

Agenda Item	7
Report No	HC/11/21

THE HIGHLAND COUNCIL

Committee: Highland Council

Date: 13th May 2021

Report Title: Proposal and Update on Senior Leadership Redesign

Report By: Chief Executive

1. Purpose/Executive Summary

- 1.1. This report sets out the proposed change and implementation plan for the Senior Leadership Team, taking account the experience over the last 18 months to be a more agile, responsive, adaptable and affordable organisation. The proposed changes to the Senior Leadership Team will also contribute to the £0.500m senior management savings approved by Council in March 2020 for the financial year 2021/22 which is to be delivered from posts graded HC10 and above.
- 1.2. This report also sets out the context within which senior staff will be leading services in a continued COVID context and outlines the significant leadership of transformation required across Council Directorates and with partners including community planning partners, the third sector, NHS and Highlife Highland.
- 1.3. The report recognises the need for a review, during this financial year, of the management and leadership of ward and area management. This will include how the Council can work in partnership with communities to respond to constituents and how to better support governance and Member leadership resulting in a collective response which delivers a better economic, social and wellbeing future for all Highland residents.
- 1.4. Key to this redesign has been the work carried out within each Directorate of the Council to develop structures that ensure services have manageable spans of control and there can be a strong focus on continuous improvement. A complete review of all management levels has taken place and the structures that will deliver ambitious Directorate improvement plans will be presented to Strategic Committees from May.
- 1.5. The talent, skills, experience and ambitions of staff within the Council must be supported so that staff can flourish and grow, delivering high quality services and ensuring the innovation and creativity essential to our futures Council. The transformation fund will continue to create space for staff talents to be nurtured and opportunities created for staff to experience different roles and challenges. Alongside this, a focus on learning and development will be a high priority for all staff teams so that the capacity of the staff is realised resulting in a high performing and highly motivated staff team.

2. Recommendations

Members are asked to:

- 2.1 Approve one of the two options presented for the Deputy Chief Executive delivery model post set out in detail in section 5.1 as follows:

Option 1: Delete Chief Operating Officer/Depute Chief Executive post from Senior Leadership Team Structure and the Depute responsibilities would be included as additional duties within an existing ECO post. The appointed ECO would have deputising duties and their job title would be Executive Chief Officer/Designated Deputy Chief Executive. This appointment would attract an additional responsibility payment of £10,000 per year and the designation would be permanent to that ECO.

Or:

Option 2: Restructure the Senior Leadership Team to include a Deputy Chief Executive (DCE) post and reduce the number of ECOs from 8 to 7 permanent ECO posts. The DCE post would have responsibility for major Council initiatives and strategies as well as deputising responsibilities for the Chief Executive. This appointment will attract a salary of £122,812.

- 2.2 Note the ECO remits as set out in Appendix 2 and note that if option 2 goes ahead then the remit areas for the ECO Transformation will be allocated to the Deputy Chief Executive.
- 2.3 Agree the Heads of Service structure as set out in section 5.2 and note the remits set out in Appendix 4a and 4b.
- 2.4 Note the Heads of Service implementation process as set out in section 7.5 and the timelines as set out in Appendix 6.
- 2.5 Note that the Senior Leadership Redesign will contribute to the senior management savings of £0.500m approved by Council in March 2020 for the financial year 2021/2022; and that this saving will be fully implemented as the Strategic service reviews are completed within this financial year.

3. Implications

- 3.1 Resource – If Council does not approve one of the proposed options for Deputy Chief Executive this will delay the planned implementation of the senior leadership structure and create further uncertainty for staff, which could impact on staff wellbeing for those staff directly affected and their direct reports. It could result in staff leaving the Council as a number of staff have had the opportunity to deliver at promoted levels and in specialist leadership roles and are ambitious to have the permanent opportunity to demonstrate their skills, experience and talent. The loss of experienced and talented staff and continued instability would then have an impact upon the pace of delivery of the transformation programme and the Council's ambition to achieve financial resilience and a medium-term financial plan.
- 3.2 Risk – If the proposals set out in the report are not taken forward then the senior management saving of £0.500m approved in the Council Budget paper will not be realised.

If the recommended Head of Service structure is not approved embedding the Council's vision and ambition, then the progress of Directorate Service Plans may be impeded and service improvement and ambitious targets set within Directorates may not be achieved. A delay may lead to reduced staff engagement or an increased staff retention risk if uncertainty over future structure and responsibilities is not resolved. This could result in a loss of key staff and skills. It could also create a lack of resilience which would be a

serious risk to business continuity and the Council's continued response during the pandemic. During the last 12 months the staff have evidenced the capacity to be responsive and agile in the most challenging of circumstances ever experienced in modern day times in our Highland communities. A great deal of learning and resilience has been shown by staff at all levels and we must retain this and build upon these qualities as they will continue to be required within the context of Recovery and the ongoing COVID context over the next few years.

- 3.3 Legal – The redesign will be managed in line with current employment legislation and Highland Council policy.
- 3.4 Community – A key aspect of the redesign is the delivery of place-based planning and leadership within localities. Opportunities to enhance support for staff and deliver ambitious locality plans will be lost at such a critical time of COVID recovery should the implementation of the redesign be further delayed. It is recognised that the vision for place-based leadership has not been fully implemented owing to a range of circumstances and requires review following the impact of COVID upon communities. In those localities where progress is being made then the outcomes are positive for staff and communities. It is recognised that a structure to support this vision and build upon the ambition for localised service delivery as well as the capacity demonstrated in communities in the COVID response must be reviewed including the resource for ward and area management as a separate process after the summer recess. Aligned to this process will be a consideration of how the ECO locality oversight remit is reviewed, supported and redesigned along with the ward and community management model.
- 3.5 Climate Change / Carbon Clever – If changes are not approved, this may delay progress on achieving the Council's climate agenda which requires a 'one council' transformational approach involving senior leaders and Members in driving through expectations affecting all Council service areas in contributing to our carbon reduction ambitions.
- 3.6 Gaelic – Moving Gaelic Development into the Performance and Governance Service as part of the Service Redesign process has already shown the benefits that have been derived from having a flexible and responsive approach to service remits and the value being delivered through the breakdown of Service silos which enables positive collaboration across the whole Council and with communities and partners. The approach to redesign will likewise continue to reinforce this collaborative cross-service approach across all Council Directorates.

4. Background

- 4.1 In March 2020, Council approved senior management savings of £0.500m for 2021/22 to be achieved from the HC10 graded posts and above. Since then, a variety of changes have taken place in the way the Council is operating and delivering services in practice. Temporary staff arrangements have also provided an opportunity to review again how services are being delivered.
- 4.2 COVID-19 has undoubtedly impacted on the Council's ability to progress work on the restructure, linking with the work of the Recovery Board and Transformation. experience during COVID has demonstrated the ability of staff to be flexible and adapt within current roles to deliver services differently, along with staff deployed into different roles as services were reprioritised to meet community needs and comply with national directives.
- 4.3 During this period a range of consultation exercises have been conducted across the Highlands which has enabled the Council to build greater connection across the services and improve customer service as well as develop an understanding of how COVID has impacted upon Council services or community priorities.

