

# Executive Chief Officer for Communities and Place

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## Àrd-Oifigear Gnìomhach airson Choimhearsnachdan is Àite



Candidate Information Pack

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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

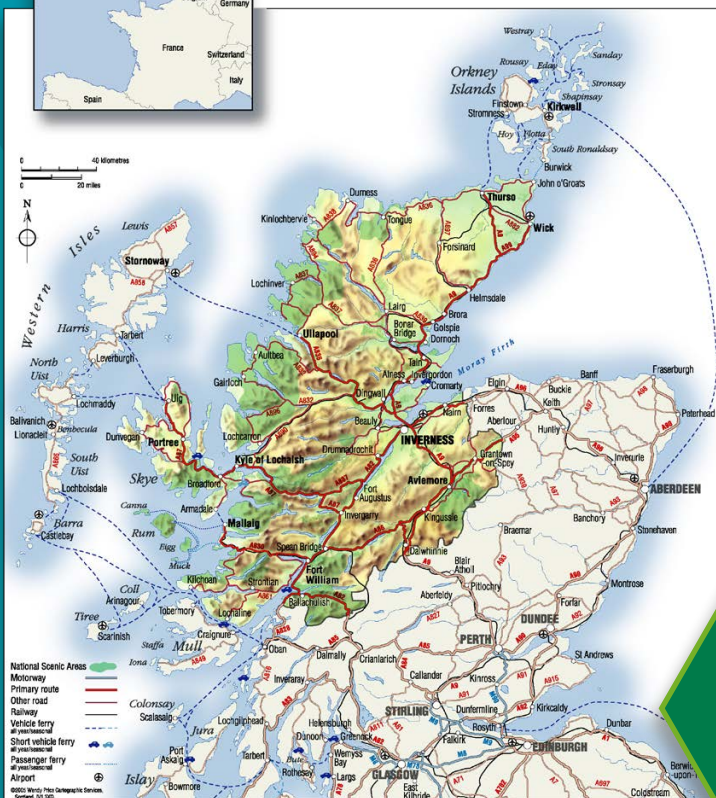
The Highlands of Scotland is a part of the world renowned for its beauty, hospitality and lifestyle. We're home to the Cairngorms, Scotland's second National Park and the largest in the UK, and the new UNESCO ecopark in NW Sutherland.

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](http://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.

**Independent Group**  
**24**

**Scottish Liberal Democrats**  
**11**

**Scottish Labour Party**  
**3**

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".

### 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.

### The Opposition

**Scottish National Party**  
**19**

**Scottish Conservative and Unionist Party**  
**10**

**Green Party**  
**1**

**Highland Matters**  
**3**

**Sutherland Independent Party**  
**1**

**Non-aligned**  
**1**

**Vacant**  
**1**



## 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](http://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 5<sup>th</sup> 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

£94,732 p.a.

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### Location

Council Headquarters, Inverness

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### 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.

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### Duration

Permanent

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### 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.

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### 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.

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### Relocation

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

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### Notice

3 Months

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### 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 description & Person specification

## Tuairisgeul obrach & Sònrachadh neach

### Budget

- £63m

### Direct reports

- Two Heads of Service and Strategic Leads.

### Job purpose

- **As a member of the Executive Leadership Team, lead corporate and cross service strategies that improve performance, drive efficiency, and connect with communities to meet the needs of the people of the Highlands.**
- Assume responsibility for a specified geographical area within Highland to ensure that the Council actively reaches out to communities and employees and provides visible and committed leadership across your designated area of responsibility.
- Ensure health and safety of staff and promote staff wellbeing.
- Create a culture of continuous improvement that fully embraces the Council's programme of change.
- Develop policy, cross service strategy and joint working on corporate issues to achieve effective strategic leadership of the Council.
- Establish a strong cross-organisational function which works effectively with a wide range of partners and foster collaboration to achieve economies of scale that lead to the best outcomes for the Region.
- Manage and develop the Council's corporate strategic role and deliver an effective Communities and Place Service.
- Deliver effective Service performance management and reporting and drive innovation both within and outside the Council through the effective use of performance data. Contribute to the development of corporate strategy and organisational performance management.
- Advise Area Committees and lead on key area initiatives.
- Develop strong and visible links with staff within an allocated area and leading area staff forums.
- Member of Corporate Boards and Working Groups related to directorate and area remit.
- Support cultural and attitudinal change in the way services are delivered.

