



FURTHER INFORMATION

**SENIOR CIVIL SERVICE
CHIEF EXECUTIVE
DEPUTY DIRECTOR – SCS 1
SCOTTISH FISCAL COMMISSION
EDINBURGH/GLASGOW**

Foreword from Lady Susan Rice

Thank you for your interest in the role of **Chief Executive of the Scottish Fiscal Commission**.

The Commission is a high profile addition to the Scottish public landscape, playing a key role in enhancing the credibility of Scotland's devolved fiscal arrangements by producing independent forecasts to underpin the Scottish Budget. In a unique opportunity, the first Chief Executive will continue the development of an operational and staffing model and oversee the early years of operation. They will join the top leadership team within the Civil Service in Scotland during a crucial time as Scotland drives forward an ambitious programme of constitutional reform and public service improvement.

The Scottish Parliament is acquiring a range of new powers which will allow for the delivery of more Scotland-specific solutions. Some powers have already been transferred, others will come on-stream in the coming years. Scotland will continue to be an exciting and very interesting place to work in the years ahead based on economic, fiscal and institutional changes that are under way.

The Scottish Fiscal Commission, established statutorily by an Act of the Scottish Parliament in 2016, will produce independent forecasts of revenues from all fully devolved Scottish taxes and non-domestic rates; Scottish Income Tax; Scottish GDP; and some social security spending. It will therefore have a crucial role in the Scottish Budget process, in ensuring sound public finances in Scotland, and in enabling the Scottish Parliament to scrutinise and hold to account the Scottish Government. This post provides an exciting and challenging opportunity to continue the development of an operational model and staffing structure to allow the Commission to deliver its remit, and to lead work on preparation and delivery of the first rounds of official Commission forecasts to inform future Scottish budgets.

The Act also formally safeguards the Commission's independence from Scottish Ministers. It is critical to the future credibility and effectiveness of the organisation that the Commission's leaders continue to embed independence in the culture of the organisation, including its staff in the early years of statutory operation.

We are looking for a driven, enthusiastic leader with excellent networks and relationship skills, with a track record of working across organisational boundaries and the capability to launch a credible, high profile new public body. The Chief Executive will understand economic forecasting and continue establishing an operational model to deliver the Commission's forecasting remit. They will combine strategic policy judgement and political awareness with experience of building, leading and developing multi-disciplinary teams. They will demonstrate leadership, achievement, resilience and delivery at senior level and experience of driving change, ensuring value for money and translating strategic challenges into clear objectives and delivery.

The website www.talentscotland.com provides information for people considering living and working in Scotland, including on the variety of lifestyles on offer and an insight into why you should consider moving to Scotland.

I would particularly welcome interest from women and staff from those groups currently under represented at senior leadership level, including lesbian, gay or bisexual orientation and/or transgender, transsexual or intersex status (LGBTI), disabled and those from a minority ethnic background. The role is available on a full time, permanent basis but secondment from your current employer may be considered. We also support applications from those who wish to work an alternative pattern such as part-time or compressed hours.

If the challenge of this role excites you and you think you have the skills and experience to fill the role, I look forward to hearing from you.

Susan Rice

Background: About the Scottish Fiscal Commission

The Scottish Fiscal Commission was established by Scottish Ministers in June 2014 as an independent non-statutory commission to scrutinise and report publicly on fiscal forecasts prepared by the Scottish Government. There are currently three Commissioners: Lady Susan Rice (Chair), Professor Campbell Leith and Professor Charles Nolan.

Subsequently the Scottish Fiscal Commission Act 2016 placed the Commission on a statutory footing as a Non-Ministerial Department within the Scottish Administration, with primary accountability to the Scottish Parliament. Lady Rice and Professor Leith, along with a further two board members currently being recruited, will form the first board of the statutory Commission and be directly answerable to Parliament for the forecasts produced by the Commission.

The Scottish Fiscal Commission Act also expanded the remit of the Commission so that it will be required to prepare forecasts of devolved taxes as defined in the Scotland Act 2012. It is also expected to prepare forecasts for tax and spending functions devolved through the Scotland Act 2016. The Commission will therefore produce forecasts of revenue to be generated from all fully devolved taxes, including Land and Buildings Transaction Tax, Air Passenger Duty and Scottish Landfill Tax; income from Scottish Income Tax and Non-Domestic Rates; and Scottish Onshore Gross Domestic Product (GDP). The Commission will in future also assume responsibility for forecasts of spending on some demand-led social security benefits in Scotland.

These forecasts will have a direct bearing on the Scottish Government's budget, and on borrowing arrangements, and thus on the resources available to support devolved public services in Scotland. The Scottish Fiscal Commission's role in preparing these forecasts is therefore very important.

The Commission is expected to become a Non-Ministerial Department on 1 April 2017. In advance of that, work has begun to enable the Commission to make the transition to its new statutory status and to take on its additional responsibilities. An interim Chief Executive is currently leading the organisation, through the transition to statutory status with new responsibilities and the early period of delivery. There are significant challenges in transitioning the Commission from its current non-statutory status and remit to a Non-Ministerial Department able to deliver its expanded forecasting remit by 1 April 2017.

The Commission is currently located at Governor's House, Regent Road, Edinburgh, with use of offices at the University of Glasgow. The post-holder will work from Governor's House in the interim; the location of the statutory Commission will be determined by the Commission during the transition period and is expected to remain in central Scotland.

