

**SCOTTISH GOVERNMENT
SOCIAL SECURITY SCOTLAND, DEPUTY DIRECTOR, FINANCE & CORPORATE SERVICES**

**LEVEL TRANSFER/PROMOTION OPPORTUNITY
DUNDEE/GLASGOW**

Eligibility

Applications are invited from internal candidates and candidates in other government departments for this Senior Civil Service Pay Band 1 role as Deputy Director, Finance & Corporate Services within Social Security Scotland. Applications are open to staff at Senior Civil Service Deputy Director level (SCS1) on level transfer and to staff at Band C level (or equivalent) as a promotion opportunity.

This role will be the most senior qualified finance role in the Agency. Applicants must be qualified accountant (CCAB professional accountancy body or equivalent).

Social Security Scotland

Social Security Scotland is an executive Agency of the Scottish Government and was formally established in September 2018. Its purpose is to administer the devolved Scottish social security benefits effectively in accordance with the Social Security (Scotland) Act 2018 and the Social Security Charter, which has been recently agreed by Parliament.

Further details of the Agency can be found in its Interim Corporate Plan at <https://www.socialsecurity.gov.scot/what-we-do/corporate-plan>.

This Deputy Director role is one of three new Deputy Director roles within the Agency in preparation for the next wave of benefits. The post reports to the Chief Executive of Social Security Scotland and she/he will also be a member of the Executive Advisory Body and Senior Leadership Team of the Agency.

Location

Social Security Scotland is split between its headquarters in Dundee, a further site in Glasgow and people based around Scotland in preparation to deliver direct face-to-face services to clients. It currently comprises of over 400 staff, with significant recruitment on an ongoing basis as further benefits prepare to go-live.

Once fully operational it is expected that the Agency will employ at least 1,500 people across its two main sites and an additional c400 across Scotland. Ultimately the Agency will be responsible for payments of around £3.3 billion per annum affecting c1.4 million people in Scotland.

The Agency's main offices are currently co-located with the Local Authorities in both cities until permanent sites are identified. This post will have teams based across both Dundee and Glasgow. She/he may be based in either Dundee or Glasgow but will need regular travel to

provide leadership across all sites as well as engage extensively with Social Security Directorate and Programme colleagues based in Edinburgh and Glasgow.

This is a new post and could be currently undertaken as a full-time role or by staff with different working patterns, and we will assess proposed working patterns against the business requirements of this post.

This post contributes towards the following National Outcomes:

- We grow up loved, safe and respected so that we can realise our full potential;
- We live in communities that are inclusive, empowered, resilient and safe;
- We respect, protect and fulfil human rights and live free from discrimination;
- We have thriving and innovative businesses, with quality jobs and fair work for everyone; and
- We tackle poverty by sharing opportunities, wealth and power more equally.

The post provides extensive opportunities to engage with Ministers, senior officials and key external stakeholders on both the administration of 'live' benefits as well as the implementation of the Social Security Programme.

Overview

This post will form a new Agency Finance & Corporate Services Division which will be made up of three broad areas. She/he will have the opportunity to shape and structure these teams as the Agency grows in an agile way in collaboration with policy and service design:

1) Finance, Recovery & Counter Fraud. These teams are responsible for the full range of finance functions to support the live operations the Agency. Once operational the Agency will be responsible for c£3.3 billion of benefit expenditure as well as Agency running costs of around £155 million. The finance team are responsible for all payment processing functions, systems of internal financial control, budgeting and management. The function has an important client facing role in the support of individual client enquiries and resolution on payments and any recoveries. These sensitive client interactions must exemplify the Agency's wider ethos of treating people with Dignity, Fairness and Respect and for a key part of the finance function culture. Given the scale of public expenditure by the Agency, counter-fraud, with a focus on prevention, but with the full range of specialist investigating and reporting capabilities, is a key role for the unit. The team works closely with Directorate and wider Scottish Government Finance colleagues on the efficient financial management and reporting for the Agency.

2) People & Shared Services. The Division plays a key role in working with operational colleagues to ensure the Agency has trained people in place ahead of devolved benefits being launched. The team work in a shared-service arrangement with Scottish Government HR colleagues which will see the team incrementally build its expertise and capacity as it take on further People services in support of the Agency. Stakeholders put a strong focus on the Agency workforce representing the people of Scotland we serve. The team requires to work innovatively with stakeholders within both Dundee and Glasgow, and across Scotland, to

ensure people recruitment and retention policies exploit the full economic value of the opportunities the Agency brings. This extends to L&D function where the team must ensure that all staff who will join the Agency understand and are empathetic to the needs of its clients. The Division is also responsible for putting in place robust and sustainable arrangements for other corporate functions such as procurement, facilities management, , Health & Safety etc.