- 4.4 In addition, the Executive Chief Officers have implemented strong strategic governance in partnership with the Strategic Committees.
- 4.5 The progress in these areas has been demonstrated by continuous improvement in the Council's performance, greater financial stability and increased engagement with service users, employees and partners during this challenging period.
- 4.6 The experience of the last 12-18 months and in particular the COVID context since the initial implementation of the leadership structure has demonstrated the benefits of gaining a changed perspective of what is required to achieve the goals of the organisation. The increased collaboration and engagement across the organisation during this period, means that the Executive Chief Officers are in a better position to manage the needs of employees across the organisation to deliver Council services.
- 4.7 Linking with the Council Vision and Values of being Ambitious, Sustainable and Connected, visible senior leadership is essential in all the services and across the geographical area in order to focus on Council performance of how services are delivered and to understand local needs, priorities and opportunities.
- 4.8 This context has informed thinking about the next stage of the organisation transformation. The responsibilities and priorities of the Council must now align with the recovery and transformation context set out within the Budget for Health and Prosperity Strategy which requires redesign in our services linked to health, economic, learning recovery and futures delivery. This will have major implications for the pace of IT transformation and the digitalisation of Council services. Nine transformational projects (Economy, Asset Rationalisation, Service Redesign, Roads and Transport, Social Care , Waste, Climate Change, Digital Transformation, Procurement and Contracts) were also agreed as part of this strategy and their importance in delivering a medium term financial plan is of critical importance to the sustainability of the Highland Council. Leadership of these projects is a key responsibility of the senior staff of the Council who will be held accountable by the governance of the Recovery, Improvement and Transformation Board which is then reported into Council.
- 4.9 The senior leadership team are focused on our three main deliverables:
- Ambitious – through a continued focus on performance
 - Sustainable – improved budget, resources management and service planning
 - Connected – relationships and place-based understanding of priorities.

The changed context of COVID has resulted in the Council having a much broader set of new priorities that present both challenge as well as opportunity; an indication of the scale of the change is set out visibly in Appendix 1. This change in context has very much informed the senior leadership redesign and allocation of functions and responsibilities to ECOs and Heads of Service.

- 4.10 On this basis, it is now imperative as the Highlands recovers from COVID to turn the Council's attention to the staffing redesign and ensure the right structures are in place to deliver longer-term aspirations. In particular, the Council requires a structure that is affordable, agile, and sustainable.
- 4.11 The opportunity to review the impact of these changes over the last 18 months indicate that the original structure needs to be adjusted in order to align all aspects to these requirements.
- 4.12 The proposed changes still meet the original purpose, benefits and principles of the redesign which are:
- Delivering quality services across the whole of the Highlands

- Budget delivery and sustainability – senior leaders taking responsibility for both service and corporate budget tasks
- A culture of commerciality with an agile structure capable of facilitating and encouraging innovation amongst its employees
- Leaders working as ‘one Council’ with evidence of improved collaboration
- Simplifying and enabling partnership working at all levels
- Improving communication and engagement both internally, with key partners and the wider population of the Highlands
- Improving understanding of local priorities through the alignment of ECOs to an Area Committee geography ensuring all services work collaboratively to ensure better outcomes and improving delivery of services at a local level
- Ensuring best use of resources and best value for the Council and embedding a performance culture

In redesigning the senior structures the context set out in section 4.9, Appendix 1 and the original purpose and benefits of the redesign set out in 4.12 above, along with the learning that has taken place and the progress made, have all been considered in the proposals contained within this paper and those that will come forward to the Strategic Committees in the service redesigns.

- 4.13 The approval of the Council’s budget ‘Ambitious Highland - Health and Prosperity Strategy 2021/22’ on 4 March 2021 places the Council’s financial position on a solid and sustainable footing upon which Directorate Service Plans and associated operational plans can be developed. This includes the Council’s extensive and significant Recovery, Improvement and Transformation Programme which includes the annual recurring fund of £2.25m to support medium term financial planning. The Recovery, Improvement and Transformation Programme and Board will lead the change and development of the Council over the medium term, including the delivery of the £0.500m senior management savings agreed in March 2020. The Directorate Service Plans and their associated structures will start to be reported to the May Committee Cycle.
- 4.14 The way in which the management structure supports the delivery of the Council’s community and place-based aspirations is a critical factor that will be further developed over the coming months. A seminar was held with Members to discuss this matter in January 2021.

One of the aspects that has been of particular focus and growth over the past year has been the extent to which the Council has worked with partners and communities to respond to the challenges of the pandemic and in supporting Recovery. The Council has already agreed the introduction of community coordinator posts to continue and build on this work within the ongoing context of COVID responsibilities especially in supporting our most vulnerable. In addition to this, there will be a review of the management and leadership at ward, committee and local Community Partnership level. This must consider how the Council works in partnership with the voluntary sector, third sector, other public sector organisations and community groups to respond to constituents’ needs as well as deliver an ambitious programme of place-based locality plans. A key aspect of this review will need to consider governance and Member leadership. This will include consideration of opportunities for further delegation of powers to local area committees. Commencing after the summer recess, the intended outcome of this work on our collective response will be to deliver a better economic, social, health and wellbeing future for all Highland residents.

5. Proposed changes to Senior Leadership Structure in Highland Council

5.1 The Senior Leadership structure agreed at Council in May 2019 comprised of Chief Executive Officer, Chief Operating Officer/Deputy Chief Executive and 8 Executive Chief Officers (ECOs). Not all of these posts have been filled on a permanent basis. The decision made by the Council on the recommendations in this report will enable a permanent structure to be put in place.

5.1.1 As part of this review, as agreed at Council on 10 September 2020, consideration was given to the role of the Chief Operating Officer/Deputy Chief Executive post. A previous recruitment exercise did not proceed to interview for a Chief Operating Officer. Following this process the Recruitment Panel agreed to alter the remit and advertise the post as Deputy Chief Executive role in order to attract candidates in greater alignment to the context of public sector and the Council. A further recruitment campaign was paused for the Deputy Chief Executive in order to undertake this review to ensure that a sustainable senior leadership team is achieved that meets the current and future senior leadership requirements.

5.1.2 Two options are being presented for consideration. Job Descriptions for the two options can be found in Appendix 3a and Appendix 3b.

5.1.3 Option One

Delete Chief Operating Officer/Deputy Chief Executive post from Senior Leadership Team Structure and the Deputy responsibilities would be included as additional duties within an existing ECO post.