THE ROLE

The Scottish Fiscal Commission, the new fiscal forecaster for Scotland, is seeking a Chief Executive who has the drive and ambition to lead the organisation as it begins to produce forecasts of all fully devolved taxes, Scottish Income Tax, Non-Domestic Rates and some social security spending to underpin the Scottish budget.

As the leader of Scotland's forecasting body, the Chief Executive of the Fiscal Commission will have a key role in guiding the successful establishment of a new public body and in operational delivery of its expanded statutory remit in its early years of operation.

The role provides a unique opportunity to lead and develop the Scottish Fiscal Commission, working closely with the Commissioners, as it develops the systems, processes, resources and relationships for fulfilling its forecasting remit.

Main Duties

Already a leader in your field and with significant senior level experience, you will have extensive experience of delivering successful change programmes, leading a way through organisational change whilst maintaining a strong focus on excellent delivery, effective day to day operations, and efficiency and cost control.

As Chief Executive, you will be responsible for ensuring the Scottish Fiscal Commission has the vision, capacity, infrastructure, skills, and systems to deliver its business. You will also have political acuity, acting as the source of advice and support for the Commission in its interaction with the Parliament and its Committees, the news media, and Scottish Government Ministers.

You will be able to demonstrate that you are a highly successful communicator with strong networking skills, able to quickly build excellent and effective relationships with the Commissioners, the Scottish Parliament's Finance Committee, Scottish Government Ministers and senior officials, the Office for Budget Responsibility and other key stakeholders. You will be able to build a culture of working in partnership with other bodies whilst at all times maintaining the Commission's independence.

You will be a role model for the staff of the Scottish Fiscal Commission, ensuring that your leadership is consistent with the values of the senior civil service including integrity, honesty, openness, objectivity and impartiality.

As Chief Executive, you will also be the Accountable Officer for the Commission, personally responsible to the Scottish Parliament for ensuring the delivery of value for money and proper use of public funds. You will ensure governance and administrative arrangements meet all legal requirements and ensure effective operation.

Key Objectives

Working closely with the Commissioners, the post-holder will:

- Develop a vision for the Commission as a highly competent, reliable, respected, transparent and accountable independent fiscal institute playing an important role in Scottish public life and with strong linkages to similar bodies in other OECD countries.
- Establish, collaboratively, the operational model through which the Commission will discharge its statutory remit and develop human and systems capability and capacity to deliver this model.
- Establish strong, strategic and effective relationships with stakeholders and data holders, including the Scottish Parliament, HM Revenue and Customs, the Department for Work and Pensions, the Scottish Government, the Office for Budget Responsibility, other independent fiscal institutes, and other centres of fiscal forecasting expertise and ensure these are maintained.
- Establish and develop the Commission as a credible independent forecaster with a world class reputation for transparency and fiscal expertise and high levels of public trust.
- Advise, enable and assist the Commissioners on all matters, demonstrating political and public awareness.
- Work with the Commissioners and others on developing new forecasting arrangements as and when further tax revenues and spending policies are devolved to Scotland, and lead the implementation of changes to systems and processes to time and budget.
- Working with the Chair and the Board, act as a role model and advocate for the ambition and values of the organisation, creating a culture of continuous improvement and drive for excellence.
- As Accountable Officer for the Commission, undertake the statutory obligations of that role and report directly to the Scottish Parliament.

PERSON SPECIFICATION

Ideally you will be qualified to degree level or equivalent in an economics discipline. You will have significant experience as a senior leader in leading organisational change and the implementation of new processes in the public or private sector while maintaining a focus on delivery. You should also be able to demonstrate a proven track record in building effective relationships and highly developed political acuity. You will have or will be able to develop quickly an understanding of the landscape of both the devolved and UK taxes, spending processes and the management of public finances as well as a working knowledge of Government and Parliament machinery.

Your experience **must** demonstrate your capacity to:

- Provide strong leadership in a multi-disciplinary organisation during a period of significant organisational change, setting a clear vision and developing a team to deliver it.

- Have a well-developed understanding of fiscal forecasting and economic forecasting techniques.
- Motivate and inspire staff and create a culture of high performance and effective people management.
- Deal effectively with significant public and parliamentary scrutiny while maintaining integrity, honesty, objectivity and impartiality.
- Deliver results in challenging circumstances, demonstrating imaginative and innovative solutions and consensus building approaches.
- Advise, enable and support the Commissioners through the transition and early operational period, demonstrating sound political judgement at all times.
- Work effectively with Commissioners to ensure appropriate delegation and reporting and the right balance between the roles of non-executive Board members and the Chief Executive.
- Communicate complex fiscal forecasting and technical information to diverse audiences effectively.
- Inspire confidence in and build collaboration with government, public, private and third sector communities to achieve the Commission's outcomes and demonstrate that the Scottish Fiscal Commission is open, transparent, expert and independent.

Skills and Qualities

The specific criteria above are to be seen within the broader framework of skills and qualities required for this post.

Skills for Success is the Competency Framework that underpins career planning and development in the Scottish Administration. 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

Candidates will be expected to demonstrate evidence of competence against each of the dimensions as described at **Annex A**.

Further Information on the Post

For a confidential discussion regarding the role, or the recruitment process, please contact Donogh O'Brien or Ken Dalglish the assignment Directors at our search partner, Aspen People on 0141 212 7555.

Further information about the Commission is available on its website, [**www.fiscal.scot**](http://www.fiscal.scot)

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.