

Depute Chief Executive

Iar-Àrd-Oifigear

Candidate Information Pack

Paca Fiosrachaidh an Tagraiche



Can you see the opportunities?

Ambitious

Sustainable

Connected

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The Highlands of Scotland Gàidhealtachd na h-Alba

235,430
population
mid year 2020

16.4%
under 16

60.7%
working age population
age 16-64

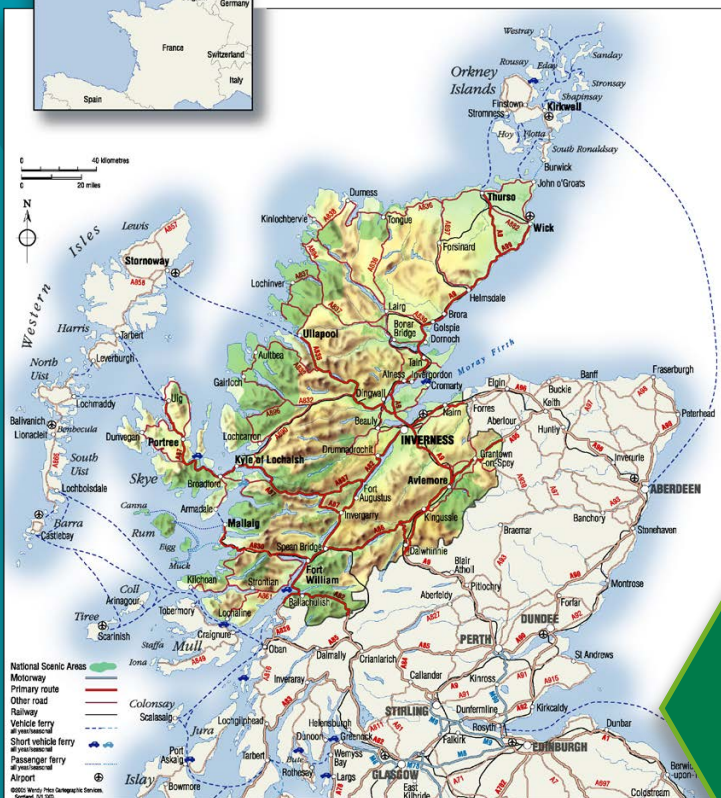
The Highlands of Scotland is a part of the world renowned for its beauty, hospitality and lifestyle. We're home to the Cairngorms, Scotland's second National Park and the largest in the UK, and the new UNESCO ecopark in NW Sutherland.

The population of the Highlands is 235,430. Inverness is the administrative and transport hub of the region - a city with over 63,000 inhabitants. It is a fast growing and ambitious centre with international air links.

The University of the Highlands and Islands' new Inverness Campus is one of the most ambitious projects in Scotland. Opened in 2015, it is a nationally and internationally significant location for business, research, education and is a thriving life sciences community.

The Council and our partners have signed a City-Region Deal worth £315 million and this will deliver a range of exciting projects over the next 10 years.

www.highland.gov.uk/cityregiondeal



While the geography of the area is characterised by distance, the lifestyle is characterised by community and connection. So there's something different about life in the north of Scotland. Whether it's down to the diversity of that geography, an area rich in outdoor opportunities and culture or the friendly welcome, the Highlands offer one of the most distinctive lifestyle choices available anywhere in Scotland - and by extension, some of the most distinctive career choices too.

£640m
approved net
revenue budget
2021/22

The Council
will invest
£1,055m
in its assets to
2036/37

About The Highland Council

Mu Chomhairle na Gàidhealtachd

The Administration

The Highland Council is one of 32 all-purpose councils in Scotland, serving people across 26,484 sq km.

There are 74 elected members and the administration is a coalition of Independent Group; Scottish Liberal Democrats; and Scottish Labour Party councillors.

The Highland Council provides a vast range of services with a revenue budget of £640m (2021-22).

The priorities for the Council (2017-22) are highlighted in the Administration's Programme 'Local Voices, Highland Choices' and our "Ambitious Highland - Health and Prosperity Strategy for Highlands".

