



Livingston James



The Scottish Parliament
Pàrlamaid na h-Alba

Position Profile

**Director of Financial
Resources / CFO**



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Introduction from Clerk/Chief Executive David McGill



Our vision is to make a positive difference to the lives of the people of Scotland. A key priority for the Scottish Parliament is to ensure we're continuing to meet the needs of MSPs, the Parliament and the public. We strive to deliver our services and facilities effectively and efficiently, always putting people at the centre of what we do.

The Director of Financial Resources is a member of the [Senior Executive Team \(SET\)](#) and provides advice to me in my function as Principal Accountable Officer for the [Scottish Parliamentary Corporate Body](#).

As we're in the final year of our parliamentary Session, our [Session 6 strategic plan](#) will need to be replaced. The SET is currently developing our Session 7 strategy through what we have called our "Parliament of the Future" programme. This strategic planning process will identify future opportunities, challenges, and priorities for service delivery in the next parliamentary session.

The Parliament is a vibrant, fast-paced, and dynamic organisation supported by excellent staff dedicated to delivering our services. We have high levels of staff motivation and commitment, as well as an iconic working environment, making the Parliament an excellent place to work.



David McGill

Clerk / Chief Executive

Introduction from Deputy Clerk/Deputy Chief Executive Michelle Hegarty



Working in the heart of democracy and where national change is debated and decided is exciting.

I have responsibility for shaping our strategic direction, and ensuring all directorates are aligned on our long- and short-term strategic goals and ambitions. I have senior oversight of our business improvement and performance processes.

Working with the Clerk/Chief Executive, I plan and manage the business of the Senior Executive Team, including ensuring the team performs effectively, achieving a culture where colleagues are motivated, developed and empowered to perform effectively.

The Director of Financial Resources will be a member of the Senior Executive Team (SET), and will lead their Directorate, setting a vision for the future, ensuring that teams are set-up to succeed.

The Director will also ensure there is effective financial governance and will attend the Audit Advisory Board. This will ensure that the Parliament is well prepared to respond proactively to future challenges and opportunities.

It is a visible organisational leadership role, and as Chief Financial Officer the role holder will also be the steward of the Scottish Parliamentary Corporate Body's finances.

We're looking for someone who can lead by example, instil confidence, collaborate, drive positive change, and thrive in an environment of challenge.

Come and join us!



Michelle Hegarty

Deputy Clerk / Deputy Chief Executive



The Scottish Parliament is the law-making body in Scotland for devolved matters. The Scottish Parliament scrutinises the work and policies of the Scottish Government. The Scottish Government is accountable to the Scottish Parliament; and both organisations are accountable to the people of Scotland.

[The Scottish Parliamentary Corporate Body](#) is responsible for providing the Parliament with the property, staff and services required for the Parliament's purposes.

We place a high value on excellence, and we are continually looking to improve how we can deliver the Parliament's core purpose of representing the people of Scotland by debating issues of national importance, passing legislation, and holding the Scottish Government to account.

We are a diverse workforce, and our embedded values shape the way we work and treat each other. We have a culture of respect and inclusion, and everyone has the ability to make a difference.

The Parliament is committed to a culture that reflects our values in how we carry out our work, with impartiality and professionalism.

Our Values and Code of Conduct



Our core values are Stewardship, Inclusiveness, Excellence and Respect. Together they help to make clear our common purpose and priorities.

- **Stewardship:** Focusing on the longer term to ensure we are leaving things better than we found them and putting our shared interests ahead of any individual or team



- **Inclusiveness:** Understanding the big picture and seeking out alternative perspectives. Every colleague feels they are able to make a valued contribution and deliver their best work
- **Excellence:** Taking care to enhance our reputation in everything we do. Using our skills and resources efficiently and effectively to deliver high-quality sustainable results
- **Respect:** Appreciating difference, building cohesive teams, and fostering the values and experiences of diversity

Our [Code of Conduct](#) provides a framework to support all staff in making decisions around their behaviours and actions as a public official. It provides clarity by bringing together the essential standards of behaviour that guide individual actions.



Job Title:	Director of Financial Resources / CFO
Reports to:	Deputy Clerk / Deputy Chief Executive
Location:	Holyrood, Edinburgh (Hybrid)

As Director of Financial Resources, you'll be the executive team lead for activities and operations across a range of professions and functions.

Working in the heart of Scottish democracy, you'll strategically lead the Financial Resources Directorate comprising the Finance, Allowances, Internal Audit, and Procurement Offices.

Acting, under formal delegated authority, as Chief Financial Officer, you'll ensure that advice is provided to the Clerk/Chief Executive in exercise of his function as Principal Accountable Officer for the [Scottish Parliamentary Corporate Body](#). This is in accordance with [section 16 of the Public Finance and Accountability \(Scotland\) Act 2000](#).

You'll sit on the Senior Executive Team (SET), which is chaired by the Clerk / Chief Executive and comprises the Deputy Clerk / Deputy Chief Executive and four Directors.

