



Criminal Injuries
Compensation
Authority

Director of Operations

Term: Permanent – though loans will be considered from other Government Departments

Salary: £71,381 - £88,900 per annum

Location and Type: 10 Clyde Place, Glasgow, G5 8AQ - Hybrid role with 50% office attendance

Closing Date: 22 May 2026

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Chief Executive Officer's Foreword

Do you have a strong track record of delivering frontline services? Are you passionate about improving customer experience and driving efficiency? Then we have an exciting opportunity for you at the Criminal Injuries Compensation Authority (CICA) as Director of Operations.

The CICA is an Executive Agency of the Ministry of Justice (MoJ). We are a team of over 350 people, with an office base in central Glasgow. We are proud to provide government funded compensation to victims of violent crime across Great Britain. While the financial compensation we can provide will never fully compensate victims for the terrible violence or loss they have experienced, we know compensation can make a real difference in people's lives.

“A fantastic opportunity to make a real impact for victims of violent crime”

The Director of Operations is a critical role in ensuring we deliver on our mandate. You will be an intrinsic part of the executive team at CICA. As we rise to the challenge of managing increasing demand for compensation, you will drive the critical delivery of compensation in an accurate, timely and trauma-informed manner. Your leadership skills will maintain a strong connection between our purpose and our people. You will build strong working relationships and influence the strategic direction and operational effectiveness of the organisation. You will work collaboratively with our people, functional experts and external partners.

This is a fantastic opportunity to make a real impact, enabling our people and strengthening our services to improve delivery of criminal injuries compensation. Do you have the experience and abilities we are looking for? Do you have the personal drive to deliver in a complex operational environment? Do you want to make a real difference to victims of violent crime? If so, I would be delighted to receive your application.

Best wishes



Lynne Henderson

Chief Executive Officer, CICA

About The Role

This critical senior leadership role has responsibility for leading delivery of CICA's mandate to provide compensation to victims of violent crime and is central to the ongoing modernisation of our services. As a member of the Executive Management Team, reporting directly to the Chief Executive Officer, you will provide visible leadership across operational delivery, ensuring compensation is delivered accurately, in a timely manner and in a trauma-informed way.

You will lead an end-to-end service delivery function, working collaboratively with CICA Directors, delivery partners and other stakeholders. The role includes oversight of around 250 staff, with direct line management of eight senior leaders, and responsibility for the full application process for over 45,000 cases each year. You will be accountable for delivery against annual key performance indicators and for managing an annual compensation budget in excess of £150m, supported by effective controls to ensure accurate assessment of entitlement and appropriate use of discretion.

As a senior leader, you will model Civil Service values, build trusted relationships across CICA and the wider MoJ, champion continuous improvement, and help shape a culture of respect, empathy and transparency, delivering a trauma-informed service with victims at its heart.

Key Responsibilities

Leadership

Lead and develop a workforce of around 250 people to deliver against demanding key performance metrics, ensuring high standards of quality, efficiency and professionalism

Provide highly visible leadership across CICA, championing Civil Service values, modelling inclusive leadership, and fostering a culture where diverse teams can succeed and perform at their best

Embed a strong culture of delivery, accountability and professional excellence, identifying and managing key risks, resolving challenges, and acting as a stabilising presence during periods of change

Act as the organisational authority on CICA operational delivery, providing assurance to the Executive Management Team and Board, and leading the Operations Directorates' contribution to strategic outcomes and Business Plan commitments

Build and sustain a highly capable leadership and delivery team through investment in training, mentoring, personal development and robust performance management, while championing the Operational Delivery Profession

Actively contribute as a member of the Executive Management Team, strengthening collaboration, role-modelling senior leadership visibility, leading cross-CICA activity, and representing CICA on MoJ and cross-government committees and boards, including deputising for the Chief Executive Officer as appropriate

Build strong internal and external engagement through clear, effective communication with key stakeholders, including the Scottish Government, maintaining momentum, morale and delivery focus through transition.



Key Responsibilities – continued

Operational Delivery

Ensure CICA operational priorities – annual compensation budget, timeliness of decision making and a stable live caseload – are met, balancing resources accordingly

Drive improvements to performance across the Directorate to improve applicant experience and decision-making efficiency

Ensure that procedures and ways of working are applicant focussed and trauma-informed

Drive delivery excellence through the expert use of data and understanding of performance to improve decision-making, productivity and customer experience

Build a quality, right first time, culture across the Directorate.

