



Civil Service
Talent



HM Revenue
& Customs

Candidate Information Pack

HM Revenue and Customs

Solicitor's Office and Legal Services

Deputy Director, Personal Tax Litigation

SCS Pay Band 1

Reference: 1567895

Closing date: 10:00 Monday 22 January 2018



Welcome



**We are looking
for lawyers who
can influence the
management of
change**

Gill Aitken

General Counsel and Solicitor

Thank you for your interest in this role.

This is an exciting time to be joining Solicitor's Office and Legal Services. We are transforming our legal services in HMRC to maximise revenue collection through the design, legislation and implementation of tax policy and where appropriate litigation, to safeguard billions of pounds of tax for the UK. We are also developing our capability to provide the best professional legal service we can to HMRC.

The role of Deputy Director personal tax litigation is a key one within SOLS and the wider HMRC. The team conducts high profile and complex litigation across a range of direct taxes, litigating issues such as employment status, residence and domicile, and pension issues. Tackling tax avoidance is a key objective for HMRC and this team has a central role in litigating alleged avoidance measures involving Employee Benefit Trusts, Contractor Loans schemes and pension liberation schemes. Recent successful challenges to tax avoidance schemes include the two Supreme Court cases of UBS & Deutsche Bank and Murray Group Holdings (the Rangers Football Club case).

While knowledge and experience of tax law would be a considerable advantage for this post, we welcome applications from strong legal leaders with significant experience in public law and/or litigation.

If you believe you have the skills, experience and commitment, I would be delighted to receive your application.

The Solicitor's Office and Legal Services

The Solicitor's Office and Legal Services is headed by Gill Aitken, the General Counsel and Solicitor who has overall accountability for all legal services to HMRC, whether provided internally or commissioned from the private sector

We conduct legal work for every part of the Department and our work impacts on all HMRC customers. We also have oversight of the advisory accountants and manage ministerial correspondence for HMRC.

Solicitor's Office and Legal Services is made up of four directorates:

- Tax Litigation
- Business Tax
- Personal Tax, Benefits and Credits and Corporate Services (where this roles sits)
- Legal Operations and Business Transformation

The legal work of the office includes:

- Advice on tax and benefits policy initiatives, their design and implementation through the fiscal events like the Budget, Finance Bill and other primary legislation and secondary legislation. This includes working with HMT, Parliamentary Counsel and other government departments as well as HMRC.
- Conducting all of the Department's litigation from the most complex, high value cases to those at First Tier Tribunal including handling reviews and appeals.
- Operational legal and accountancy advice
- Commercial and criminal law advice.

Solicitor's Office and Legal Services is building a future in which we will:

- Help maximize the revenue through excellent litigation, safeguarding billions of pounds of tax
- Support HMRC's work through high quality advice delivered at the right moment and in the right form
- Absorb continuing growth in demand for our services and provide support for new Departmental initiatives helping to transform tax and payments for our customers.

In order to achieve this, we must maintain and improve our high levels of staff engagement, develop an agile, client-orientated business and stay at the cutting edge of legal digitalisation initiatives.



Background to HM Revenue & Customs

HM Revenue & Customs is one of the largest Government Departments and one of the UK's biggest organisations. Almost every individual and business in the UK is a direct customer of HMRC. We collect in excess of £500 billion a year in revenue from over 50 million customers across the UK.

We are an effective, efficient and impartial tax and payments authority with a vital purpose: to collect the money that pays for the UK's public services and help families and individuals with targeted financial support.

We have embarked on a major transformational programme to redirect more of our people and resources to compliance activities, modernising systems and re-engineering processes to become more customer-oriented. We also aim to bring our 66,000 staff together from 170 to 13 modern offices across the country, alongside a small number of specialist sites and an HQ.