Independent Group
24

Scottish Liberal Democrats
11

Scottish Labour Party
3

The Opposition

Scottish National Party
19

Green Party
1

Scottish Conservative and Unionist Party
10

Highland Matters
3

Sutherland Independent Party
1

Non-aligned
1

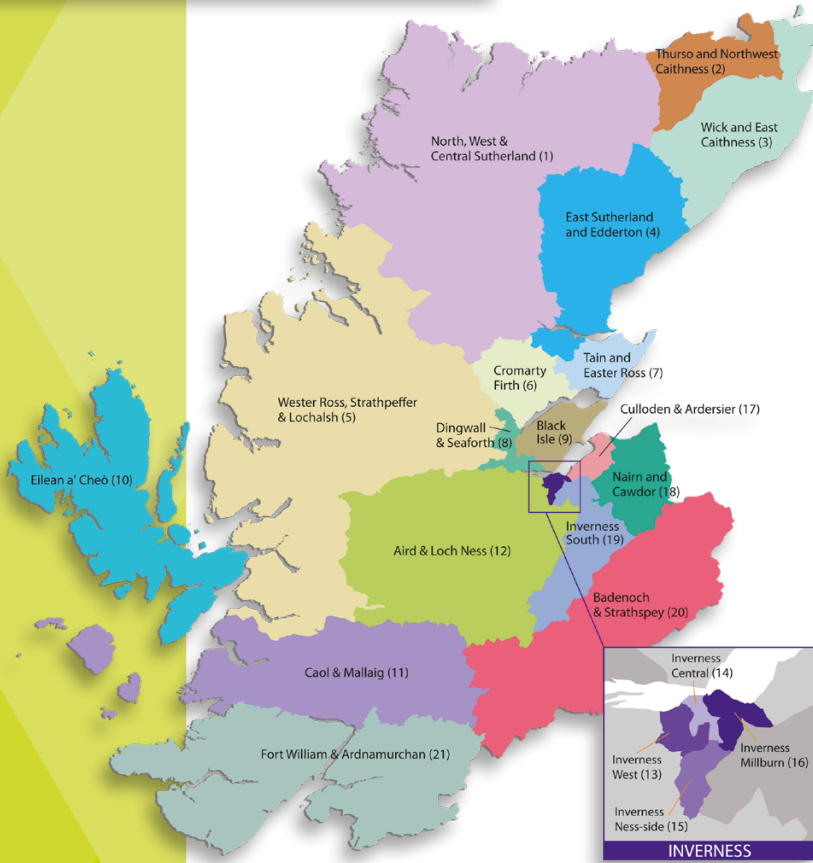
Vacant
1

Programme

'Local Voices, Highland Choices' and our "Ambitious Highland - Health and Prosperity Strategy for Highlands" sets out our high level goals and priorities but also provides the opportunity for all councillors, local committees and communities to translate these into reality at a local level. This enables real choices to be made about the way in which resources are allocated on an area by area basis. We have embarked on our journey to embed local decision making at the heart of what the Council does, and is an evolving process. We will be led by the guiding principle that to be an effective Council, we demonstrate a listening Council, and the planning and delivery of services across Highland must be done in a collaborative and inclusive way.



Multi-Member Wards



Following the local Council elections in May 2017, the number of elected members is 74, grouped in 11 four-member wards and 10 three-member wards. There are 11 Area Committees.

Whilst decision making on policy and strategic resource allocation is made at Highland level, an increased level of decision making about local services and budgets is made at Area Committees to deliver place-based service prioritisation in line with the Community Empowerment Act. This is a time of significant change in the way the Council operates - both how we deliver services and how we take decisions.

Service Directorates

Operationally, we have streamlined our Services to meet changes in planning and licensing legislation and to meet the Scottish Government's drive for more efficient working within tighter budget guidelines.

The Highland Council currently has seven service departments:

- ◆ Communities and Place
- ◆ Education and Learning
- ◆ Health and Social Care
- ◆ Infrastructure and Environment
- ◆ Performance and Governance
- ◆ Property and Housing
- ◆ Resources and Finance

Committees

The Council's 74 elected members serve on the following committees (listed on the next page) which ordinarily meet at The Highland Council Headquarters, Glenurquhart Road, Inverness except Area Committees. However, in recent times all meetings have been held using virtual online platforms and it is likely this will continue into the future in a blended approach.