Financial Management

Manage the operations directorate budget within delegated limits and ensure compliance with CICA corporate governance protocols

Contribute to the effective financial management and operational efficiency of CICA

Deliver compensation spend in line with Managing Public Money, ensuring tax-payers money is used effectively.

Key Responsibilities – continued

Corporate Responsibilities

Proactively identify and manage risks within your own Directorate, and corporately through the Executive Management Committee and the CICA Audit and Risk Assurance Committee

Contribute to CICA strategic and business planning through membership of the Executive Management Committee, Transformation and Change Committee and the CICA Board

Work closely with the individual Directors to support operational delivery. Including with the Director of Modernisation Strategy and Implementation to support the identification and implementation of modernisation to improve service delivery and applicant experience; Director of Legal & Policy to ensure training needs are addressed and appropriately supported and operational guidance is followed; and, the Director of Corporate Services to support a strategic approach to recruitment and ensure operational staff are aware of and compliant with corporate policies

Active member of the CICA Executive Management Team, working collegiately with other Directors to drive forward cross organisational improvements

Work with government and external auditors as required.



About CICA

CICA is an Executive Agency of the Ministry of Justice (MoJ). As a cross-border authority, we administer the Criminal Injuries Compensation and the Victims of Overseas Terrorism Compensation Schemes on behalf of the UK and Scottish Governments in the respective jurisdictions. We are a public body with a strong connection to our sponsor department, delivering our core front-line service with the support of colleagues from a network of MoJ functions.

We share the MoJ vision and core values of Purpose, Humanity, Openness and Together.

Our business plan for 2026-27 is based on the delivery of three strategic outcomes, which contribute to the MoJ outcome of delivering swifter justice for victims. Our strategic outcomes for 2026-27 are:

- We will pay criminal injuries compensation to eligible victims of violent crime in as timely a manner as possible
- We will invest in an inclusive, diverse and professional workforce which lives our values and delivers public service with pride
- We will provide an accessible, trauma-informed service which treats victims with compassion, sensitivity and fairness

These three strategic outcomes, focused on our applicants, people and processes ensure we continue to drive forward our commitment to providing a sensitive, fair, and efficient service.

At CICA, our aim is to provide applicants with a sensitive, fair and efficient service ensuring that victims of violent crime receive the compensation to which they are entitled according to the provisions set by Parliament. In 2024-25, we provided £164 million to victims and their loved ones. We know that no financial award can undo the harm and trauma they have experienced but it can help support people to move forward and provide recognition of what they have been through.

More information can be found at: www.cica.gov.uk.

The Person

This role requires an experienced, collaborative senior leader with a strong track record in frontline operational delivery and customer service. You will bring strategic insight, exceptional communication skills, and the ability to drive high performance.



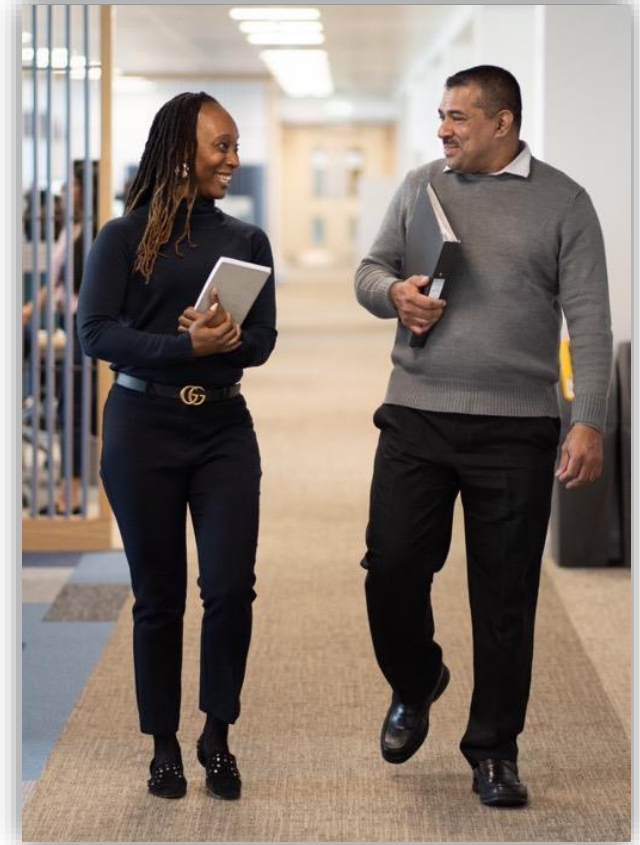
Essential Criteria:

