

FWB Park Brown

Executive Search

# For the Appointment of Head of Technology and Digital



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## A note from our CEO, Derek Mitchell

**“Thank you for your interest in joining the team here at Citizens Advice Scotland. Our employees play a critical role in helping to make our society fairer by supporting our network of Citizens Advice Bureaux across Scotland.**

We hope this brochure will give you the information you need to consider whether the role of Head of Technology and Digital is right for you. We rely on each member of the team to bring their own unique skills, experience, views and commitment to our goals – it’s that combination which makes our organisation what it is.

The Citizens Advice network in Scotland provides much-needed advice and information to people of all walks of life, on a huge range of issues. We give a piece of advice every 19 seconds – face to face, online and by phone. The services we and our members provide make a difference in communities across Scotland and the rest of Great Britain, ensuring people are aware of their rights. It’s a powerful thing to be part of and the reason we have been around for 83 years is because we are constantly changing and evolving to meet the needs and aspirations of people across Scotland.

We look forward to hearing from you if you decide to apply, and to learning more about what you can bring to this role, and to the team.”

A handwritten signature in black ink, appearing to read "D. Mitchell".

Derek Mitchell, CEO  
Citizens Advice Scotland



## Executive Summary

The Citizens Advice network in Scotland is the largest independent advice service in the country. Citizens Advice Scotland (CAS) is the charity within this network which acts as a national organisation supporting and representing the service as a whole and the interests of citizens. At the heart of the network there are 59 individual citizens advice bureau organisations across Scotland, all operating as independent charities in their own right.

One of CAS's main roles is to provide support and expertise to the individual bureau in a range of areas such as advisor training, governance, campaigns, as well as providing services across Technology, Digital and HR.

With an experienced Senior Leadership Team in place, the opportunity has arisen to appoint an experienced Head of Technology and Digital, to be based in Edinburgh or Glasgow and report to the Deputy CEO and the Digital Committee of our Board.

Technology and Digital underpins all aspects of CAS Service Delivery and there has been significant investment in this area in recent years. The Head of Technology and Digital will be instrumental in driving the ambitious Digital Strategy of the organisation, helping to position CAS as a Digital Leader in the Third Sector in Scotland.

This is an extremely broad role, covering all aspects of infrastructure, hardware, software, digital services and cyber security across the network. Leading a team of twelve staff, the Head of Technology and Digital will be responsible for identifying and developing technology and digital solutions, product development and procurement in order to future-proof the organisation and advising Trustees on strategy and governance matters.

Key responsibilities include:

- Provide leadership and direction on all Technology and Digital matters across the network, supporting the development of solutions and organisational effectiveness.
- Lead, motivate and develop the Technology Team to deliver exceptional performance and customer service to all stakeholders.
- Ensure robust governance of all Technology security, including cyber security accreditation status and implementation of appropriate systems, process and training.
- Support the Digital Committee to develop and implement a best-in-class digital strategy.
- Drive the successful delivery of Technology and Digital services to CAS as part of the Corporate Services Leadership team, enabling business continuity at all times.
- Ensure SLA's with third party IT contractors and suppliers are delivered upon and provide best value for CAS.

Candidates will be able to demonstrate a strong track record in leading Technology teams and driving Digital Transformation, within small to medium sized but complex organisations. We welcome applications from all sectors. Candidates should be technically excellent, with very strong influencing, stakeholder management and communication skills.

This is a full-time role and CAS are willing to offer flexible working hours and a hybrid working model to suit.



## Background

### About us

Citizens Advice Scotland is looking for an innovative and forward-thinking senior leader to become our new Head of Technology and Digital. This role will drive forward our ambitious Digital Strategy and help us to position the Citizens Advice Network in Scotland as a Digital Leader in the Third sector.

Citizens Advice Scotland is in the process of delivering an ambitious transformation of our service delivery across Scotland. Technology and digital are at the heart of our approach and so we are looking to recruit the right person to help us drive this forward.

