, or through holding a trustee, voluntary or community role, or similar.</li> </ul>	<p>In the application form you will be asked to provide information, using no more than <b>500 words</b>, on how you meet this criteria.</p> <p>You will be asked to provide a specific example if invited to interview.</p>

You will also need to demonstrate **all** of these

General Experience Requirement	What does this mean?	How will this be tested?
<p><b>Provide strategic advice and constructive challenge to the Chief Executive and his management team</b></p>	<ul style="list-style-type: none"> <li>• Being confident in questioning proposals and debating issues.</li> <li>• Sharing knowledge at every opportunity</li> <li>• Confident in expressing views and opinions in an objective way within a group and not being too dogmatic about your own perspective</li> <li>• Striving to achieve consensus</li> </ul>	<p>We want you to tell us about your experience and how this has been gained in no more than <b>500 words</b>.</p> <p>We will also discuss this with you during the interview.</p>
<p><b>Encourage performance improvement and promote good governance</b></p>	<ul style="list-style-type: none"> <li>• Able to ensure, support and improve performance.</li> </ul>	<p>We want you to tell us about your experience and how this has been gained in no more than <b>500 words</b>.</p> <p>We will also discuss this with you during the interview.</p>
<p><b>Help to shape the strategic vision of the Agency</b></p>	<ul style="list-style-type: none"> <li>• Understands the importance of having a plan/strategy and what it might include/involve</li> <li>• Has experience of contributing to the development of a strategy or business plan</li> <li>• Has the ability to understand the context and see the bigger picture.</li> </ul>	<p>We want you to tell us about your experience and how this has been gained in no more than <b>500 words</b>.</p> <p>We will also discuss this with you during the interview.</p>

General Experience Requirement	What does this mean?	How will this be tested?
<b>Providing independent advice on risk and governance</b>	<ul style="list-style-type: none"> <li>• Able to identify a range of priorities, challenges, risks and evaluate their impact.</li> </ul>	<p>We want you to tell us about your experience and how this has been gained in no more than <b>500 words</b>.</p> <p>We will also discuss this with you during the interview.</p>

### Other Relevant Experience

In the application form there is a section, where, if you wish, you can take the opportunity to tell us more about yourself.

In this section you can provide the panel with any other information and highlight positions held. These can be either from your working and/or personal life, or through your participation with a private, public, voluntary, charity or community organisation. You should refer to the skills, knowledge and experience relevant to the role. Please be clear and succinct. It is expected that your full answer **will not exceed 500 words**.

Please note that information provided, or positions listed which do not provide evidence which relates to the criteria, cannot be considered.

## **Guidance On Completing Your Application**

### **Your Application**

Your application form is very important as it is the key document which will determine whether or not you will proceed through the recruitment process. You must demonstrate clearly on your application form how you meet the published criteria. Please note that we accept applications in a number of different formats including audio, Braille and large print.

Please do not substitute your Curriculum Vitae for a completed form since this will not be considered. This is to enable us to consider all applications on an equal basis.

Applications are welcomed from candidates with all protected characteristics as outlined in the Equalities Act 2010. If you require any reasonable adjustments to support you through the selection process, you should contact Carol Anne Hackland by calling [REDACTED] by emailing [REDACTED]

### **Completing Your Application**

There are three sections to the application form, as follows:-

1. Application Form
2. Conflict of Interest and Other Ministerial Public Appointments held
3. Equalities Monitoring Form

### **Application Form**

Your form will be photocopied/scanned and then read by the panel. It is therefore important that it is legible. If handwritten, please use black ink. The format of the application form is Microsoft Word and must be returned in that format where submitted electronically. If your application has been submitted electronically please leave the signature blank. You will be required to sign this if successful.

The application form seeks information about you, your skills, competences and life experiences. The Person Specification (above) details the skills and competences required for this role. You should review the selection criteria/competencies (both essential and desirable where appropriate) before completing the form. Remember to give specific examples/evidence of where, when and how you acquired and demonstrated the skills, knowledge and competencies/criteria required for this public appointment.