Our single department plan 2015 - 2020, which sets out our plans for achieving our strategic objectives and delivering our vision, is available online at: [Single Departmental Plan](#)

In 2017 we agreed a new vision and, together with our people, defined our values:

We are Professional	This is about how we do our jobs
We act with Integrity	This is about how we are in doing our jobs
We show Respect	This is about how we treat people in doing our jobs
We are Innovative	This is about how we change how we do our jobs

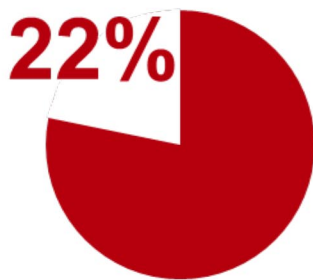
Key Facts and Figures

Our Business

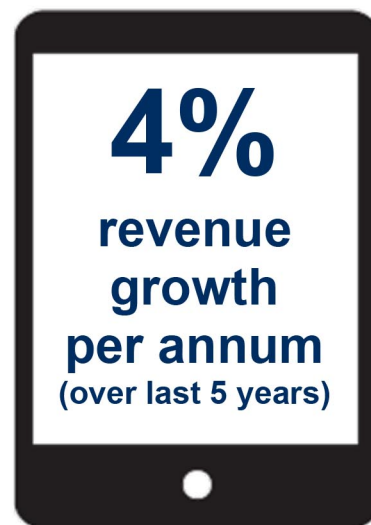
Revenue £517.7 billion

£26.6bn of additional tax revenue brought in – a new record

Workforce
reduction



2011-2016



business users

Tax Gap
£34bn



Our relationship with our customers

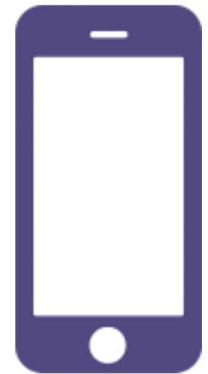
16m

inbound post



300m

consumer
transactions online



50m

inbound calls

740m

business
transactions online



220m

outbound
letters



70%

of all government
transactions

Transformation in HMRC – ‘Building our future’

In order to meet its strategic objectives – to maximise revenues due and bear down on avoidance and evasion; transform tax and payments for our customers; and design and deliver a professional, efficient and engaged organisation – HMRC has embarked on a major transformation programme, changing the way it does things to make it easier for compliant customers and harder for noncompliant customers. These reforms will deliver the biggest transformation of the tax system in a generation, making it more effective, efficient and easier for our customers. All of this is to be delivered at lower costs, while meeting revenue and customer service targets. The ‘Building our Future’ programme sets out how the organisation will transform over the coming years and what HMRC will be like in 2020 and beyond.

Some of the areas that are changing are described below.

Digital transformation

HMRC is one of the leaders of government’s digital journey and has invested £1.3 billion to transform into one of the most digitally advanced tax administrations in the world (“digital by default”) - fundamentally transforming the way people and businesses are able to manage their tax affairs, offering them first-class online, real-time services accessible anytime, anywhere – just as with banking and shopping.

People transformation

HMRC’s people are at the heart of the transformation as HMRC moves towards its vision for 2020. It will mean new ways of working for its people - with fewer people, working in more highly skilled roles, in fewer locations, working across business lines to bring services together for customers in one place.

Estates transformation

HMRC is rationalising its current estates footprint - moving from an organisation with over 170 offices in 2015 to 13 new Regional Centres and four Specialist Sites by 2021. This means that teams will be able to work closer together in a smaller number of large, modern, adaptable offices and ensure that HMRC people will have more opportunities to build their careers and skills. HMRC is also updating its IT and infrastructure to ensure the best working environment possible.