As Scotland's largest advice provider, we value the role that technology can play in helping people access our services. Last year we helped nearly 180,000 people and we want to help even more people this year. That's where you come in. The new Head of Technology and Digital will help us make the right technology decisions to ensure that people can access services where, how and when they want to. We want to deploy technology and digital solutions in a way that enhances our ability to reach a wider audience, while remaining human and empathetic. We also want to ensure that digital improves our understanding of our clients, our network and the landscape in which we are operating to help us continue to evolve and innovate in the way that our clients need now and into the future.

If this sounds like a challenge that you want to help us deliver against then we want to hear from you. We've included below details of our transformation journey and what we deliver as a service to help you understand more about what we want to achieve as well as the person specification and further information about what working for CAS includes.

### The Citizens Advice Network in Scotland

Scotland's Citizens Advice Network empowers people in every corner of Scotland through our local bureaux and national services by providing free, confidential, impartial and independent advice. We use people's real-life experiences to influence policy and drive positive change. We are on the side of people in Scotland who need help, and we change lives for the better.

The Citizens Advice network is made up of 59 local CABs, each its own independent charity, the Extra Help Unit, a group of specialist case workers dealing with energy advice, and Citizens Advice Scotland as the membership body itself. We provide advice across over 200 locations and deliver 12 national advice projects for UK and Scottish Government including the Money Talks advice service and the Help to Claim Universal Support advice service. We are a multi-channel service, offering people free, confidential and impartial advice in a manner that suits them – whether that is over the phone, online or face to face in CABs themselves.

Last year the network helped nearly 180,000 people and unlocked £147million for people through things like social security payments and employment entitlements. Our online advice received over 5.4million page views and our awareness raising campaigns reached millions of people.

Technology and digital underpins all aspects of our delivery of service and we have made significant investment in recent years to ensure our services reflect user needs and reach and support the widest possible client group. We are ready to start the next phase of this journey and are looking for a new Head of Technology and Digital to lead us in this.

## Our Digital Journey

The Citizens Advice Service in Scotland is in the process of an ambitious digital transformation programme to place itself as a digital leader in the third sector. As Scotland's largest and most trusted advice provider we want to embrace the opportunity that technology and digital offers to improve access to our services, the quality of our services, and our ability to act as a voice for people across Scotland. Our values are important to us, and we want to ensure that we use technology and digital in a way that aligns with our core values. To do this we have developed a set of digital principles to underpin our approach, these are:

**Human** – the service we provide is great in large part due to how empathetic everyone is. If we choose technology, it must be to support the human aspect not replace it.

**Discoverable** – All information for an advice area should be easy to find, regardless of the channel used.

**Quality** – our services should be available to everyone with the same quality of experience in person, as on the websites or through the webchat.

These principles have shaped the work that we have delivered to date on our digital roadmap. Since our last strategic plan we have delivered an investment programme which has;

- Trebled the number of clients accessing us on webchat by developing websites and webchat capability for every CAB in Scotland
- Increased substantially the number of people accessing our telephony advice by partnering with a technology development company under the auspices of a Civtech challenge to develop a system which automatically routes callers to their local CABs using Poly AI system.
- Worked with the CANDO Innovation Fund to automate horizon scanning functionality to ensure the advice we provide every day is timeous and accurate.
- Introduced the Near Me video conferencing facility so that clients can access 'face to face' appointments with advisers from the comfort of their own home.
- Developed an online booking system so that clients can move seamlessly between telephony advice direct to their local lines and local service.
- Developed a data hub that takes all of the information we get throughout all of our channels and provides clear, concise reports on what this information tells us.

In addition to improving services to clients we have invested in the infrastructure which supports our staff and our network.

- Providing access to our case recording system direct through the web so that advisers can connect securely from any location.
- Rolling out VPN to facilitate hybrid office/remote working and the seamless transition between office and homeworking.
- Delivering an Office365 migration project across CAS and all bureau to ensure that all staff and volunteers can fully integrate MS Team and Outlook and benefit from the additional functionality of Office365.