- Deputy responsibilities would be included as an addition to an existing ECO post
- The appointed ECO would deputise for the Chief Executive in his/her absence as required ensuring appropriate leadership, governance and business continuity
- The appointed ECO would support the Chief Executive in improving and developing operational performance
- Lead on corporate and cross-service strategies allocated to this role
- Lead on local emergency planning and resilience

This option would ensure that:

- A named Deputy is in place to retain appropriate responsibilities, causing minimal disruption to the existing ECO structure, and would contribute to overall cost savings
- Greater expectation/responsibility is placed on ECOs to deliver cross service working
- There is more collective decision making on priorities and how they will be delivered
- The focus and ambition for a collaborative leadership culture that upskills all senior staff is continued
- Hierarchies are not created within the ECO team
- The status of the ECO role impacts positively upon aspirations for growth in leadership and external partnerships
- Transformational change and innovation remain an equal priority and learning development for all directorates
- Desired cost savings are achieved ie £0.100m will be contributed to the overall saving of £0.500m

The challenges of this option are:

- Less additional capacity for the Chief Executive to focus on strategic and service delivery
- Possible capacity and resources gaps for strategy, partnership, member engagement
- That the outward facing role of the CEO does not have significant prioritisation
- That additional resilience duties impact upon CEO drive on pace of improvement
- That future leadership and CEO development time is limited

- The CEO does not have enough capacity to focus on the growth, learning and development of the ECOs
- The CEO has to step in to de-escalate corporate risks too often reducing resilience within Directorates and the development of leadership potential

The rationale for removing a dedicated Chief Operating Officer/Depute Chief Executive post includes:

- The experience of partnership working within the ECO team over the last 18 months has demonstrated significant collaboration and flexibility during this period
- ECOs have taken on a range of responsibilities and developed their skills during this period; this structure provides ECOs with greater opportunity to experience the responsibilities of the level of CEO and related upskilling
- The removal of this post will support the delivery of the total proposed financial savings within this report
- The initial expected reduction of the number of Heads of Service has been reduced owing to the additional responsibilities and priorities the Council now has linked to the COVID pandemic, the harms of COVID and the continued prevalence of COVID in our communities into the medium term (as detailed in Appendix 1). The senior team would rather reduce a post at the most senior level rather than reduce Heads of Service posts further; the reduction of posts is necessary to meet the financial savings as agreed at Council budget in March 2020.
- Senior staff are committed to the agreed budget savings identified as part of this restructure; savings in management protect further budget savings affecting staff in lower paid jobs ie a reduction in one management post could mean a reduction of 3 staff and this would impact more on families and greater levels of unemployment within the Highlands.

It is proposed that an internal selection process is undertaken to appoint an ECO to take on these responsibilities. If the ECO were then to leave this role, another ECO could be appointed, and it would be re-advertised. It is not anticipated that the Depute responsibilities are aligned permanently to a single ECO post. This will support longer term development, collaboration, and succession planning.

This appointment will attract an additional responsibility payment of £10,000 per year.

5.1.4 Option Two

Restructure the Senior Leadership Team to include a Deputy Chief Executive post plus 7 permanent ECO posts. ie remove the post of ECO for Transformation and subsume this remit into the Deputy Chief Executive remit.

- This post would have responsibility for major Council initiatives and strategies linked to recovery, transformation, commercialisation, organisational change, and redesign including strategic workforce planning, innovation, and research.
- This post would also lead on all futures and digital innovation and practice within the Council and with strategic digital partners such as NHH, HLH, Police.
- Focus on achieving a one system approach to data and analysis creating a better informed Council and again with partners to improve CPP performance.
- Bring to the Council change methodologies that accelerate innovation and pace of change.
- 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 processes and expectations.

- Deputise for Chief Executive in his/her absence as required ensuring appropriate leadership, governance and business continuity.
- The Executive Chief Officer post for Transformation, which is currently filled on an interim basis would be subsumed into this post.

This option would ensure that:

- The Chief Executive can delegate attendance and representation in key forums when required creating more time for futures and ambitious Council linked to the integration of public sector organisations and greater external partnerships
- There is more capacity for Chief Executive to have greater external/strategic focus
- Strategic planning and operational delivery get sufficient leadership focus
- Chief Executive and Deputy can both engage ECOs to drive organisational priorities and resources
- Pace of transformation and redesign accelerated owing to the inclusion of more external partners creating enhanced organisational capacity for change
- Greater opportunity for agility in a changing national context; two senior leaders engaging with status to bring the outward facing context into the futures thinking and planning of the Council
- There is far greater focus on business-driven methodologies based upon best practice both nationally and internationally
- There is a space for de-escalation of stakeholder and directorate issues prior to the CEO becoming involved

The challenges of this option are:

- There is a risk that there is insufficient focus on the importance of transformation and commercialisation rather than deputising for Chief Executive; balance would need to be maintained
- The structure does not deliver the same level of cost savings as Option 1
- The ECOs may be less engaged in duties at CEO level and not upskilled to the same degree as is expected in option 1
- The collaborative 'one team' approach does not develop and the progress in reducing silos within the Council is negatively impacted upon reducing capacity for transformational change
- A hierarchical rather than a collaborative culture prevails reducing the capacity of the organisation to improve

The rationale for expanding the Deputy Chief Executive post and removing the ECO, Transformation includes:

- The experience of over the last 18 months has demonstrated the need for greater capacity to focus on transformation and commercialisation of the Council
- Increasing capacity at this senior executive level will support the focus on driving the transformation and digitalisation agenda essential for a sustainable futures Council
- The Chief Executive post has much greater partnership responsibilities within the context of the country's response to the COVID pandemic
- Futures Council and external influence is of far greater importance within the context of recovery in a post COVID world and requires significant CEO engagement or Deputy CEO involvement
- Senior staff are committed to the agreed budget savings identified as part of this restructure; savings in management protect further budget savings affecting staff in lower paid jobs
- There are major structural changes ahead eg National Care Strategy that involves national CEO leadership and partnership as well as Directorate leadership

It is proposed that the post is advertised externally and internally prior for the selection process to appoint a Deputy CEO. This appointment will attract a salary of £122,812.

Option 2 will cost £40k more than Option 1 but does deliver savings that contribute to the overall delivery of £0.500m

5.1.5 **ECO remits – option 1 or 2**

Set out in Appendix 2 are the ECO remits. The Chief Executive, ECOs, HR staff, Directorate management teams and corporate business partners have worked through many sessions together with a focus on a 'better connected Council' considering how key priorities can come together within Directorates so that the skills of staff can be brought together to achieve improvement quicker and deliver enhanced performance. As a result of challenging peer sessions facilitated by HR and project change staff, some functions and staff will be relocated within new Directorates as set out in Appendix 2. Staff transitions will be carefully and sensitively managed so that working relationships, staff wellbeing and performance continue in a positive way and the process of transition is managed well. It is anticipated that the transition of staff and teams will take place throughout financial year 2021/2022 and be implemented at a pace that is regularly reviewed. As stated in section 2.2 of this report, if option 2 set out in 5.1.4 is approved then the remit detailed for the ECO for Transformation will be subsumed within the Deputy Chief Executive remit.