More information about ‘Building Our Future’ is available online at: [Building Our Future: transforming how HMRC serves the UK - gov.uk](https://www.gov.uk/building-our-future)

Vacancy Description

Job Title	Deputy Director, Personal Tax Litigation
Vacancy Reference	1567895
Salary	<p>The salary for this post is set within the Senior Civil Service (SCS) Payband 1 range of £65,000 (£68,500 in London) and £117,800.</p> <p>Being mindful of the scrutiny on public sector pay, external candidates should expect their salary on appointment to be towards the lower end of the pay range.</p> <p>Existing Civil Servants will be appointed in line with the normal Civil Service pay rules</p>
Vacancy Description	<p>The Deputy Director Personal Tax Litigation reports directly to the Litigation Director in HMRC Solicitor's Office, who has oversight of all of HMRC's litigation work conducted by lawyers. You will provide leadership, management and strategic direction to the Personal Tax litigation team, as well as contributing to the corporate leadership of the Solicitor's Office.</p> <p>The personal tax regime generates high profile and often complex litigation, including cases involving tax avoidance schemes, employment status, residence and domicile, pensions and a number of other interesting and challenging issues. The team works closely with clients and with colleagues in our Legal Operations team who conduct much of the First Tier Tribunal litigation while this team is responsible for the conduct of substantive litigation in the First Tier Tribunal and onwards in the Upper Tribunal, High Court, Court of Appeal and Supreme Court.</p> <p>The team is split across two locations, London and Manchester, and consists of 13 permanent lawyers supported by paralegals. Key responsibilities for the role include:</p>

Leading teams in planning and delivering work programmes to meet client needs

- Work with the client to identify and understand client priorities;
- Develop and agree a programme of work to enable achievement of these priorities;
- Mobilise the resources needed to deliver the work and devolve responsibilities to the appropriate level;
- Work with clients to ensure departmental decisions take account of legal risks;
- Make high quality personal legal contribution.

Seeking and implementing opportunities for SOLS to achieve more with less

- Ensure the Department receives good value for money in external legal services, including Counsel's fees and exploit the potential for making savings;
- Produce proportionate, "fit for purpose" and timely responses to client requests, ensuring that clients understand their options and the potential impact on timelines and availability of resource.

Building the capability and improving the performance of their team and wider SOLS

- Advise and steer the team in legal matters, using wider knowledge and expertise;
- Improve the skills and capability of the team through induction, coaching, mentoring and encouraging ongoing personal and professional development;
- Effective performance management;
- Work with the Director to anticipate and plan for medium/long term skill and resource requirements;
- Support and contribute to learning and development initiatives.

Contributing valuably to the collective leadership of SOLS and HMRC

	<ul style="list-style-type: none">• Support the continuing transformation of legal services in HMRC;• Demonstrate personal leadership in embedding a One SOLS approach, in particular through closer working between the Litigation Directorate and Legal Operations;• Play a full role in SOLS Senior Leadership Group.
<p>Person Specification</p>	<p>Candidates should embody the Civil Service Leadership Statement and be ready to step into a broad leadership role that will have a cross government profile, for example, in relation to law enforcement matters. Work within SOLS is focused towards a partnership approach and as such candidates should thrive in collaborative work.</p> <p>Key person specifications are outlined below.</p> <ul style="list-style-type: none">• Candidates must be a Qualified Lawyer. Experience in tax law would be beneficial although not essential where the candidate has significant experience in public law and/or litigation.• Confident in both people and thought leadership evidenced by improving team culture and operational performance within a legal setting• The ability to set the strategic direction, to identify and provide clear focused goals out of at times an ambiguous landscape.• A proactive approach in bringing together and influencing senior stakeholders so that meaningful legal work / change is implemented.• The ability to act as an advocate for the legal profession across government and HMRC with real drive and motivation to the continuous improvement of SOLS.• Skilled and proven in organising and delegating work effectively through a team so that work lands on time.• Demonstrated commitment to self-development as a leader.

The Recruitment Process

How to Apply

To apply for this post you will need to submit the following documentation to us by no later than 10:00 On Monday 22 January 2018.