- Upgrading the CAS IT service desk to allow easier identification of issues, management and prioritisation of IT issues across the network.
- Achieved cyber security accreditation to ensure that our network is protected from cyber attacks.

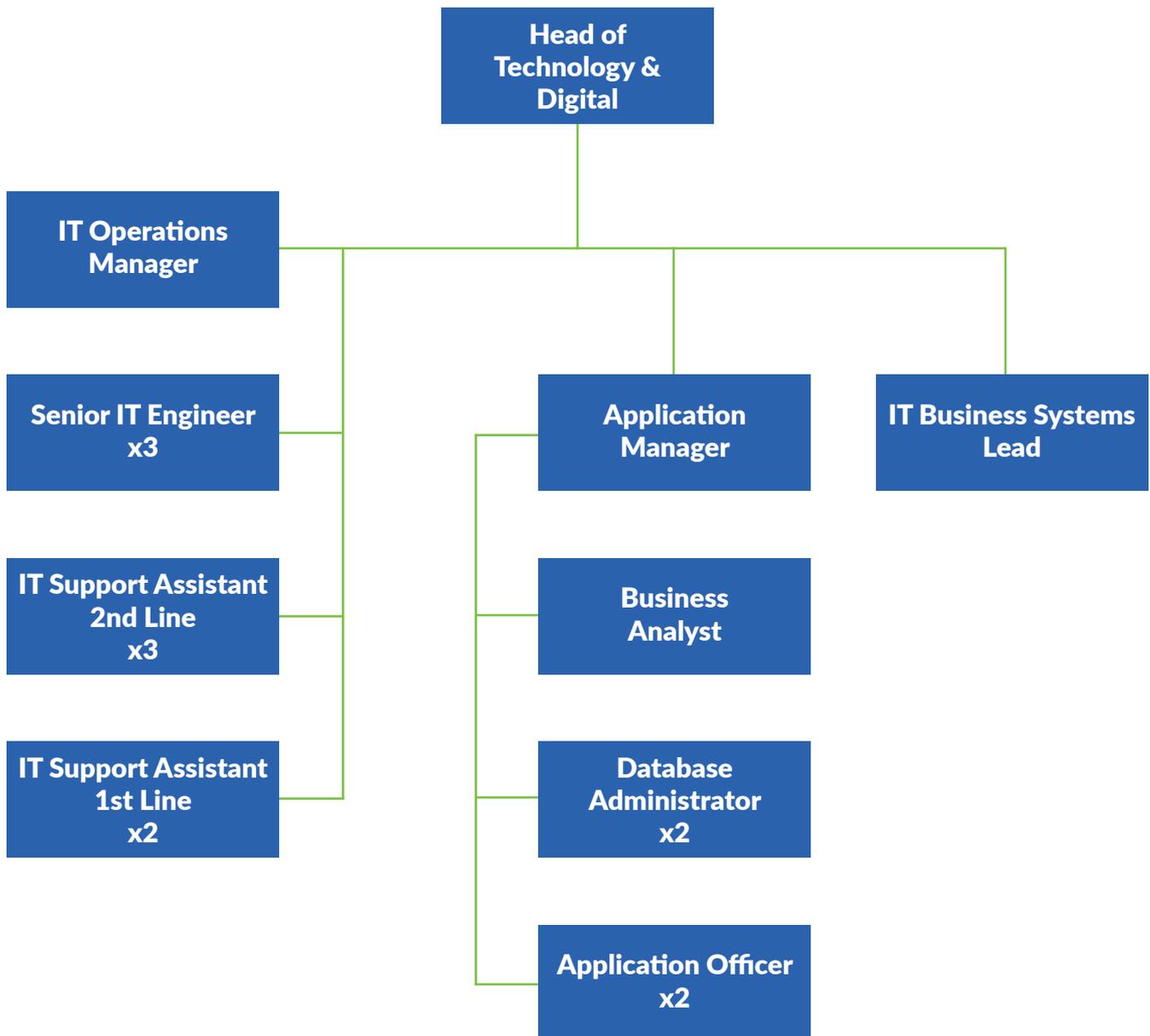
We are now ready to commence the next exciting phase of our digital transformation. This will focus on further improving the client experience through;