5.2 **Heads of Service**

- 5.2.1 To redesign the services, the Council has invested in building expertise and undertaking robust data analysis to support the ECOs in leadership review and redesign. The key purpose of the Heads of Service is to implement strategic and operational objectives for their designated service delivering performance through effective leadership of the resources they are responsible for. They play a key role in working alongside the ECOs to drive strategic performance and improvement whilst ensuring sustainable budgeting of services and connectedness with staff, partners and the public.
- 5.2.2 The key activities undertaken to achieve the proposed service structure include:
- Learning from COVID including staff engagement through staff surveys
 - Review by Service of structures & functions including staffing numbers, costs, disposition and demographic
 - Review by Service of Performance including benchmarking and Local Finance Returns (LFRs)
 - Senior Team Peer reviews
 - Developing a greater understanding of services through systematic analysis to explore strengths, weaknesses, opportunities, and threats (SWOT); assess the impact of the political, environmental, social, technological and economic context (PESTLE) and review changes in service demands.
 - Engagement with staff
- 5.2.3 In considering what services need to look like in the future, consideration has been given to the relationship with other services, members, partners and stakeholders with a view to breaking down barriers and silos wherever possible.
- 5.2.4 There are currently 17 Heads of Service posts in the establishment. Of these 17 posts, 11 are currently filled and 6 are vacant although covered through temporary arrangements.
- 5.2.5 It is proposed that the new structure consists of 15 Head of Service posts (HC15). These are set out in Appendix 4a and 4b. This includes the Head of Service for ICT & Digital

Transformation, which is a leadership role which contains duties and responsibilities previously undertaken by senior WIPRO staff funded within the WIPRO contract. Project Dochas was agreed by Highland Council on 30 July 2020 and represents the biggest change in this service area since it was out-sourced in the 1990's.

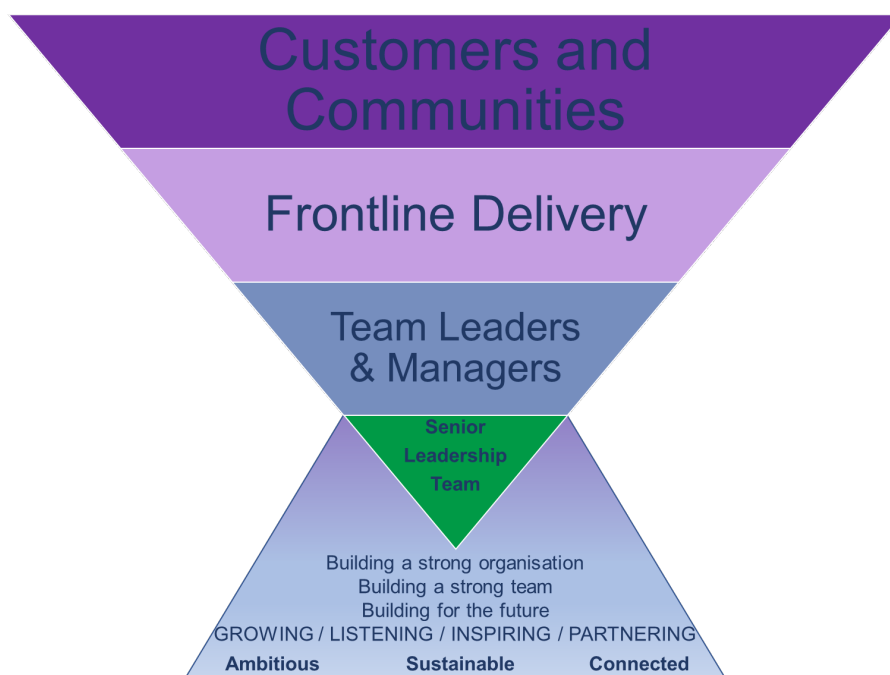
- 5.2.6 It is considered that this combination of either Option 1 or 2 above plus the Heads of Service proposals, provides the appropriate and most effective leadership capacity for the Council at least cost whilst ensuring accelerated performance across all strategic areas of the Council and recognising the continued additional responsibilities created by the ongoing COVID pandemic context.
- 5.2.7 ECOs will continue to take on an area remit with strategic oversight for one or more areas to provide improved cross service governance, development, and more visible leadership. As set out in section 4.14 of this report there will be a review of the support required for area structures and place-based planning and delivery and this will be reported to a future Council. As already stated place-based responsibilities at a leadership level are essential, not only in providing oversight of performance and improved governance in delivering our services, but in developing appropriate strategies to deliver the needs and requirements of a specific geographic area.
- 5.2.8 ECOs have reviewed the functional remit of the previous Heads of Service and realigned the functions to best support continued recovery, prepare and shape service delivery for the new normal. With increasing strategic priorities and significant transformation agenda, there will also be senior, strategic leads delivering key functional remits within senior management teams. Some of these strategic leadership roles will report direct to the ECO in respect of the significance of the strategic area to the delivery of the Council's ambitions. The workforce must be at the heart of the Council's recovery to enable the Council to reposition itself to thrive and be sustainable into the future. ECOs will bring forward their indicative staffing structure proposals to Service Strategic Committees from May 2021, recognising that these are subject to the approval of the proposals in this paper.
- 5.2.9 The revised structure and Head of Service remits can be found in Appendix 4a and 4b. The Head of Service job description is set out in Appendix 5. All Heads of Service will be on the same conditions of service and remunerated at the same level. Key points to note from the revised structure:
- Head of Service roles will have a generic job description with responsibility for specific functions and the generic title Head of Service (function description) (Appendix 5)
 - This change of focus will support longer term aspirations to develop strength in strategic leadership and provide a more flexible, resilient and agile leadership function
 - The Heads of Service will be appointed at the existing grade HC15
 - Not every single function within an ECO remit requires to be led by a Head of Service; a number of strategic areas are led by staff at grades lower than HC15 including some reporting directly to an ECO.
 - Whilst consistency in leadership skills and behaviours is expected at this level it is also recognised that some posts require specialist knowledge or qualifications. For example, Scottish General Teaching Council registration is a requirement for Education Heads of Service.

6. Future Aims and Vision

- 6.1 It is recognised that Highland Council is still on the journey to deliver its vision and progress has been impacted due to focusing on the response to the Coronavirus pandemic and the recovery plan. During this period there has been increasing evidence

of greater collaboration, flexibility and local accountability across the organisation and the leadership team will build on this platform. Functional remits should remain fluid in response to changing needs for effective service delivery and may result in remits moving between ECOs if necessary.

- 6.2 From the perspective of supporting the organisation, the Council's senior staff require patience and focus while investing time and resources in the workforce to provide a customer driven organisation delivering strategic objectives.
- 6.3 The revised focus on customer service and place-based leadership, demonstrates the impact required from the senior leadership team which will need to model the required behaviours, create, and develop an empowered and motivated workforce (circa 10,000 FTE) and drive high performance through collaboration and trust.
- 6.4 Structural changes alone will not bring about all the benefits outlined, and work has commenced on developing an Executive Performance Review and Development Model and a revised Recruitment and Selection process for senior leaders all of which will focus on and reinforce the key performance objectives, behaviours and skills required by the leadership team to deliver the Highland Council vision.
- 6.5 To build on and achieve these outcomes, it is important to ensure the implementation of the leadership structure is robust, ambitious, and supportive in order to provide a strong foundation as the organisation moves forward.