- A **CV** setting out your career history, with key responsibilities and achievements. Please ensure you have provided reasons for any gaps within the last two years;
- A **statement of suitability** (no longer than two sides of A4) explaining how you consider your personal skills, qualities and experience provide evidence of your suitability for the role, with particular reference to the criteria set out in the **person specification**
- A completed **Diversity Monitoring Form**. All monitoring data will be treated in the strictest confidence and will not affect your application in any way.
- A completed **Candidate Supporting Information Form**

If relevant, please also submit:

- A completed **Guaranteed Interview Scheme Form** if applying under this scheme.

Applications should be sent to:

hmrc.scsrecruitment@cabinetoffice.gov.uk

Please include the **vacancy reference number** and **job title** in the subject line.

If you do not receive an acknowledgement of your application within 48 hours, please email

paul.massini@cabinetoffice.gov.uk

Overview of the Process

The Executive Recruitment Team will acknowledge your application and advise you of the outcome of the shortlist meeting.

Applications will be reviewed by the panel to select those demonstrating the best fit with the post and the criteria set out in the person specification.

Depending on the number of applications received there may be a second stage to the shortlist process.

If you are shortlisted, you will be provided with full details of the next stages of the selection and assessment process. This may include other forms of assessment prior to the final interview.

You may also have the opportunity to meet with the recruiting line manager prior to the final selection panel interview to learn more about the role and the organisation. Further details will be provided if you progress to this stage of the selection process.

The selection panel will be chaired by Sarah Goom.

Where possible the Executive Recruitment Team will provide feedback. However, depending on the volume of applications it may not always be possible to provide individual feedback to all candidates.

Assessments

As noted above, if you are invited for interview you will be asked to undergo an assessment designed to identify your key behavioural strengths as well as any associated areas for development. This is to support the selection panel's decision making.

The assessment lasts approximately two hours and consists of a number of personality questionnaires and a subsequent discussion with an assessor. You will need to be flexible about setting aside time in your diary to do this. Those undertaking the assessment will be provided with full details beforehand. The assessment does not lead to a pass or fail decision; rather, it is intended to highlight areas of strength and possible concerns which the panel can probe at interview.

If you have been assessed previously and apply for another

	<p>SCS post at the same payband within a two year period, it is our policy to reuse the original report.</p> <p>You will also take part in a staff engagement exercise designed to assess leadership and stakeholder engagement ability.</p>
Arrangements for interview	<p>Interviews will be held in London. You will be advised of the format in advance. If you are required to prepare in advance a presentation for the final interview, you will normally be given at least one week's notice of the subject.</p> <p>Expenses incurred by candidates during the recruitment process will not be reimbursed by the Department except in exceptional circumstances and only when agreed with the Department in advance.</p>
Reserve Lists	<p>If we receive applications from more suitable candidates than we have vacancies for at this time, we may hold suitable applicants on a reserve list for 12 months, and future vacancies in the Civil Service requiring the same skills and experience could be offered to candidates on the reserve list without a new competition.</p>
Alternative Formats	<p>If you wish to receive a hard copy of the information, or in an alternative format e.g. Audio, Braille or large font then please contact: hmrc.scsrecruitment@cabinetoffice.gov.uk</p> <p>If you cannot apply online, please post applications to: Executive Recruitment, Civil Service Talent, LG72, 100 Parliament Street, London, SW1A 2BQ.</p>
Further Information	<p>If you have any questions about the role or would like to discuss the post further, please contact sarah.goom@hmrc.gsi.gov.uk (from 2 January only) For any questions relating to the recruitment process or terms and conditions of employment please contact paul.massini@cabinetoffice.gov.uk</p>

**Civil Service
Commission's
Recruitment Principles**

Selection for appointment to the Civil Service is on merit, on the basis of fair and open competition, as outlined in the [Civil Service Commission's Recruitment Principles](#).