Strategic Committees

8

Strategic Committees

- Audit and Scrutiny Committee
- Communities and Place Committee
- Economy and Infrastructure Committee
- Education Committee
- Health, Social Care and Wellbeing Committee
- Housing and Property Committee
- Corporate Resources Committee
- Highland Council

Regulatory Committees

5

Regulatory Committees

- North Planning Applications Committee
- South Planning Applications Committee
- Planning Review Body
- Highland Licensing Committee
- Highland Licensing Board

Area Committees

11

Area Committees

- Badenoch and Strathspey Area Committee
- Black Isle Committee
- Dingwall and Seaforth Committee
- Caithness Committee
- City of Inverness Area Committee
- Easter Ross Area Committee
- Lochaber Committee
- Nairnshire Committee
- Isle of Skye and Raasay Committee / Comataidh and Eilein Sgitheanaich agus Ratharsair
- Sutherland County Committee
- Wester Ross, Strathpeffer and Lochalsh Committee

Other Committees and Boards

7

Other Committees and Boards

- Climate Change Working Group
- Gaelic Committee / Comataidh na Gaidhlig
- Pensions Committee and Board
- Recovery, Improvement and Transformation Board
- Redesign Board
- Tourism Committee
- Highland and Comhairle nan Eilean Siar Valuation Joint Board

Joint Boards

Members serve on the Highland and Western Isles Valuation Joint Board, which also involves members from the Western Isles.

Members serve on the Pensions Board, which also involves representatives from the employers and relevant trade unions.

Community Partnership

The Highland Community Planning Partnership brings together public agencies, third sector organisations and other key community groups to work collaboratively with the people of Highland to deliver better outcomes.

www.highlandcpp.org.uk

The Highland context

Co-theacsa na Gàidhealtachd

Political

The Administration of the Council is a coalition of Independent, Scottish Liberal Democrats and Scottish Labour Councillors. The Highlands has three UK Parliamentary constituencies. There are three Scottish Parliamentary constituencies in the Highlands. In addition as part of the Additional Member system of proportional representation, the Highlands has seven list MSPs. In 2022, Local Government Elections will be held on 5th May. The Chief Executive undertakes the role of Returning Officer for all elections and referenda in the Highland region. All ECOs are expected to take on Deputy Returning Officer duties.

Economic

The Highland economy is centred on tourism, life sciences, renewable energy and aquaculture. Hospitality has been significantly impacted by the COVID-19 pandemic, however the region is taking full advantage from the resurgence of the “staycation”. The area also continues to be a popular area for the film and television industry. The North Coast 500 is a tourist route which has been extremely successful in attracting many more visitors to the Highlands.

The Inverness and Highland City-Region Deal is delivering £315m of investment through Scottish and UK Governments, the Council and regional partners. This 10 year programme aims to deliver a step change in transport, innovation, digital connectivity, housing, skills, infrastructure, life sciences and tourism.

European funding has played a key investment role in the economic development and growth of the Highland economy over the years and a key task for the Council and our partners is to identify and attract new investment following the exit from the European Union.

The Council has just approved a health and prosperity investment plan as part of its 2021-22 budget to assist the Highlands’ recovery from the pandemic. Talent attraction and retention remains of key importance to The Highland Council and the senior management team is currently developing its workforce strategy.

Social

Community health and social care services in Highland are integrated around the needs of children and adults. This is set out in Partnership Agreement between Highland Council and NHS Highland. The Highland Council is the lead agency for children’s services, and NHS Highland is the lead agency for services to adults. The two organisations jointly agree what services are required, and what outcomes are sought. Each organisation maintains its statutory responsibilities – but delivery lies with the lead agency. The two organisations agree what resources they will each contribute to the partnership.

A new approach to achieve efficiencies and improve outcomes for children’s services and adult care services in Highland communities has been agreed and a new programme management board has been established.

The Highland context

Co-theacsa na Gàidhealtachd

Technological

The Council is currently engaged in a number of Scottish Smart Cities projects, which are designed to use data and technology to enhance environmental sustainability, economic development and citizen well-being. Smart Mobility is a collaborative project with HITRANS to invest in infrastructure to improve travel.

The Recovery, Improvement and Transformation Board has been established to drive improvement and recovery through a number of important Transformation projects.

The introduction of smart devices to pupils in all schools was completed in 2019 and this has given schools in Highland a significant advantage during the lockdown periods over the past year, receiving national recognition for best practice.

Project Dochas aims to replace the Council's ICT contract and deliver improvement, savings and jobs through in-house ICT services.

Environmental

The Council declared a Climate Emergency in 2019 and addressing climate change and developing and using clean energy has become one of the organisation's top priorities for change, both within its own operations and also working with partners, communities and the Scottish and UK Governments. The work is overseen by the Climate Change Working Group, a Member board that reports to the Council. Climate Change is also a major transformation project included within the Recovery Improvement and Transformation Programme.