The SET has shared accountability for:

- creating and shaping a vision for the future of the Parliament
- collective decision-making responsibility for strategic planning and resourcing
- strategic workforce planning, financial and operational planning
- change management

As a member of SET, you'll work alongside highly skilled, engaged, and committed leaders who are equally ambitious for the organisation and its staff, putting people at the center of how we deliver change. You'll be a strong advocate for our culture, role modelling our values, providing visible and inclusive leadership of the Parliament's staff.

As the Chief Financial Officer and steward of the Scottish Parliamentary Corporate Body's finances you are accountable to and will directly advise the Clerk / Chief Executive, under your delegated authorisation.



To have a positive impact in the role you will:

- Provide sound financial advice and recommendations to the Scottish Parliamentary Corporate Body and as an Advisor to the Advisory Audit Board
- Provide strategic advice, support, and constructive challenge to ensure priorities are agreed and delivered and that there is effective forecasting, risk management, business continuity planning and effective capacity planning, resourcing, and delivery
- Undertake horizon scanning activities and review financial forecasting for the medium and longer term, understanding our challenges within the status of current, medium term and future public finances
- Develop and maintain effective relationships with a diverse range of stakeholders including, but not limited to, Senior Executive Team colleagues, the Scottish Parliamentary Corporate Body, MSPs and external stakeholders
- Identify opportunities and lead by example to further a culture of collaboration between the Financial Resources Directorate and staff within other directorates, to maximise the efficiency and coherence of the service MSPs receive



Preferred Candidate Profile



You'll be a fully qualified CCAB Accountant with experience of strategically leading a complex finance function at an executive level. You'll also strategically lead additional business functions in your remit. You'll bring a deep knowledge of best practice in finance, and its essential and critical role in driving good delivery and corporate performance

Given the strategic organisational scope of the role, you'll be expected to coach and support your direct reports to drive an organisational culture of professional excellence and continuous improvement.

To succeed you'll be someone who can instill confidence and provide strategic leadership across a range of matters to bring about major organisational change. This will include shaping and championing large-scale programmes or initiatives not directly related to your core areas of operational responsibility. It will also include sponsoring and delivering programmes and initiatives that modernise how we carry out our work.

Your work will form part of our commitment to excellence and efficiency and will include medium-term financial planning along with improving service satisfaction for MSPs, staff, and the public.

You'll be able to think strategically and respond quickly and flexibly to evolving priorities, be comfortable making decisions and setting direction, sometimes without the full picture. Thriving in an environment of challenge, you'll be situation-focused and lead by example.





Stewardship

Focusing on the longer term to ensure we are leaving things better than we found them and putting our shared interests ahead of any individual or team.

Your main responsibilities will involve:

- Operating with strategic credibility at the highest levels within the Parliament. Working in the Senior Executive Team to guide the Scottish Parliamentary Corporate Body (SPCB) in establishing its strategic direction and goals and, through organisational leadership ensuring that those goals are delivered
- Taking a holistic overview of your directorate, shaping it to take a proactive approach to assessing performance and decision-making by improving data, information and feedback and empowering your direct reports to deliver operations including providing detailed advice to MSPs and the SPCB
- Ensuring the Directorate has the right organisational structure, professional skills and capabilities, effective planning, and appropriate governance, including robust development and investment plans for the future
- Driving modernisation in line with the transformation agenda to support delivery of excellent, efficient services which enables a 'one Scottish Parliament' approach

And in delivering these you will have:

- Board level, directorate leadership or executive management experience in the main leadership proficiencies across strategy, governance, digital and people leadership including change leadership and culture development
- The skills to evidence impactful strategic and creative thinking, with the ability to set an ambitious vision, inspire continuous improvement and drive forward implementation through motivating others towards a common goal
- A demonstrable ability to assess and adjust to changing situations, and remove obstacles to change, creating new structures and processes to facilitate agreed transformation
- A growth mindset to engender the transformation of services, with the sensitivity to understand the impact of change on staff and stakeholders in a high pressure, political environment



Excellence

Taking care to enhance our reputation in everything we do. Using our skills and resources efficiently and effectively to deliver high-quality sustainable results.

Your main responsibilities will involve:

- As a member of the Senior Executive Team (SET), handling issues management, anticipating strategic risk, and taking appropriate steps to mitigate these, ensuring effective change management and business continuity planning across the organisation, leading the strategic resolution of incidents via the Incident Management Team and deputising for the Clerk/Chief Executive as required
- As Chief Financial Officer, providing leadership to support effective and efficient decision making, providing expert advice and assurance on finance related matters to the Principal Accountable Officer, the SPCB, the Senior Executive Team and leading the Investment Advisory Board
- Supporting and challenging your direct reports to define, prioritise and plan so that organisational effort is well understood and productive in line with our aims for operational excellence
- Developing and maintaining good working relationships with MSPs and the SPCB, ensuring the needs of these key stakeholders are reflected in service delivery

And in delivering these you will have:

- A demonstrable ability to horizon plan, exercising sound judgement, delivering a constructive and effective contribution to strategic change management, business / organisational continuity planning, strategic risk and issues management, with problem solving at board level
- Significant budgetary oversight and experience working at Chief Financial Officer level including demonstrable ability to develop and operationalise a 5-year financial strategy taking account of potential future public finance scenarios
- A commitment to operational excellence with demonstrable ability to identify tensions and dependencies, set priorities and make trade-offs between different priorities and different timescales
- Experience of building good working relationships with your stakeholders, and the mindset to manage interests and sensitivities, balancing tensions between organisational requirements with the wider environment and the uncertainties involved



Respect

Appreciating difference, building cohesive teams, and fostering the values and experiences of diversity.