7 Implementation of Heads of Service Posts

7.1 Matching Process

- 7.1.1 The following matching process will be used to redesign the leadership structure.
- 7.1.2 The pool for Head of Service redesign will consist of the existing permanent Head of Service postholders (HC15). There will also be opportunities for recruitment.
- 7.1.3 We do not anticipate any requirement for voluntary or compulsory severance in this process.

7.2 Engagement Process

- 7.2.1 The Heads of Service and the trade unions were notified of proposals on the structure and the matching process in the week commencing 8th March 2021 and further engagement meetings have taken place in March and April with both staff and the trade unions. These meetings have been constructive and there is overall support for the redesign as is set out within this report. The staff have a significant opportunity to engage in this redesign process especially at Directorate team meetings where the staff ideas and observations are very much reflected within the proposed changes.
- 7.2.2 Individual meetings will take place with the ECOs, HR and the current Heads of Service to notify them of the intended changes and process. This will allow an opportunity for discussion on future aspirations for the role and explore possible changes to existing portfolios.
- 7.2.3 It is recognised that some Services may move more quickly than others in the implementation of their revised structures, however, the Transformation Programme including HR will provide corporate oversight of the whole process with general updates being reported to the Recovery, Improvement & Transformation Board as part of the overall governance of the Transformation Programme.

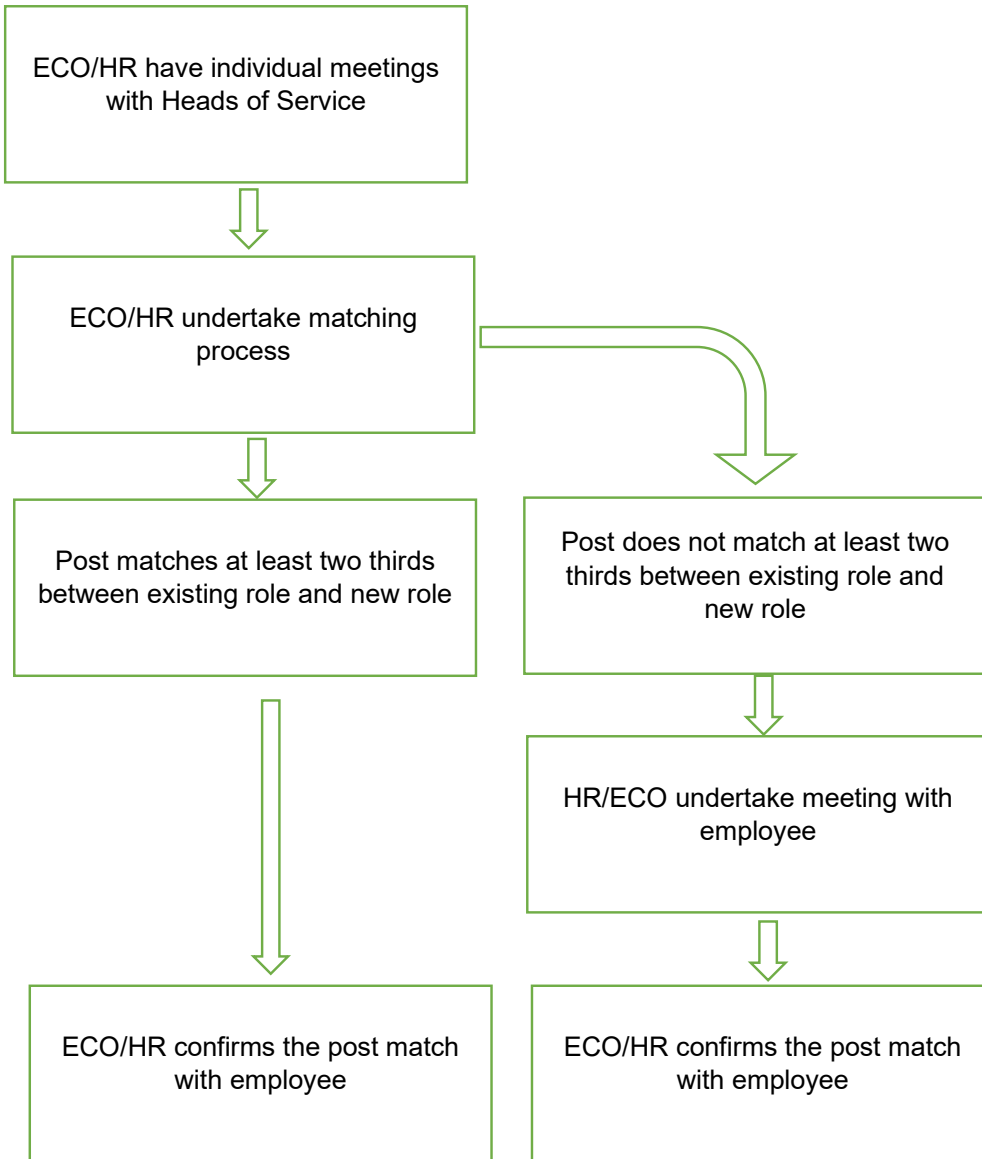
7.3 Acting up and secondment situations

- 7.3.1 Employees who are acting up or seconded to a Head of Service post will not automatically be considered for permanent Head of Service posts in the new structure. However, they may apply for any vacant post when advertised.
- 7.3.2 Employees who are acting up or seconded to a Head of Service post and do not wish to apply for a vacant post or are unsuccessful in the selection process for a Head of Service post will revert to their substantive post at a mutually agreed time. They will then be considered in their substantive post for restructure purposes.
- 7.3.3 The engagement process will allow for employees to raise any comments about matching outcomes relating to them and due consideration will be given before outcomes are confirmed and implemented.

7.4 Concluding the engagement process

- 7.4.1 When the engagement period ends, the line manager should consider any issues raised and determine whether changes should be made to the original implementation proposals.
- 7.4.2 Once considered, the outcome of the consultation process will be communicated to the trade unions and the employees affected.
- 7.4.3 The next step will be to implement the proposals, which will include the confirmation of selected employees to posts in the new structure.
- 7.4.4 On completion of the confirmation process, vacant posts will be advertised internally and externally using the organisation's recruitment and selection process.

Section 7.5 Proposed Matching Process



Interim Head of HR and Chief Executive will provide organisation wide oversight of the process. Where employees could be matched to more than one post, they will be asked to express preferences for available posts. If a situation arises where more than one employee expresses preferences for the same post, the matching process will take precedence.

A job will be matched where there is confirmation that an employee's existing post and a proposed post in the new structure are sufficiently similar (two thirds) in duties and skills required.