The Highland region is an area of great natural beauty, rich in resources and wildlife and renowned for a clean environment with some of the most beautiful beaches in the world. The North Coast 500 is a 516-mile (830 km) scenic route around the north coast of Scotland, starting and ending at Inverness Castle. The initiative has been an outstanding success in growing tourism across the Highlands and was recently named fifth in Now Travel Magazine's "Top 5 Coastal Routes in the World". The area is not without challenges however, in relation to littering and plastics and other waste washing ashore. The Council is planning its second Visitor Management Plan for 2022, which aims to improve both the visitor experience and address the impact of tourism on the environment and rural communities across the Highlands. Severe weather is a key risk for the Highlands, with potential for disruption to transport, schools and services especially during the winter periods.

Legal

The Council has duties under the Civil Contingencies Act and we work with other Category One (and Category Two) responders as part of the Local and Regional Resilience Partnership Groups to plan and prepare for risks and to manage any emergencies or major incidents.

Employment package

Paca fastaidh

Salary

£123,612 p.a.

Location

Council Headquarters, Inverness

Hours

The normal working week is 35 hours between Monday and Friday but this is regarded as a minimum expectation for staff at a senior management level in the Council. You may be required to undertake work in evenings and weekends.

Duration

Permanent

Leave

Annual leave entitlement is max 25 days per annum. In addition there is an entitlement to 14 days public holidays; 7 of which are fixed.

Pension

As a member of the Local Government Pension Scheme you will receive an excellent package of benefits, including a pension and a tax free lump sum based on your final pay, when you retire.

Relocation

Up to £6500 may be claimed under the terms of the scheme.

Notice

3 Months

Political Restriction

The post is defined as being politically restricted and will, therefore be restricted in terms of the Local Government and Housing Act 1989, as amended by the Local Governance (Scotland) Act 2004, and by the Local Government Officers (Political Restrictions) Regulations 1990.

Job purpose

As an active member of the Executive Leadership Team, you will:

- Provide strategic leadership and direction on major initiatives and strategies linked to recovery, transformation, commercialisation, organisational change, and redesign including strategic workforce planning, innovation, and research.
- Lead on local emergency planning and resilience ensuring the Chief Executive has the time to lead on external resilience emergency planning partnerships linked to national process and expectations.
- Deputise for the Chief Executive in their absence as required, ensuring appropriate governance and business continuity.
- Lead on the portfolio of initiatives and projects the post is responsible for, ensuring the effective and agile delivery of high quality, customer focused and cost-efficient services.
- Progress business transformation, advancing the programme of organisational change including:
 - Programme Management Board; Recovery; Improvement & Transformation Board; Redesign Board; ICT and Digital Transformation; Programme Management Office, Business Change and any other boards as directed by the Chief Executive.
 - Developing leadership capacity and promoting a culture of continuous improvement that fully embraces the Council's programme of change.

Structure chart



Direct reports

Some Executive Chief Officers and a Head of Service will report directly to this post.

Job description & Person specification

Tuairisgeul obrach & Sònrachadh neach

Key Responsibilities:

- ◆ Transformation
- ◆ Commercialisation
- ◆ Recovery
- ◆ Futures and Innovation
- ◆ Deputising Responsibilities
- ◆ ICT and Digital Services
- ◆ Partnerships

Key Responsibilities include:

Leadership

- ◆ Reporting to the Chief Executive as Depute and as a member of the Executive Management Team.
- ◆ Contribute positively to the effective strategic and corporate management of the Council and to the development, communication and implementation of the Council's corporate plans and strategies in line with the Council Programme.
- ◆ Provide support and guidance to maintain and enhance unity within the Executive Leadership Team, motivating and leading to deliver improved corporate organisational performance.
- ◆ Lead cross Council collaboration on localism, place-based planning and community empowerment.
- ◆ Provide direct leadership and professional development to the ECOs reporting to the postholder to ensure a motivated team and a culture of high performance, continuous improvement and achieving a focus on best value.
- ◆ Support a positive culture of equality and inclusiveness across the Council.
- ◆ Deputise for Chief Executive in key forums as appropriate.
- ◆ Represent the Council to external bodies, forging positive links and exploring collaborative/joint working/partnership opportunities that are of benefit to the Council.
- ◆ Strategic leadership and oversight of major projects including partnership working both internally and externally to the Council.