The Civil Service Commission has two primary functions:

- Providing assurance that selection for appointment to the Civil Service is on merit on the basis of fair and open competition. For the most senior posts in the Civil Service, the Commission discharges its responsibilities directly by overseeing the recruitment process and by a Commissioner chairing the selection panel.
- Hearing and determining appeals made by Civil Servants under the Civil Service Code which sets out the Civil Service values – Honesty, Integrity, Impartiality and Objectivity – and forms part of the relationship between civil servants and their employer.

More detailed information can be found at the Civil Service Commission website

<http://civilservicecommission.independent.gov.uk>

Complaints

If you feel your application has not been treated in accordance with the Recruitment Principles, and you wish to make a complaint, you should contact Leon Astill, HMRC SCS Team at leon.astill@hmrc.gsi.gov.uk in the first instance.

Indicative Timeline

Please note that these dates are only indicative at this stage and could be subject to change. If you are unable to meet these timeframes, please let us know in your application letter.

The anticipated timetable is as follows:

Advert Closing Date	10:00 Monday 22 January 2018
Short List Meeting	week commencing 29 January 2018
Assessments	weeks commencing 5 and 12 February 2018
Interviews	week commencing 19 February 2018

Terms, Conditions and Benefits

The information offered in this document is supplied in good faith but does not in itself form any part of the contract of employment.

Appointment Term	Permanent
Location	Central London or Manchester. Some travel across the UK will be required with occasional international travel. Relocation costs will not be reimbursed
Working Arrangements	This role is available for full-time, part-time or flexible working arrangements (including job share arrangements)
Salary Range & Annual Pay Awards	The post is at Senior Civil Service Pay Band 1 (SCS1) level. The salary range is £65,000 (£68,500 in London) to £117,800 Being mindful of the scrutiny on public sector pay, external candidates should expect their salary on appointment to be at the lower end of the pay range. Annual pay awards are made in line with current SCS performance-related pay arrangements. In addition there will be the opportunity to earn performance related bonuses.
Pension	Your pension is a valuable part of your total reward package where: <ul style="list-style-type: none">• the employer makes a significant contribution to the cost of your pension;• your contributions come out of your salary before any tax is taken. This means, if you pay tax, your take-home pay will not be reduced by the full amount of your contribution; and• your pension will continue to provide valuable benefits for you and your family if you are too ill to continue to work or die

	<p>before you retire.</p> <p>For more information visit http://www.civilservicepensionscheme.org.uk/</p>
<p>Leave Allowance</p>	<p>Full time new entrants to the Civil Service and those Civil Servants on modernised terms and conditions will be entitled to 25 days leave increasing on a sliding scale to 30 days after 5 years' service.</p> <p>In addition to this you are entitled to 8 public/bank holidays plus an additional day for the Queen's Birthday. The allowance is pro-rated for part-time staff.</p> <p>With competitive maternity, paternity and parental leave we also recognise the importance of a good work-life balance and offer flexible working and a family friendly approach to work.</p>
<p>Training and Development</p>	<p>The Department offers engaging jobs in work that really matters; jobs which have a direct impact on the quality of public services. Roles can offer great job satisfaction and there are many opportunities to develop and progress both within the Department and across the wider Civil Service.</p> <p>To create a more skilled and unified organisation to transform services, the Civil Service is developing 10 specialist areas of expertise.</p> <p>https://www.gov.uk/government/publications/functional-model-for-more-efficient-and-effective-government</p> <p>These cross-government functions provide professional services and support to departments and supplement the 25 recognised professions within the Civil Service and who are there to support your own professional development</p> <p>https://www.gov.uk/government/organisations/civil-service/about/recruitment</p> <p>We are committed to investing in our staff and offer a range of work based training and qualifications, coaching and mentoring opportunities and a guaranteed five days of learning a year.</p>