- Senior Leadership experience in frontline operational delivery or customer facing service role in a case-working organisation with a successful track record in meeting performance expectations and delivering service improvements
- A strong track record of motivating staff and embedding a culture of continuous improvement to achieve improved customer outcomes
- A confident and clear communicator, with strong influencing and negotiation skills able to engage, build trust and energise others
- Strong strategic thinking, including an ability to understand a wide range of complex and often sensitive issues, manage conflicting priorities and translate this into practical, deliverable plans
- A track record of developing a high-performance culture, through use of effective planning and delivery strategies
- Achievement of improved service and outcomes for customers, through more efficient use of resources and continuous improvement of operating practice
- Inclusive and collaborative, able to lead and contribute in multiple team settings, and with functional experts
- A willingness to innovate and work with new digital solutions, in situations where these may depend on the professional expertise of others
- A commitment to your own and your team's development which has delivered positive value for money and benefits
- Robust personal resilience, flexibility and appetite to drive high performance.

The Person continued

Desirable Criteria:

- Professional accreditation in Operational Delivery, Customer Service or similar, or significant senior level operational leadership experience in a complex delivery environment
- Experience working with vulnerable communities, including victims of violent crime
- Trauma-informed learning or training.



The Recruitment Process

At interview, you will be assessed on the following behaviours:

- Leadership
- Managing a Quality Service
- Communicating and Influencing
- Seeing the Big Picture
- Delivering at Pace

Examples of behaviours at this level are:



Leadership



Promote diversity, inclusion and equality of opportunity, respecting difference and external experience. Welcome and respond to views and challenges from others, despite any conflicting pressures to ignore or give in to them. Stand by, promote or defend own and team's actions and decisions where needed. Seek out shared interests beyond own area of responsibility, understanding the extent of the impact actions have on the organisation. Inspire and motivate teams to be fully engaged in their work and dedicated to their role.

Communicating and Influencing



Communicate with others in a clear, honest and enthusiastic way in order to build trust. Explain complex issues in a way that is easy to understand. Take into account people's individual needs. Deliver difficult messages with clarity and sensitivity, being persuasive when required. Consider the impact of the language used. Remain open-minded and impartial in discussions, whilst respecting the diverse interests and opinions of others. Introduce different methods for communication, including making the most of digital resources whilst getting value for money. Monitor the effectiveness of own and team communications and take action to improve where necessary.

The Recruitment Process continued

Delivering at Pace



Ensure everyone clearly understands and owns their roles, responsibilities and business priorities. Give honest, motivating and enthusiastic messages about priorities, objectives and expectations to get the best out of people. Comply with legal, regulatory and security requirements in service delivery. Set out clear processes and standards for managing performance at all levels. Ensure delivery of timely quality outcomes, through providing the right resources to do the job, reviewing and adjusting performance expectations and rewarding success. Maintain own levels of performance in challenging circumstances and encourage others to do the same.

Seeing the Big Picture



Anticipate the long-term impact on the Department of economic, political, environmental, social and technological developments, at both national and international levels. Create joined up strategies that put into practice and support the Government's vision for the future. Identify and shape how your work area fits within and supports the priorities of the organisation. Develop an in-depth insight into customers, services, communities and markets affected by your work areas and the wider public sector context. Ensure work is in the national interest whilst meeting the diverse needs of all end users.

