

UNLOCKING POTENTIAL TRANSFORMING LIVES



HEAD OF IMPROVEMENT APPLICANT PACK

Thank you for your interest in the above role. Below, you will find the job description and person specification, outlining how the different criteria will be assessed throughout the recruitment process. You will also find information on the recruitment and selection process and key dates.

Job Description

Job Purpose
<p>SPS is committed to putting the people who live and work in Scotland's prisons at the heart of outcomes focused and evidence based design, delivery and improvement of services. The Head of Improvement will be at the forefront of this commitment, developing and delivering the SPS improvement framework, supporting SPS to meet its obligations as an effective prison service, as an Executive Agency of Scottish Government and as a public body. This is a new, challenging and rewarding role, working across internal and external stakeholders, bringing people and systems together in support of corporate planning, performance and risk management, business intelligence and analysis and improving our management information arrangements as well as ensuring SPS responds effectively to scrutiny. In particular, you will work closely with Strategy colleagues to bring qualitative and quantitative research behind organisational improvement priorities as well as support strategic engagement with Scottish Government, Justice Board and associated infrastructure, UK Statistics Authority, academia and other external stakeholders. You will ensure accurate, high quality analysis and evidence at pace in a high pressure environment. You will work with the Head of Strategy and Improvement, your team and across SPS to ensure SPS can 'plan for uncertainty' through ensuring effective strategic planning and reporting arrangements, keeping pace with pandemic management and the expectations of Scottish Parliament, Scottish Government, including Ministers, HMIP and external auditors and ensuring that the contribution of prisons is recognised in Justice Strategy arrangements.</p> <p>In role, you will work in partnership with the Head of Division and Head of Strategy and be responsible for the management, governance and control of the Scottish Prison Service (SPS) Improvement Framework, to ensure SPS meets the expectations of a well performing public body.</p> <p>In addition, you will be expected to manage the implementation of all aspects of an Enterprise Risk Management approach, including implementation of processes, tools and systems to identify, assess, measure, manage, monitor and report risks.</p>

In role you will have line management responsibility for a number of staff across two teams: Corporate Planning, performance and risk team and the Business Improvement and analysis team.

The role will be based within SPS Headquarters, in Edinburgh, however there may be a requirement for you to work from home, and travel to other SPS sites and locations.

Key Responsibilities

1	Continuously develop, enhance, embed, integrate and improve Management Information and business information. Management Information improvement is a key component of evidence based priority setting, policy and improvement, and you will ensure that SPS meets its obligations to public reporting in accordance with UKSA expectations and as a public body in accordance with Audit Scotland and Scottish Government expectations.
2	Develop, embed and improve the risk framework with wider Improvement Framework and Strategy development, including horizon scanning. Deliver effective risk management to the organisation and continue to educate the organisation in effective risk management providing advice across the organisation, identifying emerging risks and advising senior management on appropriate risk management options. This will include reporting on key risks, agreeing mitigating controls and escalating other risks.
3	Provide strategic advice to the organisation on improvement in order to make sound and evidence based business decisions. You will ensure SPS has effective governance and control in place for all areas of organisational improvement including the development and delivery of outcomes and indicators and SPS wide contribution to national strategy including Justice Strategy.
4	Responsible for ensuring the development, management, prioritisation, communication and delivery of SPS Improvement framework, including all key components of the SPS strategic planning cycle (Medium to longer term corporate plan, annual plan, quarterly reporting, annual reporting).
5	Responsible for ensuring managers at all levels throughout the organisation are aware of SPS Improvement and their roles and responsibilities in delivering organisational improvement. This includes ad hoc Improvement, Risk Management Information and wider improvement advisor work as required; both on site work and advice to Governors across Scottish Prisons.
6	Support SPS liaison with External Audit in relation to scrutiny obligations, including coordination and oversight of organisational improvement in response to External Audit reports and support the RMAC and associated responsibilities. As well as support SPS liaison with HMIPs in relation to scrutiny obligations, including coordination and oversight of organisational improvement in response to HMIPs reports.