Other Benefits	<ul style="list-style-type: none">• Childcare - the Department recognises that many staff balance working lives with the demands of a family life and offers support with childcare and holiday play schemes costs by providing childcare vouchers for staff who meet the eligibility criteria• Interest free season ticket and bicycle loans
Modernised Terms and Conditions	Civil Servants taking up appointment on promotion will adopt the current Senior Civil Service terms and conditions, which came in to effect on 1 July 2013. Existing Civil Servants appointed on level transfer will retain their existing terms and conditions.
Eligibility	The post is advertised to suitably qualified people in the external market, and to existing Civil Servants and those in accredited Non Departmental Public Bodies.
Nationality	<p>To be eligible for employment you must be a national from the following countries:</p> <ul style="list-style-type: none">• The United Kingdom• The Republic of Ireland• The Commonwealth*• A European Economic Area (EEA) Member State• Switzerland• Turkey <p>Certain family members of EEA, Switzerland and Turkish nationals are also eligible to apply regardless of their nationality.</p> <p>(*Commonwealth citizens not yet in the UK, who have no right of abode in the UK and who do not have leave to enter the UK are ineligible to apply.)</p> <p>For further information on whether you are eligible to apply, please visit Gov.UK.</p>

Security Clearance	<p>Before the appointment of the successful candidate can be confirmed, the Department will undertake background security checks. As part of this, we will need to confirm your identity, employment history over the past three years (or course details if you were in education), nationality and immigration status, and criminal record (unspent convictions only).</p> <p>The successful candidate must hold or be willing to obtain security clearance to Security Check (SC) clearance level before taking up post.</p>
Conflicts of Interest	<p>Candidates must note the requirement to declare any interests they may have that might cause questions to be raised about their approach to the business of the Department. They are required to declare any relevant business interests, share holdings, positions of authority, retainers, consultancy arrangements or other connections with commercial, public or voluntary bodies, both for themselves and for their spouses/partners.</p> <p>The successful candidate will be required to give up any conflicting interests and his/her other business and financial interests may be published.</p> <p>If you believe you may have a conflict of interest, please contact paul.massini@cabinetoffice.gov.uk before submitting your application.</p>
Equality and Diversity	<p>The Department is committed to being an equal opportunities employer. We value and welcome diversity. We aim to develop all our staff to enable them to make a full contribution to meeting the Department's objectives, and to fulfill their own potential on merit. We will not tolerate harassment or other unfair discrimination on grounds of sex, marital status, race, colour, nationality, ethnic origin, disability, age, religion or sexual orientation. We will promote and support the use of a range of flexible working patterns to enable staff to balance home and work responsibilities; and we will treat people fairly irrespective of their working arrangements.</p> <p>Under the terms of the Equality Act 2010, we are legally required to consider making reasonable adjustments to ensure</p>

that disabled people are not disadvantaged in the recruitment and selection process. We are therefore committed to meeting, wherever possible, any needs you specify in your application. We will also consider any reasonable adjustments under the terms of the Act to enable any applicant with a disability (as defined under the Act) to meet the requirements of the post.

The Department is an employer which has a positive attitude towards applications from disabled people and offers a Guaranteed Interview Scheme (GIS) for all disabled applicants. We are committed to interviewing all applicants with a disability who provide evidence of meeting the minimum requirements necessary for the post, as set out in this applicant pack.

To be eligible, your disability must be within the definition laid down in the Equality Act 2010. A disabled person is defined by the Equality Act 2010 as someone who has a physical or mental impairment, which has a substantial and long-term adverse effect on their ability to perform normal day-to-day activities. For the purposes of this policy, these words have the following meanings:

- 'substantial' means more than minor or trivial
- 'long-term' means that the effect of the impairment has lasted, or is likely to last, 12 months (there are special rules covering recurring or fluctuating conditions)
- 'normal day-to-day activities' include everyday things like eating, washing, walking and going shopping.

Should you consider yourself eligible to apply for this post under the GIS, please complete the associated form.

Civil Service Code

All civil servants are subject to the provisions of the Civil Service Code that details the Civil Service values, standards of behaviour and rights and responsibilities. For further information visit [Gov.UK](https://www.gov.uk).