3) Estates. The team work closely with the Scottish Government Property Division and Security colleagues, and in particular the Chief Surveyor, on the location and acquisition of property to meet the Agency's growing needs. The Agency is a new client-facing, public service for the people of Scotland and the physical spaces it will eventually occupy must be consistent with, and support, a culture of openness, transparency and inclusiveness. The Division has a key role in achieving these property goals while ensuring sufficient interim accommodation to support the agile growth of the Agency. The Division will also support the delivery of estates for local face-to-face delivery of services across Scotland and the fleet & travel management team. Fleet & travel which must develop to support all the Agency's delivery across Scotland including work supporting home visits to client and face-to-face services in the rural and remote areas

The Agency is supported by a number of governance committees including a Executive Advisory Body and an Audit and Assurance Committee. The Agency has six Non-Executive Members who participate in these groups and collectively they perform important roles in respect of providing support and challenge. This role will be a highly visible senior leadership role in the Agency and she/he will be expected to fully contribute to the overall governance and collective leadership of the Agency.

You will be comfortable with, and willing to, work to an agenda which changes and evolves overtime. You should also be comfortable working in both Operational Delivery environment and within a large, complex transformation programme.

Main Duties

- Lead the continued development of the Agency's full, end-to-end operational finance function and also the financial management of benefit expenditure and administration costs. The operational finance team for a key client facing function which needs to deliver services in line with the Social Security Charter.
- Continue to develop robust financial controls and reporting, including the Agency's Annual Accounts, relationships with Internal Audit (Scottish Government Internal Audit) and Audit Scotland.
- Ensure that the Agency has a robust pipeline of people to facilitate the smooth transfer of devolved benefits but that achieves its wider economic and social objectives.
- Create a L&D induction and agency learning culture that builds on the early work of recruitment to the Agency and talent management.
- Work across all areas of the Agency and Scottish Government colleagues to ensure the Agency is, and is recognised as, an exemplar employer.

- Put in place arrangements to enable short to medium-term growth of the Agency within both Dundee and Glasgow and as the Agency prepares for face-to-face service delivery across Scotland.
- Lead the Agency work on longer-term estates requirements to ensure that the permanent Agency sites in Dundee and Glasgow support and represent its values.
- Work across the wider Scottish Government to support the continued development of corporate functions to support the Agency taking full consideration of efficiency and overall value for money.
- Contribute to the collective leadership of Social Security Scotland and to the effectiveness of the Executive Advisory Body.

PERSON SPECIFICATION

Essential Criteria

To apply for this post you must be qualified accountant (CCAB professional accountancy body or equivalent).

It is essential that you can provide evidence of:

- **Leadership** – You must be a confident and visible leader inside and outside the organisation, setting vision and direction, explaining and representing Social Security Scotland with credibility, building capability and capacity and delivering change in an open and participative way
- **Relationship management** – this post requires the cooperation of others. The DD Finance and Corporate Services must be confident and extremely effective in building relationships at all levels, but in particular at senior levels, operating with sensitivity and political astuteness. High level communication and engagement skills are required.
- **Delivering Results** – driving change and delivering results are crucial. You will be comfortable working in a deadline driven environment where providing good quality information and establishing proper and effective processes are key. You will do this alongside creating the right culture for improvement and where change is seen as an opportunity.
- **Strategy** – simplifying the complex and setting direction, making sure priorities and deliverables are understood and achieved on time will be important to the success of the role. The ability to advocate change and constructively challenge the corporate status quo is essential.
- **People** – motivating and developing a highly skilled team, and wider organisational confidence, capacity and capability. You will have a track record of strong collaborative leadership, with proven expertise in the development of relationships with peers, team members and senior civil servants.
- **Personal resilience** - with the determination and stamina to sustain effectiveness in a complex and ambiguous environment, while upholding the values of the Scottish Government and the Civil Service.

Scottish Government Skills for Success

Skills for Success is the Competency Framework that underpins career planning and development in the Scottish Government. It identifies a set of core skills that everyone should have and be able to demonstrate whatever job they do.

Managing and Leading

- People Management
- Leading Change
- Strategic Thinking

Delivering Outcomes

- Communications and Engagement
- Improving Performance
- Analysis and Use of Evidence
- Financial Management

Further Information about the Post

If you would like to discuss any aspect of this post prior to applying, please contact **David Wallace**, Chief Executive, Social Security Scotland (Tel. [REDACTED] [REDACTED] [REDACTED] david.wallace@socialsecurity.gov.scot) or Stephen Kerr, Director for Social Security (Tel. [REDACTED] [REDACTED] stephen.kerr@gov.scot). If you have questions about the application process or require any adjustments made for assessment or interview please contact [REDACTED] in the Senior Staff Team (Tel. [REDACTED])

How to Apply

Applications are invited by **midday on Friday 31 May 2019** using the on-line application form at www.work-for-scotland.org where you will also be asked to register your details and download a separate supporting statement form.

1. Supporting Statement

This should be no more than 2 sides of A4 and should explain how your qualifications, skills and experience meet the essential criteria for the role. If you feel that one example is sufficient to demonstrate the level of your competency in more than one of the essential criteria you do not have to provide additional examples.