# Job description & Person specification

## Tuairisgeul obrach & Sònrachadh neach

### Service Responsibilities

- ◆ Amenities and public conveniences
- ◆ Bereavement services and crematorium
- ◆ City & Ward management and community support co-ordination
- ◆ Community engagement, including community councils
- ◆ Community Asset Transfer and Community Planning
- ◆ Customer & Registrar services
- ◆ Environment Health
- ◆ Stores, logistics, fleet and plant
- ◆ Tackling poverty, inequality and Human Rights
- ◆ Waste strategy, operations and street cleaning

### Key Specific Responsibilities

Representation and advice to the area committees in your geographical area of responsibility, ensuring that the Council remains connected, and that the community is well represented.

### Key Responsibilities

#### Leadership

- ◆ Lead, direct and manage the Council's Communities and Place Service.
- ◆ Work with the Chief Executive, Depute Chief Executive and Executive Chief Officers in the wider strategic development of the Council and specifically to create a balanced, multi-skilled, flexible, and committed workforce capable of delivering high quality services.
- ◆ Contribute to the Management Team on any issue that could influence future policy, strategy or operations.

# Job description & Person specification

## Tuairisgeul obrach & Sònrachadh neach

- ◆ As a member of the corporate leadership team, lead and participate in cross Service and external partner initiatives and developments and promote collaboration.
- ◆ Lead the Council's Communities and Place Service advising Members and ELT on policies and initiatives which will achieve the Council's objectives and contribute to a connected, sustainable and ambitious Highlands.
- ◆ Lead on the development and implementation of key policies and strategies, particularly those with a national profile, to ensure public services are delivered effectively across the Highlands.

### Corporate management

- ◆ 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 strategic advice to the Chief Executive, Leader, and Strategic Chair, Communities and Place.
- ◆ Develop and support an organisational culture that promotes best value for the Council and its customers through continuous improvement.
- ◆ Manage the discharge of statutory duties as required and exercise the specific delegations of the post as laid down in the Council's Scheme of Delegation, the Financial Regulations, and the Code of Corporate Governance.
- ◆ Prepare financial estimates, monitor agreed budgets, ensure effective financial control and liaise with the Chief Finance Officer on all financial control and audit matters affecting the Service.
- ◆ Contribute as required to all Emergency Planning activities, and ensure that appropriate business continuity plans, and emergency response procedures are in place for the Service.
- ◆ Implementation of health, safety and wellbeing policy and guidance to ensure staff wellbeing.

# Job description & Person specification

## Tuairisgeul obrach & Sònrachadh neach

### Stakeholder Engagement

- ◆ Develop strategic multi-agency working, including networks to support the development of a joined-up approach to partnership arrangements in line with the evolving policy context and operating environment.
- ◆ Influence new developments in government policy on behalf of the Council at the earliest stage to promote the interests of the Highlands.
- ◆ Represent the Council at Chief Officer level in meetings with external bodies, such as Government departments, local/regional communities, and partners to promote The Highland Council effectively.
- ◆ Encourage internal and public understanding of the Council's values, strategies, policies, achievements, and constraints and maintain good relations with community, local and national organisations, and groups.
- ◆ Develop and maintain appropriate systems of communication and consultation that promote community participation and allow the views of service users and local communities to be considered.

### Service Management

- ◆ Provide direction, leadership, and professional guidance to staff in the Service's management functions to ensure a motivated team and a culture of high performance, continuous improvement and achievement of best value.
- ◆ Ensure managers have in place appropriate arrangements for managing their staff, performance and budgets including the development and maintenance of appropriate performance indicators and performance review systems.
- ◆ Effectively manage arrangements for the provision of advice to the Council and its Committees on all aspects of the Service including policy options, performance indicators and cost implications.
- ◆ Provide effective arrangements to promote good employee relations, trade union partnership working, development of staff, maintenance of professional standards and the monitoring and appraisal of performance in line with Council policy.