Person Specification & Assessment Information

Our selection approach is based upon the principle of merit which means that we will look to appointment the person who best meets the requirements of the role as outlined in the person specification. In determining the most meritorious candidate, applicants will be assessed against the published criteria during the selection process, as detailed below. The most meritorious candidate will be the one who best meets the essential criteria for the role. Performance against any published desirable criteria will only be considered where two or more candidates have performed equally against the essential criteria and there is a need to use the desirable criteria to identify the preferred candidate.

Intrinsic Characteristics	Assessment Methods
Cognitive Ability	Cognitive Ability Test – verbal & numerical reasoning.

Criteria	Essential/Desirable?	When assessed?
Qualifications		
Professional qualification in governance e.g. MAPM, CMIRM or CIPFA or equivalent qualifications from alternative, suitable accrediting body or relevant work experience	DESIRABLE	Application
Experience		
Leadership Experience Experience of providing strategic leadership to a risk, performance, analytical or improvement function, with the ability to influence, direct, empower and inspire others to deliver strategic outcomes.	ESSENTIAL	Application Presentation Interview
Project Management Experience of programme and project management	ESSENTIAL	Application Interview
Change Management Experience of identifying the need for change to improve services and ways of working, with the ability to demonstrate an ability to engage with stakeholders, set direction of change, implement the change across a large organisation, ensuring effective planning and communication, overcoming barriers, managing resistance and empowering others to deliver outcomes.	ESSENTIAL	Application Interview
Knowledge & Skills		
Sound understanding of public body expectations, including the integration of approaches to improvement, performance, risk management and the relationship with strategy and business analysis.	ESSENTIAL	Presentation Interview
Problem Solving and Decision Making Ability to identify and analyse issues, problem solve and produce creative and innovative solutions in order to make decisions which are defensible,	ESSENTIAL	Presentation Interview

evidenced-based, take account of risks, appropriately and timely.		
Planning, Implementation & Control Ability to plan and demonstrate strategic thinking in a clear and concise manner, delegate appropriately, take account of future risks and developments, and monitor progress.	ESSENTIAL	Interview
Communication & Interpersonal Skills Excellent verbal and written communication and interpersonal skills, with the ability to manage and influence situations, relationships and conflict through the effective use of your communication and interpersonal skills.	ESSENTIAL	Presentation Interview

Selection Process Key Dates

Vacancy Closes for Applications	16 March 2021	Time	12noon
Initial Review of Applications	8th April 2021 <p>Your application form will be reviewed to determine whether you will be progressed to the next stage of the selection process.</p> <p>You will be notified via the online recruitment system.</p>		
Cognitive Ability Testing	12th – 16th April 2021 <p>You will be emailed by our testing providers to your nominated email address, with links to the testing; these links will be open for 24 hours a day during the above dates.</p> <p>Failure to complete will result in your application being withdrawn.</p>		
Assessment	<p>If successful at the cognitive ability testing stage, you will be invited to the final stages of the selection process, which will consist of:</p> <ul style="list-style-type: none"> • Behavioural Profiling (Personality Questionnaire) • Presentation • Interview <p>Further information on each stage can be found below:</p> <p>Behavioural Profiling (Open from 19th – 23rd April 2021)</p> <p>You will be emailed by our providers to your nominated email address with links to the Personality Questionnaire, which will feed into the interview process. The time to complete the questionnaire will be from 26th March – 2nd April 2021. The link will be open for 24 hours a day during the above dates. Further information on the questionnaire will be provided if progressing to this stage.</p> <p>Presentation (delivered on the day of your interview, see dates below)</p> <p>Whilst the personality questionnaire is open, you will be emailed to your nominated email address with details of the Presentation. You will be asked to prepare a presentation in advance of your interview date. Your presentation will be delivered virtually on the day of your interview. Further information will be provided if progressing to this stage.</p> <p>Interview (Will take place on either 29th or 30th April 2021) *</p>		

	Further information on the Interview will be sent by the way of formal invite to interview.
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***please note interview dates are subject to change.**

If you have any queries regarding the vacancy or have a disability which you feel may affect your performance at any stage in the recruitment and selection process, please contact Amy Paton by email at: Amy.Paton@sps.pnn.gov.uk or by telephone on: **01324 710 481** to allow reasonable adjustments to be made to assist you.