Where there is a possible match, but it does not achieve the two thirds equivalent criteria, a meeting will be undertaken with the employee to discuss any functional areas that they may not be familiar with and how the individual may be supported in the new post.

Designation: Chief Executive

Date: 4th May 2021

Authors: Donna Manson; Elaine Barrie

REFLECT, RESET, RE-IMAGE
FUTURES HIGHLAND COUNCIL



Appendix 2 – ECO Remits 2021/22

Communities and Place	Education and Learning	Health and Social Care	Infrastructure, Environment and Economy	Performance and Governance	Property and Housing	Resources and Finance	Transformation
Bereavement Services	Additional Support for Learning	Adult Protection	Building Standards	Best Value	Affordable warmth	Annual Accounts and Quarterly Financial Performance Reporting	Business Analysis
City & Ward Management	Additional Support Services	Adult Social Care NHS Partnership Lead Agency	Business Development & Systems Support	Business Intelligence	Catering, Cleaning of Facilities Management	Benefits	Business Change Management
Community Asset Transfer	Allowance/Bursaries	Allied Health Professionals	Business Gateway	Climate change and Energy	Corporate Asset Management	Capital	Business Improvement
Community Engagement	Curriculum 3-18	Chief Social Work Officer	Capital Schemes – infrastructure	Corporate Communications	Corporate Property Client	Corporate Business Support	Centre of Excellence for Programme & Projects
Community Planning	Developing Scotland's Young Workforce	Child Protection	Car Parking	Corporate Fraud	Depots	Financial management support to Council Services	Change Fund Management
Customer/Contact Services	Early Years	Child Protection Advisors (Health)	City Region Deal	Corporate Leadership Support (Members)	Estates management	HR	Futures Thinking/Visioning
Environment/Health	Eden Court	Children's Services: Social Care	Climate Change and Energy	Corporate Performance Management	Estates Planning and Capital Investment	Insurance	Innovation
Equalities & Human Rights	Education Improvement	Corporate Parenting	Commercial Property Development	Corporate Plan development	FM Client	Learning & Development	ICT/Digital services (including ICT Education)
Fleet and Plant	Education Maintenance	Criminal Justice	Cultural Strategy	Corporate Risk Management	H&CS and Property Housing input into Care Services	Occupational Health, Safety & Wellbeing	Improvement Service Liaison (Transformation)
Placed Based Approaches and Area Profiles	Gaelic Education Strategy	Edge of care	Development & Regeneration	Democratic Services	Homeless	Organisational Development	Partnership Working & Networking
Play areas, amenities and grounds maintenance	Gateway	Family Nursing	Economy	Elections	HRA (Management of Council Housing)	Payroll & Pensions	Programme Management Office (planning, governance, assurance, risk management)
Police & Fire Scrutiny	HLH/Community Learning & Development	Fostering and Adoption	Employability	Fraud investigation	In-house Building Maintenance Team	Procurement	Project Management
Public Conveniences	Home Education and Partnership with parents	Health Improvement	Environment	Freedom of information and data protection policy	Office Accommodation Management	Revenues	Research & Development
Registrar Services	Improving Outcomes	Health Visiting	Ferries	Gaelic Development	Project & Cost Management	Taxation	Transformation – Strategy (Alignment/Direction)
Stores & Logistics	Looked after children and corporate	Looked After Children	Flood Act Duties	Internal Audit	Property Capital Projects – budget and delivery	Trade Union Partnership	

Communities and Place	Education and Learning	Health and Social Care	Infrastructure, Environment and Economy	Performance and Governance	Property and Housing	Resources and Finance	Transformation

Appendix 3a – Executive Chief Officer/Designated Depute Job Description

Job Description and Person Specification

- **Service:** TBD
- **Post Designation:** Executive Chief Officer/Designated Depute
- **Location:** HQ/As required
- **Responsible to:** Chief Executive

Job Specification

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 area to ensure that the Council actively reaches out to communities and employees and provide visible and committed leadership across your designated area of responsibility.

Deputise for the Chief Executive in his/her absence as required ensuring appropriate governance and business continuity

Support the Chief Executive in developing operational performance

Lead on corporate and cross-service strategies allocated to this role

Lead on local emergency planning and resilience

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 the 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 *(NAMED) Service*

Deliver effective corporate performance management and reporting and drive innovation both within and outside the Council through the development of strategic performance.

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 service and area remit.

Support cultural and attitudinal change in the way services are delivered

Key Responsibilities

1. SERVICE RESPONSIBILITIES
2. DEPUTISING RESPONSIBILITIES
3. Local emergency planning and resilience

Key Specific Responsibilities

TBC.

Key Generic Responsibilities

1. Lead, direct and manage the Council's NAMED Service
2. 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
3. Deputise for Chief Executive in his/her absence as required ensuring appropriate governance and business continuity.
4. Support Chief Executive in developing operational performance
5. Corporate Projects, where appropriate, would be aligned to ECOs
6. Work with the Chief Executive and Chief Executive 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.
7. Provide strategic advice to the Chief Executive, Leader, and Corporate Management Team on any issue that could influence future policy, strategy or operations.
8. As a member of the corporate leadership team, lead and participate in cross Service and external partner initiatives and developments and promote collaboration.
9. 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.

10. Lead the Council's NAMED 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.
11. 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.
12. Influence new developments in government policy on behalf of the Council at the earliest stage to promote the interests of the Highlands.
13. Represent the Council at Chief Officer and or Deputy level in meetings with external bodies, such as Government departments, local/regional communities and partners to promote the Highland Council effectively.
14. 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.
15. 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.
16. Develop and support an organisational culture that promotes best value for the Council and its customers through continuous improvement.
17. 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.
18. Manage effectively 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 consequences.
19. 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 and Administration to Committees, the Council's Standing Orders and the Scheme of Delegation to Officers.
20. 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 Section.
21. 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.
22. 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.
23. Implementation of health, safety and wellbeing policy and guidance to ensure staff wellbeing.

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.

KEY SKILLS – GENERAL

1. 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.
2. 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
3. Able to develop positive effective relationships with Elected Members.
4. Innovation and creativity in development of contract, supplier and customer strategies
5. Commitment to the Councils vision for and an ability to model the behaviours explicit in the Councils core values and organisational beliefs with ability to demonstrate a customer focused approach to management of the service and to ensure this is consistently demonstrated.
6. Able to think laterally and develop creative and innovative solutions.
7. A partnership worker with a demonstrable track record of developing and sustaining partnerships both internal and external to the organisation
8. 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
9. Proven ability to manage service budgets to achieve target set by Council showing capacity to resolve complex and conflicting budgetary demands.
10. Proven track record in project management skills to deliver successful corporate initiatives including effective chairing and challenge.
11. Successful change management skills giving a strong corporate lead to ensure joined up working between services as well as individual area remits.
12. Personal and professional demeanour and credibility which commands the confidence of customers, Members, other Executive Chief Officers, staff, external partners and other stakeholders
13. Thorough understanding of diversity and equalities who can demonstrate direct personal achievement and is wholly committed to equality of opportunity in consultation, involvement, employment and service delivery.
14. Proven flexibility in operating within a generic structure, open to acquiring new knowledge, skills and a commitment to learning.