- Development of a brand new public advice site for Scotland to support the provision of over 5 million pieces of advice to people across Scotland.
- Development of a new content management system to allow greater flexibility in the way that we store and present our advice content to clients and advisers alike including bespoke front facing portals.
- Further development of AI in our telephony and digital services to help us better triage clients and ensure that those with the most need reach us first.
- Linking our content management system with our case management system to provide a more streamlined advice journey for clients and advisers alike and allow clients to take more control of their own advice requirements.

This is an exciting new chapter for the service which offers the opportunity to use technology and digital to reach out to and help more people than ever before. The successful applicant will see a clear trajectory from the work they lead on to the very real difference that our network makes to people's lives across Scotland each and every day. If you think that you have the skills and experience to help us with this challenge and you are excited by the prospect of helping people across Scotland then we want to hear from you.



## Organisation Structure





## Role Description

Position	Head of Technology and Digital Services
Location	Edinburgh or Glasgow (with opportunities for Blended Working)
Responsible to	Deputy CEO
Line manager responsibility	Yes
Budget responsibility	Yes

## About the job

The Head of Technology and Digital is a member of the senior leadership team in CAS responsible for driving forward the IT and digital strategy for the network across Scotland. This role reports to the DCEO and the Digital Committee of the Board and plays a leadership role in identifying and developing solutions for advice delivery of the future so that the network remains the largest and most trusted advice provider in Scotland.

The Head of Technology and Digital leads a team of 16 individuals who support the delivery of services across CAS and the 59 Citizen Advice Bureau in Scotland. You will be responsible for delivering services to CAB across the network ensuring they have the infrastructure, hardware, software, digital services and security that they need to deliver services securely to clients in the way that clients want. A key aspect of the role will be identifying and developing technology and digital solutions in partnerships with CAB, implementing solutions that are cost effective, meet client needs and are flexible to respond to different local environments.

You will also have overall responsibility for driving technology decisions within CAS including product development and procurement, data analysis and business tools.

## Key Responsibilities

- Provide leadership and direction on all technology and digital matters across the network, supporting the development of solutions which enhance the advice and advocacy service offerings and support organisational effectiveness.
- Deliver high quality and effective technology and digital service across CAS and the 59 bureaux, anticipating risks and issues to ensure a consistent and stable customer focused service.
- Ensure there is robust governance of around cyber security including achieving appropriate accreditation status and implementation of appropriate systems, processes and training and behaviours.
- Advise the Board and Executive Leadership team on the best technology and digital solutions for the network in line with the delivery of the CAS strategic plan
- Support the Digital committee to develop and implement a digital strategy for the network which places CAS and CAB as digital leaders in the third sector.
- Produce regular service performance and project status reports for stakeholders
- Support the continued development of the network datahub, ensuring that our advocacy work is supported by access to the most comprehensive real time data.
- Support delivery of national projects and across the wider advice services function through the design and development of technology and digital solutions which help to drive forward advice provision in line with the co-design requirements of the network
- Drive the delivery of technology and digital services to CAS which support good management and performance information for the executive as well as develop, manage and monitor strategic service plans and budgets in order to achieve objectives within the organisation's business plan.
- Ensure business continuity including through the development, maintenance and testing of disaster recovery plans for agreed services.
- Ensure SLA's with 3rd party IT contracts and suppliers are delivered and provide best value for CAS.