A good application should be well structured to ensure that it flows in a clear and logical way. Applicants should provide evidence and examples to ensure that it is clear to panel members what they did, the reasons for their action, what happened, what they took into account, and the outcome. The interview panel will not make

assumptions about your examples so it is important you take the time to ensure you are comfortable with the information you are providing in respect of your application.

Applicants should try to avoid bland and hypothetical statements and where possible/appropriate use the first person – ‘I’ not ‘We’.

For example, if one of the criteria/competencies is ‘the ability to work as part of a team’, the following answers would be deemed to have provided NO evidence:

“I have developed excellent team working skills during my working life” as you state you have the skill but give no additional information to support this.

Or

“As a leader of my local scout group, I clearly have the ability to work well as a team member” as you give a job title with no explanation of how this involved the skill required.

Or

“I think good teamwork means valuing everyone’s contribution”, as you give a statement of opinion, but no practical examples of how the skill has been demonstrated.

Or

No answer is given at all.

You may be asked to expand on your answers if you are invited to interview so it is good idea to retain a copy of your application form.

Further information and examples on completing a competency based application form, and advice on preparing for an interview, can be found in the hints and tips section of the Appointed for Scotland website [www.appointed-for-scotland.org/how-to-apply/hints-and-tips/](http://www.appointed-for-scotland.org/how-to-apply/hints-and-tips/).

The application form also has a declaration statement, and by virtue of submitting your form, you are declaring the information you have provided is true and complete and you confirm your understanding of the terms of the Member appointment. Once completed you can return your form by email to: [SSSMABMailbox@gov.scot](mailto:SSSMABMailbox@gov.scot).

Or by post to

Carol Anne Hackland  
Governance and Business Manager  
Social Security Scotland  
5 Atlantic Quay  
150 The Broomielaw  
Glasgow G2 8LU

If you're returning your application by post, please ensure it bears the correct value of postage. If you don't, this may mean that your application is delayed and could miss the closing date. We cannot consider late applications.

### How We Will Handle Your Application

- Assessment will happen in two stages. Firstly the selection panel will assess your application which will cover the criteria you must meet for the role. The applicants who most closely meet these requirements will be invited to attend the final stage of assessment. You will be advised by email whether or not your application will progress to the interview stage.
- The final stage of assessment will include a competency based interview with the selection panel. More information on assessment methods is available from this hyperlink:

[www.publicappointments.org/faqs/faq/29/how-are-skills-knowledge-and-experience](http://www.publicappointments.org/faqs/faq/29/how-are-skills-knowledge-and-experience)

- If invited for interview and you have a disability and require an adjustment to be made, you should contact Carol Anne Hackland, Governance and Business Manager, by calling 01412784430; or by emailing carolanne.hackland@gov.scot or by emailing who will make reasonable adjustments to enable you to attend the interview.
- If you are successful you will be invited in writing to accept the appointment.

Feedback will be offered to all candidates who have an interview and provided on request to all other applicant.

### Key dates in this competition

STAGE IN PROCESS	TIMESCALE
Closing date for applications	Fri 29 June
Date of shortlist meeting to select candidates for interview	By Fri 6 July
Date of interview	w/b 6 August
Date of Appointment	End Sept 2018

Interview dates have been set aside as detailed above but the date of interview will depend on the number of applicants and availability of interviewees on these dates.

## **Conflict of Interest and Other Ministerial Public Appointments Held**

You are asked to complete the section which provides details of any other involvement in public life or potential conflicts of interest, which will be explored further with you at interview or checked as part of the final assessment.

If you are unsure whether you have a conflict of interest and would like to discuss this, please contact Carol Anne Hackland, Governance and Business Manager, by calling 0 [REDACTED]; or by emailing [REDACTED]@t or [SSSMABMailbox@gov.scot](mailto:SSSMABMailbox@gov.scot).

## **Nationality**

If you are a non-British national you can apply for this position however, you must be legally entitled to work in the UK.

## **Valuing Diversity**

Social Security Scotland is committed to diversity and equality. We value very highly the benefits of having different points of view and experiences on our Management Advisory Board. Accordingly, we hope to receive applications from a wide range of talented people irrespective of their religion or belief, gender, age, gender identity, disability, sexual orientation, ethnic origin, political belief, relationship status or caring responsibilities.