# Job description & Person specification

## Tuairisgeul obrach & Sònrachadh neach

### Other Duties

The post holder may be required to undertake any other duties appropriate to the level of the post involving reallocation of corporate remits.

### Special Features

The post holder must be prepared to work flexibly, and outside normal office hours.

## Knowledge & Experience essential criteria

### Work experience

- ◆ Possess the necessary qualifications to carry out the functions associated with the post.
- ◆ Have held a senior management post in Local Government or in another large public sector organisation.
- ◆ Experience of leading and managing major change programmes within a large organisation.
- ◆ Experience of leading and managing a large workforce or large number of related services.
- ◆ Experience of setting up and working in high profile partnership arrangements with partners.
- ◆ Proven track record in project management skills to deliver successful corporate initiatives including effective chairing and challenge.

### Knowledge and abilities

- ◆ 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.
- ◆ Ability to act and think strategically and to work corporately. Evaluating competing budgetary and service priorities and ensure sections are coordinated in a way which will achieve maximum effectiveness and value for money in accordance with Council priorities.

# Job description & Person specification

## Tuairisgeul obrach & Sònrachadh neach

### Knowledge and abilities

- Able to develop positive effective relationships with Elected Members.
- Cognisance of the workings of Local Government, the current and future issues to be faced and the financial, legal, and political context of public sector management.
- Innovation and creativity in development of contract, supplier, and customer strategies.
- Commitment to the Councils vision, and able to model the behaviours explicit in the Council's core values and organisational beliefs, demonstrating a customer focused approach to managing the service and ensuring this is consistently proven.
- Able to think laterally and develop creative and innovative solutions.
- Commitment to partnership working with a demonstrable track record of developing and sustaining partnerships both internal and external to the organisation.
- Exceptional communicator, able to engage proactively with Highland communities and to act as an ambassador for the Council with all stakeholders, - influencing and negotiating effectively to achieve best outcomes for the Council.
- Proven ability to manage service budgets to achieve target set by Council showing capacity to resolve complex and conflicting budgetary demands.
- Successful change management skills giving a strong corporate lead to ensure joined up working between services as well as individual area remits.
- Personal and professional demeanour and credibility which commands the confidence of customers, Members, other Executive Chief Officers, staff, external partners, and other stakeholders.
- Thorough understanding of diversity and equalities able to demonstrate direct personal achievement and is wholly committed to equality of opportunity in consultation, involvement, employment, and service delivery.
- Proven flexibility in operating within a generic structure, open to acquiring new knowledge, skills and a commitment to learning.



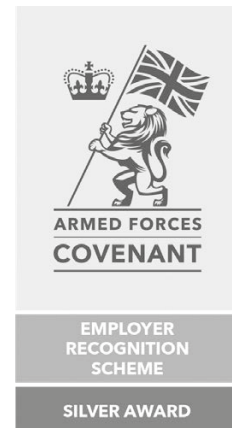
# Health and safety

## 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 11<sup>th</sup> 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](http://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](http://www.bit.ly/HighlandCouncilCorporatePlan)**

Programme of the Administration:

**[www.bit.ly/HighlandCouncilProgramme](http://www.bit.ly/HighlandCouncilProgramme)**

Know Your Council:

**[www.bit.ly/HC-KnowYourCouncil](http://www.bit.ly/HC-KnowYourCouncil)**

Budget Strategy - Ambitious Highland

- Health and Prosperity Strategy:

**[www.bit.ly/AmbitiousHighland](http://www.bit.ly/AmbitiousHighland)**

**Fàilte don Ghàidhealtachd**  
**Welcome to the Highlands**





Recycling by Ewen Weatherspoon



River Clean Up by The Highland Council



Green Machine by The Highland Council



Refuse Lorry by Ewen Weatherspoon



Food Waste Lorry by The Highland Council



River Ness by Ewen Weatherspoon



Recycling by Ewen Weatherspoon



Winter livery trucks by Ewen Weatherspoon



Snow Ploughs by Ewen Weatherspoon