## Accountability and Decision Making

- Overall responsibility for delivery of strategic objectives for the department
- Acts as the expert on technology and digital matters within the organisation
- Responsibility for leading on strategic decisions required to progress the technology and digital strategy, in consultation with the ELT
- Expected to make recommendations on complex scenarios or where no precedent exists

## Problem solving and Complexity

- Able to solve complex operational and strategic technological and digital issues through a pragmatic and commercially sound approach
- Problems are likely to be complex, requiring considerable analysis and option generation
- Problems faced by the jobholder will be around how to support organisational direction of travel, delivering technology and digital solutions which deliver against aspects of the strategic plan.

- Problems faced may not have been faced previously and will require assessing risk versus reward, including internal and external impact.
- The job holder is expected to have the expertise to resolve all technology and digital queries, with support from ELT on recommendations only where required

The above job description is not exhaustive and is clarified to include broad duties inherent in the post.

## Person specification

### Knowledge, skills and experience

#### Essential

- Experience of leading an IT team or function within a complex organisation.
- Experience of leading in the areas of, systems, infrastructure and large-scale projects with strategic thinking and evidence of implementing new technology and digital solutions essential.
- Experience of delivering commercially focussed technology and digital solutions to a rapidly changing organisation.
- Management experience to include evaluating, improving and sustaining performance; planning, implementing and managing change. Ability to demonstrate a broad strategic view of the issues affecting the organisation's members and services and an understanding of the implications and impact of these in a shared service centre environment.
- Management experience including setting objectives, monitoring and managing performance, conducting appraisals and seeking development opportunities for others.
- Sound technical background and leadership and problem-solving skills essential
- Experience of setting up and monitoring appropriate performance measures for a complex infrastructure environment.
- Effective management of relationship and communications with internal and external stakeholders.
- Experience of setting, managing and monitoring budgets.
- Ability to translate technical jargon into plain English in order to drive informed decision making.
- Strong ITIL experience.

#### Desirable

- Qualification in IT and/or membership of relevant professional body
- Experience of managing large scale technology and/or digital transformation projects.
- Experienced in managing SQL databases with sound understanding of the code and structure behind the platforms.
- Experience of working with Scottish and Central Government organisations

#### Additional requirements

- Occasional requirement to travel within Scotland
- Occasional requirement to work out with normal office hours

## Employee Benefits

Our people make Citizens Advice Scotland a great place to work and we offer a wide range of benefits to value their contributions. To get an idea of what benefits you receive when working with us, we have listed a few examples below.



### Work-life balance

- Flexible working and flexitime: get the flexibility as to how and when you work to suit both your and the organisation's needs.
- Generous annual leave: spend time away from the office to relax and unwind with a total of 40 days leave per year.



### Health and wellbeing

- Fresh Fruit: enjoy a weekly array of complimentary fresh fruit in the office.
- My Gym Discounts: join gyms, health clubs, leisure centres, yoga studios, boot camps and outdoor activities at a discounted rate.



### Financial benefits

- Pension scheme: save for your future with an 8% employer and 4% employee contribution.
- Capital Credit Union: access ethical financial services with a credit union membership.



### Other benefits

- Season ticket loan: take out an interest-free season ticket loan to save on travelling to and from work
- Salary sacrifice schemes: in addition to Cycle2Work and Childcare Vouchers, sign up to a scheme to purchase everyday technology.
- Recognition scheme: thank and reward your colleagues who have gone the extra mile or delivered a great piece of work.

When joining Citizens Advice Scotland you have access to many other great benefits, all aiming to support the organisation's biggest asset – our people.

[www.cas.org.uk](http://www.cas.org.uk)

## Further Information

Please send CV, with full remuneration details, to Graham Burns at [cv@fwbparkbrown.com](mailto:cv@fwbparkbrown.com)

For a confidential conversation, please call Graham on 07738 182813.

The Scottish Association of Citizens Advice Bureaux – Citizens Advice Scotland. Scottish charity (SC016637) and company limited by guarantee (89892)



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