KNOWLEDGE AND 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

Cognisance of the workings of Local Government, the current and futures issues to be faced and the financial, legal and political context of public sector management.

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Appendix 3b – Depute Chief Executive Job Description

Job Description and Person Specification

- **Service:**
- **Post Designation:** Deputy Chief Executive
- **Location:** HQ/As required
- **Responsible to:** Chief Executive

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 all Futures and innovation in the Council

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 processes and expectations

Deputise for Chief Executive in his/her absence as required ensuring appropriate governance and business continuity.

Lead the portfolio of services and projects the post is responsible for, always 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; Resources and Improvement Governance Board; ICT transformation and Contracts Board and any other boards as directed by the Chief Executive

Create a culture of continuous improvement that fully embraces the Council's programme of change.

Key Responsibilities

1. Transformation
2. Commercialisation
3. Recovery
4. Organisational Change

5. Redesign and Strategic workforce planning
6. Futures and Innovation
7. Deputising Responsibilities

Key Responsibilities include:

1. Reporting to the Chief Executive as Depute and as a member of the Executive Management Team
2. 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
3. Provide strategic advice to the Chief Executive, Leader, and Corporate Management Team on any issue that could influence future policy, strategy, or operations.
4. Lead on strategic advice and guidance to the Recovery, Improvement and Transformation Board, the Redesign Board.
5. Provide support and guidance to maintain and enhance unity within the executive leadership team
6. Ensure the Council maintains high levels of social responsibility
7. Responsible to the Chief Executive for ensuring that statutory obligations are fulfilled, and the quality and delivery of service provision meets or exceeds customer expectations
8. Embed sustainability and contribute to financial planning at a corporate level
9. 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
10. Work with the CEO and ECOs in the wider strategic development of the Council and specifically to help create a balanced, multi-skilled, flexible and committed workforce capable of delivering high quality services
11. Provide direct leadership and professional guidance to staff within a Service or Strategic project area to ensure a motivated team and a culture of high performance and continuous improvement and achieving a focus on best value.
12. Lead business transformation, the programme of organisational change and redesign including: **Recovery, Improvement & Transformation Board** and any other boards as directed by the Chief Executive.
13. Lead the digitisation of the Council.
14. Deputise for CEO in key forums as appropriate
15. 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
16. 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

17. Represent the Council to external bodies, positively forging links and exploring collaborative/joint working/partnership opportunities that are of benefit to the Council
18. Lead on all futures and digital innovation and practice within the Council and with strategic partners such as the NHS, HLH, police.
19. Focus on achieving a one system approach to data and analysis creating a better informed Council.
20. Bring to the Council change methodologies that accelerate innovation and pace of change.

Special Features

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

Key Skills - General

1. 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
2. Sound business acumen with strong knowledge of the external environment and partnership working
3. Comprehensive understanding of organisational change management philosophies, tools and techniques
4. An ability to interpret business needs from multiple sources to provide an outline business case calculating risk and recommending appropriate options and interventions
5. Proven leadership & managerial skills with the ability to make clear decisions
6. Strong written and verbal communication skills with an ability to tailor communications to any audience
7. Relationship development and management skills with the ability to connect, influence and negotiate at all levels
8. Ability to inspire and motivate team members to deliver ambitious levels of performance
9. Highly resilient, self-aware and proactive
10. Innovative, with an ability to design sustainable strategies that will anticipate future change requirements
11. Promote a culture of engagement to inform organisational development

Knowledge and Experience

1. Broad experience across an extensive portfolio of management functions
2. Record of achievement at senior management level in a complex, multi-functional organisation
3. Understanding key drivers in a business area and working in partnership with stakeholders to deliver transformation with demonstrable evidence of achievement of tangible benefits
4. Evidence of significant performance improvement whilst delivering on demanding targets and maintaining Service delivery
5. Experience of Co-production in transformation of Services
6. Significant experience of the flexible re-positioning of spend
7. Working at Board level with extensive experience in the role of Chair
8. Ability to foster strong relationships with key partners both external and internal

9. Innovative, creative forward thinking whilst assessing, monitoring and managing risk
10. Demonstrable experience of effective engagement including leading complex negotiations
11. Demonstrable experience of successfully setting strategy, including implementation, in a complex organisation
12. Demonstrate delivery of outcomes with commercial consideration
13. Track record of delivering organisational change and transformation
14. Educated to degree level and a further relevant professional qualification

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Appendix 4a – Head of Service

Head of Service (existing post)	FTE
Head of Development and Regeneration	1
Head of Infrastructure	1
Head of Planning & Environment	1
Head of Roads and Transport	1
Head of Resources	1
Head of Education	1
Head of Additional Support Services	1
Head of Children's Services	1
Head of Corporate Governance	1
Head of Housing & Building Maintenance	1
Head of Property & Facilities Management	1
Head of Revenues & Business Support	1
Head of People & ICT	1
Head of Corporate Finance	1
Head of Policy	1
Head of Performance and Resources	1
Head of Environmental & Amenity Services	1
Total	17

Head of Service (new structure)	FTE
Head of Service (Economic Development & Regeneration)	1
Head of Service (Roads and Infrastructure)	1
Head of Service (Planning, Environment and Low Carbon Transport)	1
Head of Service (Early Years and Primary Education)	1
Head of Service (Secondary Education)	1
Head of Service (Children's Services)	1
Head of Service (NHS Partnership Review and Adult Social Care Transformation)	1
Head of Service (Corporate Governance)	1
Head of Service (Housing & Building Maintenance)	1
Head of Service (Property and Facilities Management)	1
Head of Service (Resources)	1
Head of Service (Finance)	1
Head of Service (Community Support & Engagement)	1
Head of Service (Community Operations and Logistics)	1
Head of Service (ICT & Digital Services/Transformation) (Project Dochas)	1
Total	15

Appendix 4b – Heads of Service – Remits – New Structure

Head of Service (Community Operations & Logistics)	Head of Service (Community Support & Engagement)
Amenities, Grounds Maintenance and Play Areas	City & Ward Management
Public Conveniences	Community Asset Transfer
Registrar Services	Community Engagement
Customer Contact (Service Points, Service Centre, Complaints & Enquiries)	Community Planning
Fleet	Place Based Approaches
Stores	Tackling Poverty and Inequality
Travel Desk	Welfare Support (ESF and Covid)