Accessibility to public appointments is a fundamental requirement and the public appointments process promotes, demonstrates and upholds equality of opportunity for all applicants. We will always give consideration to disability-related reasonable adjustments that an applicant might request to enable them to demonstrate their merit and participate fully in the selection process. If you require any of the application pack documentation in an alternative format, please contact Carol Anne Hackland, Governance and Business Manager by calling 0 [REDACTED]; or by emailing [REDACTED] r [SSSMABMailbox@gov.scot](mailto:SSSMABMailbox@gov.scot).

We particularly welcome applications from groups currently under-represented on Scotland's public bodies, such as women, disabled people, ethnic minorities and people aged under 50. Please do complete our monitoring form when you apply as this helps us to ensure that the appointments process is accessible to everyone.

## **Equalities Monitoring Form**

Social Security Scotland is committed to appointment on merit, diversity and equality

for public appointments. The Equalities Monitoring Form will not be provided to the interview panel.

The information gathered from equalities monitoring is very important and helps to determine public policy in how we embed a culture of equality and diversity, ensuring that everyone is treated fairly, without discrimination because of age, disability, gender reassignment, marriage or civil partnership status, pregnancy and maternity, race, religion or belief, sex, sexual orientation or any other factor. All questions are optional. You are not obliged to answer any of these questions but the more information you supply, the more effective our policy development will be.

All information supplied will be non-attributable, completely anonymous and will be treated in the strictest confidence, in line with the principles of the Data Protection Act 1998. It will not be placed on your personal file.

For more information about public appointments and other vacancies please visit the dedicated public appointments website at [www.appointed-for-scotland.org](http://www.appointed-for-scotland.org).

**From:** [Redacted]

**Sent:** 27 August 2018 12:28

**To:** Cabinet Secretary for Social Security and Older People <[CabSecSSOP@gov.scot](mailto:CabSecSSOP@gov.scot)>

**Cc:** Kerr S (Stephen) (Social Security Director) <[Stephen.Kerr@gov.scot](mailto:Stephen.Kerr@gov.scot)>; Wallace D (David) <[David.Wallace@gov.scot](mailto:David.Wallace@gov.scot)>; [Redacted]; [Redacted];

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[Redacted] [Redacted]

**Subject:** Governance - Submission - Social Security Scotland - Executive Advisory Body - proposal for additional two members.

Stuart

I attach a submission for the Cabinet Secretary which provides information on the of the candidates successful at interview for non-executive member roles on the Executive Advisory Body of Social Security Scotland, and seeks her approval to appoint an additional two members.

I also attach, for background information, a copy of the previous submission to the then Minister for Social Security, Jeanne Freeman, which provides detail on the recruitment process, roles and skill set sought of non – executive members.

Kind regards

[Redacted]

[Redacted] [Redacted] Social Security Agency Implementation Division | Social Security Directorate | The Scottish Government | [Redacted] | [Redacted] | 220 High St Glasgow G4 0QW [Redacted]

T: @ScotGovSocSec

**To: Cabinet Secretary for Social Security and Older People**

**SOCIAL SECURITY SCOTLAND: APPOINTMENT OF NON-EXECUTIVE MEMBERS TO THE EXECUTIVE ADVISORY BODY**

**PURPOSE**

1. To inform you of the candidates successful at interview for non-executive member roles on the Executive Advisory Body of Social Security Scotland, and to seek your approval to appoint an additional two members.

**PRIORITY**

2. **Routine.** Subject to the Cabinet Secretary's approval, we would seek to make all six non-executive appointments to the Executive Advisory Body by end September 2018.

**BACKGROUND**

3. The former Minister for Social Security, Ms Freeman, agreed to the establishment of an Executive Advisory Body, the appointment of 4 non-executive members, and the approach to making the appointments, in her response to the submission from Mo Rooney of 24 May (in annex).

4. The Executive Advisory Body will perform a key role in assisting the Agency in the delivery of its functions by:

- Providing strategic advice and constructive challenge to the Chief Executive and his management team;
- Improving performance and promoting good governance; and
- Identifying and managing risks.