Job description & Person specification

Tuairisgeul obrach & Sònrachadh neach

Change Management

- ◆ Support the Recovery Improvement and Transformation Board, with strategic advice and guidance.
- ◆ Work with the Chief Executive and ECOs in the wider strategic development of the Council and specifically to help create a resilient, multi-skilled, flexible and committed workforce committed of delivering high quality services.
- ◆ Lead business transformation and redesign, reporting through the relevant governance arrangements set by the Council its Partners.
- ◆ Lead the ICT and digital transformation within the Council.
- ◆ Lead on all futures and digital innovation and practice within the Council and strategic partners such as the NHS, HLH and Police.
- ◆ Focus on achieving a one system approach to data and analysis across the Council and its Partners creating a better informed Council.
- ◆ Bring to the Council change methodologies and implementation plans to accelerate innovation and pace of change.

Corporate management

- ◆ Ensure the Council maintains and improves high levels of social responsibility.
- ◆ Responsible to the Chief Executive to ensure that statutory obligations are fulfilled, and the quality and delivery of service provision meets or exceeds customer expectations.
- ◆ Embed sustainability and contribute to financial planning at a corporate level.
- ◆ Manage and communicate complex and potentially contentious information in a way that supports the needs of the Council and a variety of audiences. This includes the provision of advice and guidance to the Council and its Committees.

Job description & Person specification

Tuairisgeul obrach & Sònrachadh neach

- ◆ Develop long term plans for physical and information resources, including procurement where applicable, ensuring that resources required to achieve the overall aims of the Council are in place.
- ◆ Determine operational priorities and review functional activities across the organisation to ensure effective positioning of employees and distribution of other resources in order to achieve high individual, team and organisational performance.
- ◆ Continue to foster positive partnership working with staff representatives.
- ◆ Ensure Service health, safety and wellbeing are appropriately resourced and managed.
- ◆ Assist the Chief Executive in ensuring compliance with the Health and Safety at Work, etc. Act 1974 and all other subordinate legislation.

Work Experience and Educational Requirements

Work Experience

- ◆ Significant Experience at Senior Executive level preferably in a Public Sector Organisation with proven record of achievement.
- ◆ Record of achievement at senior management level in a complex, multi-functional organisation.
- ◆ Experience in unifying Senior Executives, motivating and leading to deliver corporately an improved organisational performance.
- ◆ Evidence of robust performance improvement whilst delivering on demand targets and improving Service delivery.
- ◆ Substantial budgetary management experience with demonstrable savings, projections and flexible re-positioning of spend.
- ◆ Significant project management experience across an extensive portfolio of management function.
- ◆ Experience of co-production in transformation of Services.

Job description & Person specification

Tuairisgeul obrach & Sònrachadh neach

- ◆ Demonstrable experience of effective engagement including leading complex negotiations with an ability to influence what at times may be contentious issues.
- ◆ Demonstrable experience of successfully setting strategy, including implementation, in a complex organisation.
- ◆ A proven track record of delivery of outcomes with commercial consideration.

Education and Training

- ◆ Educated to degree level.
- ◆ Relevant professional or management qualification.
- ◆ Evidence of continuous professional development.

Person Specification - Required competencies

Knowledge and abilities

- ◆ Understanding key drivers in a business area and working in partnership with stakeholders to deliver transformation with demonstrable evidence of achievement of tangible benefits.
- ◆ Working at Board level with extensive experience in the role of Chair.
- ◆ Ability to foster strong relationships with key partner both external and internal.
- ◆ Innovative, creative forward thinking whilst assessing, monitoring and managing risk.
- ◆ Practical knowledge of engagement philosophies and application to those to lead complex negotiations.

Job description & Person specification

Tuairisgeul obrach & Sònrachadh neach

Skills and behaviours

- ◆ The post holder must be prepared to work flexibly and outside normal office hours.
- ◆ Demonstrated ability to build, lead and enthuse effective teams and relationships in a complex corporate authority at all levels that are not dependant on hierarchy and line management.
- ◆ Sound business acumen with strong knowledge of the external environment and partnership working.
- ◆ Comprehensive understanding of organisational change management philosophies, tools and techniques.
- ◆ An ability to interpret business needs from multiple sources to provide an outline business case calculating risk and recommending appropriate options and interventions.
- ◆ Proven leadership and managerial skills with the ability to make clear decisions, linking service delivery to long term corporate strategy.
- ◆ Strong written and verbal communication skills with an ability to tailor communications to any audience.
- ◆ Strong interpersonal skills, relationship development and management skills with the ability to connect, influence and negotiate at all levels including ability to constructively challenge.
- ◆ Robust understanding of local and national politics with an ability to develop positive relationships with Elected Members.
- ◆ Ability to inspire and motivate team members to delivery ambitious levels of performance.
- ◆ Highly resilience, emotionally literate and proactive.
- ◆ Innovative, with an ability to design sustainable strategies that will anticipate future change requirements.
- ◆ Promote a culture of engagement to inform organisational development.