2. Performance Review Forms

Please provide copies of your last 2 performance review forms. If your department no longer has end year performance review forms please ask your line manager to provide a note of your overall performance markings for the last 2 years and a summary of your performance and achievements/outcomes.

3. CV

Your CV should provide details of your qualifications, career history with dates and reasons for leaving.

Please email all of the above documents to [REDACTED] quoting reference **IRC70786**.

It is your responsibility to ensure that you have discussed your application with your reporting and countersigning officers prior to applying to confirm that they support your application.

The Selection Process

Candidates who appear from the information available to have the best knowledge, skills and experience for this appointment will be invited to attend an assessment and interview in Edinburgh. Please note that this is likely to be at short notice and dates will not be optional. Please indicate dates when you are not available in June although we cannot promise to avoid these. As part of the interview, candidates may be asked to give a short presentation on a specified subject. The Panel will recommend the candidate considered most suitable for appointment

Interview Expenses

Travel and subsistence expenses incurred during the selection process are not normally reimbursed.

Salary

The starting salary for this post is £74,200 (pending 2019 pay award). Individuals appointed on level transfer will retain their existing salary. The Scottish Government does not pay non-consolidated performance awards. Staff applying on promotion will usually be appointed to the starting salary or within 5% of existing salary whichever is the greater.

Relocation

Relocation expenses of around £6,000 may be available if you have to move house to take up this appointment. Further details will be supplied to the successful candidate but you should not in any event commit yourself to any expenditure without prior discussion with the Scottish Government.

The Scottish Government has developed a website www.talentscotland.com to provide information for people considering living and working in Scotland which provides information on the variety of lifestyles on offer and an insight into why you should consider moving to Scotland.

Pension - Annual Allowance

If you are the successful candidate and as a result your salary will increase, please be aware that this may increase your risk of breaching the Annual Allowance (AA) of tax relief on your pension savings. The AA covers pension savings that benefit from tax relief, across all registered pension arrangements, in any year. If your pension savings exceed the AA, you may be liable to pay tax on the amount over the allowance.

Tax is your individual responsibility and we cannot complete or assist you with any tax liability calculations. We recommend that you seek an independent financial adviser if you are concerned about how tax may affect your pension benefits. The Financial Conduct Authority (FCA) website has information on finding a local adviser www.the-fca.org.uk/consumers/finding-adviser.

For further information on AA and its impact, you can contact the scheme compliance unit within MyCSP on scu@mycsp.co.uk.

ANNEX A

SKILLS FOR SUCCESS – SCS Core Skills



<i>Managing and Leading</i>			<i>Delivering Outcomes</i>			
People Management	Leading Change	Strategic Thinking	Communications and Engagement	Improving Performance	Analysis and Use of Evidence	Financial Management
Shapes the Directorate Plan to engage and align staff, manage workloads & ensure capacity to deliver.	Communicates a clear vision which supports action and engages others.	Understands, influences and translates strategy into outcome focused solutions.	Understands, influences and translates the wider communications agenda.	Provides a frame-work to embed continuous improvement, including skills development.	Identifies evidence and analysis requirements for short and long term decision making.	Plans and monitors targets. Identifies & implements ways to improve resource & assets efficiency.
Credible with staff, creating conditions to build confident and effective teams that empower, value, recognise, inspire and motivate people.	Sets a standard by taking responsibility for delivery. Managing risk and resources to drive continuous improvement.	Reframes issues & problems to create opportunities for creative thinking to deliver new ways of working.	Develops clear and creative communications objectives and measurement criteria.	Uses Portfolio, Programme & Project Management effectively and proportionately, including rigorous evaluation of effectiveness.	Works with a wide range of analytical experts to achieve outcomes and goals.	Interprets a wide range of financial information & options to underpin sound decisions, sharing implications for public expenditure with the wider system.
Raises performance using constructive challenge, feedback and coaching skills, using advice from HR when needed.	Leads a way through complex issues and conflicting perspectives.	Accountable for developing and delivering strategic Directorate Plans that continuously raise expectations.	Uses customer insight to deliver policy, identifying appropriate communication channels to target audience needs.	Uses skills and resources effectively to meet changing circumstances and expectations.	Links evidence with specific outputs and outcomes to challenge norms, and identify new ways of working.	Uses a variety of tools and techniques and knows when to seek advice from audit, risk, procurement and finance specialists.
A resilient and self aware role model. Recognises impact on others, creating an environment which supports diversity & equality, health & wellbeing.	Leads & manages the authorising environment, making connections across boundaries to build strong networks and partnerships.	Works collaboratively in the wider system to improve outcomes and deliver high quality public services.	Works with specialists to devise communications strategies and shares experience across the wider system.	Oversees risks to strategic objectives, influencing others to enhance outcomes and aid continuous improvement.	Ensures knowledge and processes are captured and shared across the wider system through wide range of networks.	Assures the highest standards of value for money, internal controls and public sector governance as outlined in the Scottish Public Finance Manual.