5. Executive Advisory Body members will be remunerated at the gross daily rate of £232 per day (non-pensionable), also receiving reimbursement for reasonable travel expenses and reasonable child care/carer costs incurred whilst undertaking their duties. Appointments will be effective from Sept 2018 and will last until Sept 2020 at which point the appointment will be reviewed.

**Appointment process**

6. Although these are Chief Executive rather than Ministerial Public Appointments, as a new high profile agency, we have adopted the formal process of for Ministerial Public Appointments in order to ensure that a fair, open and transparent procedure is followed. The Code of Practice on Ministerial Appointments provides a framework to attract a diverse range of applicants leading to the appointment of the most able candidate based on the skills, knowledge, and experience required to meet the needs of the Body and agency.

7. The process was launched on 1 Jun 2018 and applications closed on 29 Jun. A total of 41 applications were received with 12 candidates invited to interview (on 8 and 9 Aug). The selection panel was chaired by David Wallace (future Chief

Executive of Social Security Scotland), supported by Jim McCormick (Associate Director Scotland, of the Joseph Rowntree Foundation), Jennifer Henderson (Keeper of the Registers of Scotland), and Mo Rooney (Agency Implementation Division Head of Governance and Strategy).

### **Selection Panel Recommendation**

8. [Redacted]

The candidates are:

[Redacted]

- **Chris Creegan** - Currently Chief Executive of the Scottish Commission for Learning Disability and Chair of SAMH.

[Redacted]

- **Douglas Hutchens** - Former Director of Planning and Corporate Affairs of a NHS Board, and currently a member of the UK Judiciary Appeals Tribunal.
- **Elaine Noad** – Currently a Public Appointments Adviser to Commissioner for Ethical Standards in Public Life in Scotland. She has held a number of public appointments including Board member with the Mental Welfare Commission for Scotland, and voluntary trustee roles with local charities.
- **Jessica Burns** – Former Regional Tribunal Judge in Social Security and Child Support (Social Security Appeal Tribunals) and currently a Board member of Scottish Opera.

9. [Redacted]

10. [Redacted]

- **Ewan Gurr** – Currently the Scottish Development Officer for the Trussell Trust.
- **Laura Brennan-Whitefield** – Currently an SNP Councillor for North Ayrshire, a member of the Health and Social Care Integration Joint Board and Board member of the Ayrshire Woman's Hub.

11. [Redacted]

## Audit and Assurance Committee

12. [Redacted]

13. We would therefore propose to appoint Russell Frith as Chair of the Social Security Scotland Audit and Assurance Committee. The position would be remunerated at the gross daily rate of £232 per day (non-pensionable) with reimbursement for reasonable travel expenses and reasonable child care/carer costs incurred whilst undertaking Group duties. This would be in line with the remuneration provided to appointees to the Executive Advisory Body, and the Scottish Government's own non-executive members.

14. The Committee would be expected to meet at least quarterly throughout the year with the anticipated time commitment of the Chair being around 2 days per quarter (circa 8 days a year) reflecting attendance at meetings, reading, travel time, and the consideration of papers, outwith meetings.

15. The totality of these appointments would, collectively, provide significant expertise which would be hugely beneficial to the agency in its early days.

### Recommendation

16. You are invited to:

- **Approve the appointment of 6 non-executive members to the Executive Advisory Body of Social Security Scotland, to allow for a membership with offers the requisite skills and experience whilst nurturing young talent;**
- **Approve the appointment of Russell Frith as Chair of the Agency's Audit and Assurance Committee.**

Copy List:	For Action	For Comments	For Information		
			Portfolio Interest	Constit Interest	General Awareness
Cabinet Secretary Social Security and Older People.			X		
DG: OD&O Director Social Security David Wallace [Redacted]					

**[Redacted]**

**[Redacted]**

**[Redacted]**

**[Redacted]**

**[Redacted]**

Lisa Baron-Broadhurst

Ann McVie

Audrey MacDougall

**[Redacted]**

**[Redacted]**

**[Redacted]**

**[Redacted]**

**[Redacted]**

Jeanette Campbell

SSS: Comms and Engagement

Comms: Communities