Head of Service (Early Years & Primary Education)	Head of Service (Secondary Education)
Additional Support for Learning	Allowance/Bursaries
Additional Support Services	Curriculum 3-18 (Secondary Curriculum)
Curriculum 3-18 (Early Years & Primary Curriculum)	Developing Scotland's Young Workforce
Digital Strategy	Eden Court
Early Years	Education improvement
Developing Scotland's Young Workforce	Education maintenance allowance
Education improvement	Gateway
Gaelic Education	HLH/Community Learning and Development
Home Education and partnership with parents	Home education and partnership with parents
Improving outcomes	Improving outcomes
Learning & Teaching Primary and ELC	Learning & Teaching Secondary
Looked after children and corporate parenting – educational outcomes	Leadership of Change
Primary Schools	Parental Engagement Secondary
Parental Engagement Primary	Secondary Schools
Transitions	Staff Development including leadership
Psychological Services	Staff Development including professional learning and update
	Transitions

Head of Service (Social Care)	Head of Service (Adult Social Care/NHS Partnership)
Chief Social Work Officer (Deputise)	Transformation (work streams and budget savings)
Child Protection	Integration Scheme (implement, review, monitor)
Corporate Parenting	Strategy and Performance
Fostering and Adoption	Assurance and Quality
Justice	Developing and Building Partnership Pathways
Looked after children	Adult Statutory Social Work (lead link for CSWO)
Mental Health Officer	
Out of Hours Social Work	
Prevention Strategy	
Residential Care	
Throughcare/Aftercare	
Young Carers	

Head of Service (Roads and Infrastructure)	Head of Service (Planning, Environment and Low Carbon Transport)	Head of Service (Economic Development and Regeneration)
Capital Schemes – Infrastructure	Building Standards	Business Gateway
Ferries	Business Development & Systems Support	City Region Deal
Flood Act Duties	Car Parking	Commercial Property Development
Harbours and Marine Facilities	Environment	Cultural Strategy
Laboratory and Quarry	Planning	Development & Regeneration
Safety Inspections – bridges & other structures, drainage & other restraint systems	Public and School Transport	Economy
Street Lighting		Gaelic Economy
Roads & Winter Maintenance		Housing Development
Transport Planning		Inward Investment
		IT Infrastructure (fibre, 5G mobile), External
		Development & Regeneration

Head of Service (ICT & Digital Services)
ICT Services
Digital Services
Digital Transformation

Head of Service (Corporate Governance)
Democratic Services
Legal Services
Elections
FOI & Data Protection and Scottish Public Services Ombudsman
Licensing
Regulatory Services
Member Services
Scottish Public Services Ombudsman
Trading Standards

Head of Service (Housing & Building Maintenance)	Head of Service (Property & Facilities Management)
Affordable warmth	Catering, Cleaning and Facilities Management
Depots	Corporate Asset Management
H&CS and Property Housing input into Care Services	Corporate Property Client
Homeless	Estates Planning and Capital Investment
HRA (Management of Council Housing)	FM Client
In-house Building Maintenance Team	Office Accommodation Management
Tenant Participation	Project & Cost Management
	Property Capital Projects – Budget & Delivery
	Property Design
	Property Maintenance
	Property Support Team
	Schools Catering & Cleaning (client)

Resources and Finance – 2 Heads of Service
Financial and Management Accountancy
Financial Management support to Council Services
Budgeting
Capital
Treasury Management
Procurement (Client)

Creditors
Corporate Business Support
Insurance
Revenues (Local Government Taxation)
Benefits and Welfare
Sundry Debtors
Payroll
Pensions
HR
Trade Union Partnership
Occupational Health, Safety and Wellbeing
Learning & Development

Appendix 5

Head of Service Job Description

Job Overview and Person Specification

- **Service:**
- **Post Designation:** Head of Service (*functional remit*)
- **Location:** Home or office based (currently under review)
- **Responsible to:** ECO (*functional remit*)

Job Description

Job Purpose

To implement strategic and operational objectives in line with the Council's Priorities and Values and to provide effective leadership and management of the functions within the Section through planning, directing and effective performance and people management.

Key Responsibilities

As shown in the spreadsheet, general activities

Key Tasks (Specific)

1. Include any statutory role such as Monitoring Officer, Section 95 Officer, Chief Social Work Officer, Chief Education Officer where there is a requirement to fully undertake the role or cover in the absence of the designated ECO.

Key Tasks (Generic)

1. Lead, motivate and inspire staff within the Section to ensure effective service delivery
2. 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
3. As a member of the senior leadership team, lead and participate in cross Service and external partner initiatives and developments and promote collaboration
4. Foster public understanding of the Council's values, strategies, policies, achievements and constraints and maintain good relations with community, local and national organisations and groups
5. Develop and support an organisational culture that promotes best value for the Council and its customers through continuous improvement
6. Provide support and supervision to managers and other staff for whom the Head of Service has direct line management responsibility, including coaching and mentoring as appropriate.
7. Ensure that managers have in place appropriate arrangements for managing staff, performance and budgets including the development and maintenance of appropriate performance indicators and performance review systems
8. Assist with the annual preparation of the Service Plan for Committee consideration and ensure its effective implementation and prepare the Section's Operational Plan.
9. Implement and manage effectively arrangements for the provision of advice to the Council and its Committees on all aspects of the Section including policy options, performance indicators and cost consequences.
10. 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 and

Administration to Committees, the Council's Standing Orders and the Scheme of Delegation to Officers.

11. Provide effective management of financial, people, property, ICT and other resources and of health and safety matters in a manner that ensures integrated operational services and achieves best value.
12. Prepare financial estimates, monitor agreed budgets, ensure effective financial control and liaise with the ECO Resources and Finance on all financial control and audit matters affecting the Section.
13. 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.
14. 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.

Other Duties

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

Special Features

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

Person Specification

Essential Attributes

1. Educated to degree level in a relevant subject or able to demonstrate a high level of relevant experience and expertise
2. Include specific qualification eg practice certificate Law Society Scotland,
3. Extensive relevant experience including significant experience in a management capacity
4. Considerable achievement of effective partnership working in a large unionised organisation
5. The ability to generate enthusiasm and commitment for the Council's strategies, vision and values
6. Experience of motivating, supporting and developing employees and colleagues to make the best of their abilities to deliver high performance levels
7. The ability to build and maintain strong external partnerships that deliver value to the Highlands
8. Ability and experience of effectively managing major change and in particular the human aspects of change
9. Commitment to eliminating discrimination and evidence of promoting equality in service delivery and employment
10. Commitment to the health, safety and wellbeing of employees and customers
11. Experience of effectively analysing the political, legal and business environments, thinking strategically and solving problems
12. The ability to prepare and effectively communicate policies, plans and recommendations to elected members, employees and customers
13. Experience of effectively managing customer consultation and improving business processes to best meet customer requirements and deliver best value
14. Experience of effective financial analysis and large budget management.
15. Experience of improving service delivery through maximising the benefits of Information Communication Technology.
16. Experience of effectively managing conflict, under performance and inappropriate behaviour.
17. Excellent communication skills, including negotiation, persuasion and influencing skills.
18. Professional integrity and evidence of continuing professional development.

Appendix 6 – Sequence and Timescales