Your main responsibilities will involve:

- Supporting your fellow Directors in providing cross cutting, joined up and visible leadership for the Scottish Parliamentary Service (the staff employed by the SPCB to support MSPs and the Parliament)
- Building a culture where diversity of ideas and constructive challenge is welcomed, heard, and respected and where colleagues feel able to speak up within a psychologically safe environment
- Ensuring the organisation is sufficiently agile and able to cope with change, influencing the overall thinking of key stakeholders, persuading them to take decisions which may have major implications and which they might not otherwise wish to take

And in delivering these you will have:

- A collaborative mindset valuing your senior peers' strengths and contributions, with the demonstrable ability to drive an organisational culture of professional excellence and continuous improvement within a complex organisation
- The integrity to lead by example with a reputation for openness and impartiality, challenging inappropriate behaviours and practices, particularly in respect of financial propriety and regularity, making decisions which promote inclusivity and diversity
- An inclusive approach, building coalitions for change, aligning, and enthusing the various contributors when developing strategy and policy, including people over whom you have no direct management control



Inclusiveness

Understanding the big picture and seeking out alternative perspectives. Every colleague feels they can make a valued contribution and deliver their best work.

Your main responsibilities will involve:

- Ensuring teams and staff are developed, motivated, and capability is enhanced so that individual and collective performance meets the needs of the Parliament, and that MSPs receive proactive, flexible, expert support to enable them to do their jobs to the highest possible standards
- Setting stretching goals that challenge the status quo and existing performance levels, drawing on what the best organisations across the sectors are doing
- Ensuring that the Parliament's interests are represented, including chairing, and attending meetings with internal and external parties and delivering difficult messages when required to high level audiences
- Building coalitions for change and aligning and enthusing the different players when developing strategy and policy, including people over whom you have no direct management control

And in delivering these you will have:

- Excellent communication skills with the capacity to personally engage others, fostering collaboration and innovation – both across and beyond your own teams, and drawing on this to shape services for the end user
- An outward mindset, seeking knowledge through networking and meeting people outside of the organisation, including enhancing relationships with senior peers in other UK parliaments, to promote sharing of good practice and peer support
- Experience of representing the organisation on a range of high-profile boards and groups, with the ability to confidently answer direct queries under scrutiny from senior key stakeholders



Remuneration and Benefits

- **Salary:** £123,251 (range: £123,251 - £135,867)
- **Working pattern:** This is a full-time role (37 hours per week), however we are happy to talk about flexible working. We are committed to reducing the working week to 35 hours by 1 March 2026 and to supporting staff in achieving a healthy work-life balance. This is a hybrid role, working from Holyrood, and from home, with onsite working, as required (2-5 days)
- **Flexitime:** To meet business and personal needs, we have a progressive flexible working hours arrangement in place
- **Annual leave:** 41.5 days (including public holidays)
- **Pay progression:** You'll progress each April until the top of the banding is reached
- **Pension:** Civil Service pension arrangements, with a generous employer contribution of 28.97% of annual salary
- **Ongoing development:** learning opportunities available
- [Here is a list of all our additional benefits](#)

From day one your experience, views and input will be sought and valued. You'll have the opportunity to shape how we deliver our services.

We're committed to providing an inclusive environment that welcomes diverse backgrounds and diverse thinking. Our culture is inclusive, welcoming, and vibrant. We want our colleagues to feel valued, respected, and engaged.

We particularly welcome applications from candidates from a Minority Ethnic background and Disabled candidates. All appointments will be made on merit. We have a values-based culture of respect and inclusion embedded in our organisation, and everyone can make a difference.

We're proud to be an equal opportunities employer that values and respects the people who work for us. All job applications are treated fairly, with respect and without bias.

When you apply for the job, please let Livingston James know if you require any reasonable adjustments to the recruitment process.



The Recruitment Process / How to Apply:

The recruitment for this position is being managed by our advising consultants, Livingston James. Livingston James will conduct initial conversations prior to presenting candidates to the Scottish Parliament's recruitment panel for this role.

Interested candidates should provide a CV and write a statement of up to 400 words maximum for each value. In your statement, please demonstrate your suitability for the role by fully evidencing how your background, skills and experience are relevant to the essential skills listed under every value.

The essential skills are listed as bullet points under every value in the "And in delivering these you will have" sections of [The Job Description](#). One or more examples per value can be used and we would recommend using the STAR approach (Situation, Task, Action, Result) to structure your examples.

Your updated CV and statement should be provided to both douglasadam@livingstonjames.com and kirstymclardy@livingstonjames.com.