Managing a Quality Service

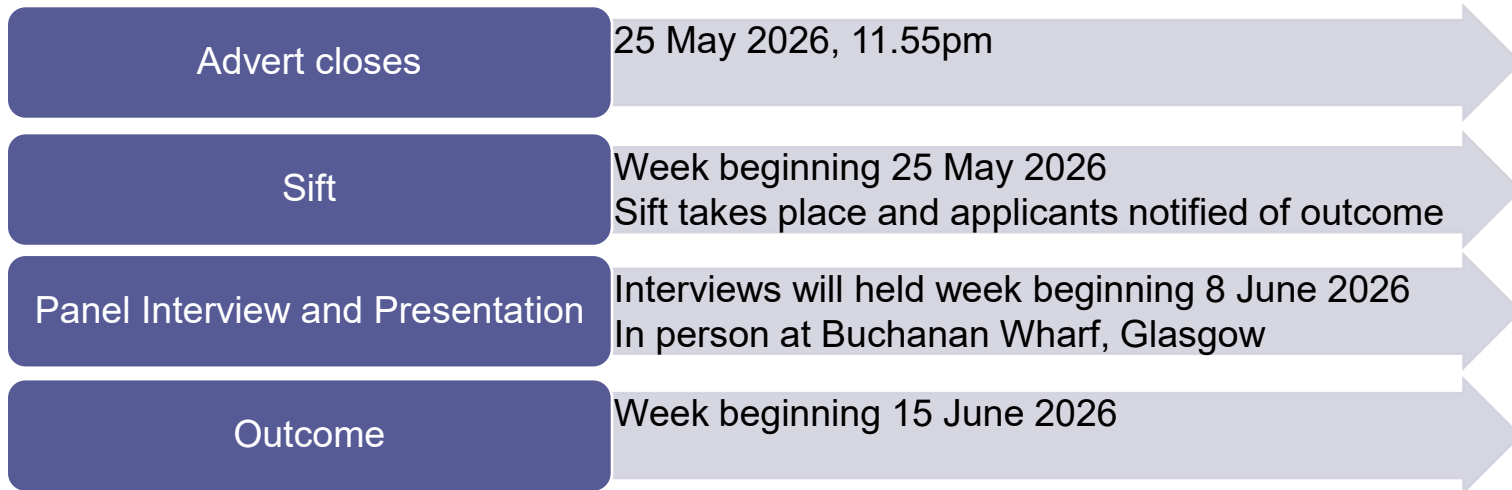


Demonstrate positive customer service by understanding the complexity and diversity of customer needs and expectations. Deliver a high quality, efficient and cost effective service by considering a broad range of methods for delivery. Make clear, practical and manageable plans for service delivery. Proactively manage risks and identify solutions. Establish how the business area compares to industry best practice. Create regular opportunities for colleagues, stakeholders, delivery partners and customers to help improve the quality of service.

Indicative Timeline

- We will try and offer as much flexibility as we can, but it may not be possible to offer alternative dates for interviews. You are therefore asked to note the below timetable. Please note that these dates may be subject to change.
- Regardless of the outcome, we will notify all candidates as soon as possible.
- This role requires successful completion of pre-employment checks including Baseline Personnel Security Standard (BPSS) before the appointment can be confirmed.
- If there are more appointable candidates than we have available positions, you will be placed onto a reserve list for 12 months. Please advise us if you do not wish to be placed on the reserve list.

The anticipated timetable is as follows:



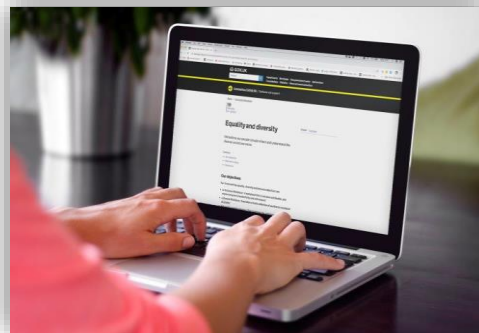
Commitment to Equality, Diversity and Inclusion

At the Ministry of Justice (MoJ) we are committed to building a diverse, talented workforce drawn from the widest range of backgrounds. Our departmental framework ensures equality, diversity and inclusion are embedded in our policies, processes and governance, and that we meet our obligations under the Equality Act and Public Sector Equality Duty.

We publish workforce data through our Annual Report and Accounts and Civil Service Statistics, and representation is monitored through MoJ governance structures to ensure background or protected characteristics are not a barrier to recruitment, progression or retention.

We aim to create an inclusive culture built on respect, wellbeing and zero tolerance of bullying, harassment, discrimination or victimisation. We know that diverse teams, supported by an evidence-based approach to inclusion, help us deliver better, more innovative services for the public.

If you have any reasonable adjustments please contact [Corporate Support](#) for assistance.



Note to candidates - Artificial Intelligence

Artificial Intelligence can be a useful tool to support your application, however, all examples and statements provided must be truthful, factually accurate and taken directly from your own experience. Where plagiarism has been identified (presenting the ideas and experiences of others, or generated by artificial intelligence, as your own) applications may be withdrawn and internal candidates may be subject to disciplinary action. Please see our candidate guidance for more information on appropriate and inappropriate use:

<https://www.civil-service-careers.gov.uk/artificial-intelligence-and-recruitment/>

Contact Us

Should candidates like to discuss the role in more detail before applying, please contact CEO lynne.henderson@cica.gov.uk