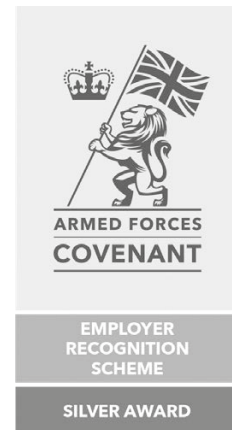
Health and safety

Slàinte agus sàbhailteachd

Health & Safety is an integral part of any role within The Highland Council. As such we would expect that all employees:

- ◆ Become familiar with Violent Incident and Accident reporting procedures and comply with them.
- ◆ Undertake a continual program of Risk Assessment in relation to their role within The Highland Council.

Have an understanding of the importance of Health and Safety in the workplace, and familiarise themselves with the Highland Council's Health & Safety Procedures.



As a Disability Confident Employer we aim to remove barriers to recruitment that disabled people and those with long-term health conditions may face and aim to ensure that individuals can fulfil their potential. We have a commitment to employ and retain disabled people and those with long-term health conditions and will guarantee an interview where the essential criteria for the vacancy is met.

Recruitment timetable & how to apply

Clàr-ama fastaidh & mar a nithear tagradh

Advert closing date

Midnight on Friday 11th February 2022

Shortlisting

Mid February 2022

Interview

The recruitment process will involve interviews for long-leeing with elected members in **early March 2022**. Successful candidates will then be invited for assessment. The final interview will be supported by professional advisers and will take place towards the **end of March 2022**.

The final interview panel will comprise elected members supported by professional advisers.

How to apply

For a confidential discussion about the opportunity please contact Catriona Mackie or Donogh O'Brien at our recruitment partners, Aspen People, on:

0141 212 7555

More information on the organisation, role and how to apply can be found at:

www.aspenpeople.co.uk/highlands

Thank you again for your interest in joining
The Highland Council

Useful links

The Highland Council's Corporate Plan:

www.bit.ly/HighlandCouncilCorporatePlan

Programme of the Administration:

www.bit.ly/HighlandCouncilProgramme

Know Your Council:

www.bit.ly/HC-KnowYourCouncil

Budget Strategy - Ambitious Highland

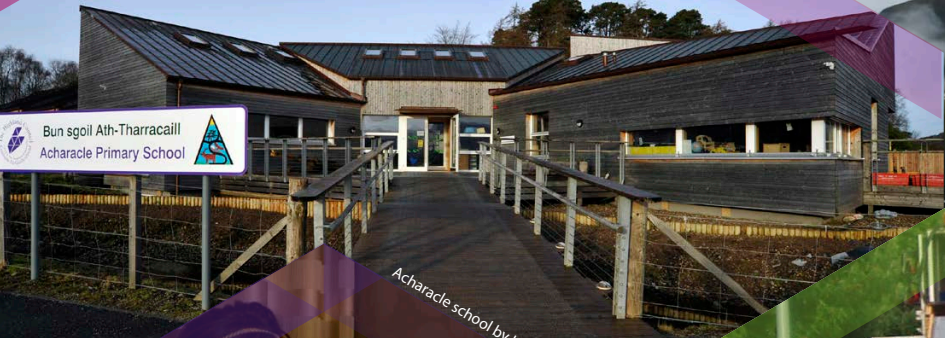
- Health and Prosperity Strategy:

www.bit.ly/AmbitiousHighland

Fàilte don Ghàidhealtachd
Welcome to the Highlands



Bun sgoil Ath-Tharracail
Acharacle Primary School



Acharacle school by Iain Ferguson



Mountain Biking by Andrew Tryon



Road laying Inverness by Gordon Douglas



Connecting our communities
A' ceangal ar coimhearsnachdan

WEST LINK

Connecting our communities
A' ceangal ar coimhearsnachdan

West Link Opening by Ewen Weatherspoon



Refuse Collection by Ewen Weatherspoon

River Ness by Ewen Weatherspoon



Corran Ferry and rainbow by Martin Culbertson



Dolphins at Eigg by Bryan Bellwood