

The Highland Council

Agenda Item	11
Report No	HC/18/18

28 June 2018

Recruitment Process for Chief Executive

Report by the Chief Executive

1. Executive Summary

The Chief Executive has announced his retirement with effect from 16 November 2018. This report presents proposals for the recruitment process of a new Chief Executive.

- 1.1 It is proposed that a Chief Executive's Appointments Panel be agreed which involves 9 Members, comprising the Convener, Leader and Depute Leader of the Council, 3 Strategic Chairs, Leader of the Opposition, Leader of the Scottish Conservatives Group and Leader of the Labour Group. The Panel would be chaired by the Convener. Training will be provided for any Member who has not already been involved in an interview process.
- 1.2 The post will be advertised in accordance with standard recruitment policy. The Chief Executive will advise on process but will take no part in the formal selection to the post. There will be no involvement of Service Directors or other Senior Officers. Internal advice on the process will be provided by the Head of People and ICT (or a nominated deputy), Corporate Communications and Democratic Services.

2 Recommendations

- 2.1 Members are asked to agree:
 - i. the Appointments Panel and Recruitment Process as detailed in Section 1 of the report
 - ii. that administrative issues related to the recruitment should be delegated to the Appointments Panel
 - iii. that External Advisers should be used in accordance with sections 4.1/4.2; and the extent of involvement should be approved by the Appointments Panel and not exceed £20k
 - iv. that the salary should be a single point of £147989

3 Job Profile and Recruitment Pack

- 3.1 A draft job profile and person specification for the post has been prepared and is attached at Appendix 1. It is proposed that these should be submitted to the Appointments Panel for final approval.
- 3.2 The Corporate Communications Team will prepare the draft Recruitment Pack for approval by the Appointments Panel

4. External Advisers

- 4.1 In order to provide a wide search and depth to the analysis of applicants' profiles, independent recruitment advisers have been identified to add value to the recruitment to this key post. The amount of specialist support will be tailored to meet the requirement; including a Headhunter type search and a targeted recruitment campaign. An adviser from the company will also prepare an evaluation of applications and facilitate a Short Listing Meeting.
- 4.2 Post Short-listing, the External Recruitment Adviser will liaise with the Appointments Panel to agree the format of an Assessment Centre. It is likely that short listed candidates will undertake psychometric job-relevant cognitive and personality assessments. The Assessment Centre will also consist of face-to-face sessions with key internal and external stakeholders.
- 4.3 The assessment day would be followed by formal interviews by the Appointments Panel, assisted by the External Recruitment Adviser. Depending upon the level of involvement, it is estimated that the cost of the External Advisers would be in the region of £20k plus travel and accommodation costs.

5. Salary

- 5.1 The salary for the post of Chief Executive of Highland Council is agreed by national negotiations (Circular CO/149). There are 2 options: either a single point £147,989 or a 3 point scale (£140,226 - £144,100 - £147,989). A single point of £147,989 is recommended.

6. Timetable

- 6.1 A provisional indicative timetable for recruitment would be as follows:

6.2

Serial	Event	Timing
1	Post to Advert	By end of June
2	Closing date	31 July 2018
3	Short Listing	By mid- August
4	Assessment Centre and Interviews	By mid-September

- 6.3 The timetable is subject to confirmation by the Appointments Panel; a detailed provisional timetable is at Appendix 2.

7. Implications

- 7.1 Community (Equality, Poverty and Rural), Climate Change/Carbon Clever - None

Financial implications: There are financial implications in respect of advertising costs and the costs of external advisers as estimated in the report

Risk implications: There are risks to the Council if there are delays in the recruitment to the post of Chief Executive

Designation: Chief Executive

Author: Steve Walsh, Head of People and ICT **Date:** 25 June 2018

Appendices

1. JOB DESCRIPTION - Chief Executive - The Highland Council - 2018
2. CEO Recruitment – Proposed Process Timetable

Appendix 1

JOB DESCRIPTION - Chief Executive - The Highland Council - 2018

Job Purpose

- To provide leadership to all employees throughout the organisation, underpinned by a performance management, digital and commercial ethos, and to work with partners to raise the ambition of the Highland region.
- To champion the Highlands, its services, businesses, communities, citizens and its education; nurture and grow the Highland Council's vision of creating a strong and growing economy built on fairness of opportunity for all.
- To work closely in supporting Senior Members of the Council to realise their ambitious programme for the region through the development of innovative solutions to meet ever increasing challenges, including: effective partnering; growing our economy; achieving excellence in education and ensuring that there is a positive destination available to all of our young people.
- To deliver the Council's strategic aims and objectives set out in the Council's Programme, with citizens at the centre of all that we do and that the diverse needs of our community are considered.
- To demonstrate a wholehearted commitment to the continued professional development and health and wellbeing of all employees of the Council.
- To ensure that services are delivered to a high standard via effective management of the Council as a whole and through effective and efficient commissioning of Services.
- To foster and sustain trusting and long-lasting partnerships that improves collaboration and establishes the Highland Council as a leading partner in all strategic activities.
- Lead the Council in its commitment to equality and diversity and spread good practice across partners, business and communities
- To work with Members to ensure effective governance of the Council, maintain high standards and ensure the probity and integrity of decisions made.
- To act as principal advisor to the Council, Head of Paid Service and Emergency Planning Co-ordinator.
- To advocate and safeguard delivery of the Gaelic Development Plan.
- To represent the Council's interests at all levels, forums and groups as agreed with the Administration and Council.
- To undertake the role of Returning Officer and other electoral responsibilities.

Personal Qualities

- Leadership skills – a visionary Leader with ambition, energy, drive and resilience.
- Provides collegiate leadership with an honest and straightforward style that gains the respect of others.
- Excellent communication, partnering, influencing and relationship management skills.
- Integrity and confidentiality of the highest level.
- An empowering style, valuing the contributions of others, both internally and externally, as well as a commitment to staff development throughout all levels of the Council.

- An ability to deliver under pressure and to tight deadlines, in a calm and considered manner instilling confidence in others.
- A passionate commitment to service excellence and continuous improvement, throughout the organisation.
- Flexible in approach, results focused and performance driven.
- A commitment to local democracy, social justice, equality and accountability.
- Personal character and credibility that commands the confidence and respect of Members, managers, staff, local communities, external partners and stakeholders.
- An ability to “sell” and promote the Highlands to inward investors, both nationally and internationally.
- A close and positive working relationship with bodies such as Highlands and Islands Enterprise, NHS Highland, Scottish and UK Governments and all significant partners, who can help shape and invest in the Highlands.

PERSON SPECIFICATION

Experience

Essential	Consistent achievement at Executive level, demonstrating substantial leadership and senior management experience in an organisation of comparable scale and complexity.
	An excellent track record of building internal and external relationships which deliver and working across organisational boundaries.
	Demonstrable success in leadership and management, leading the formulation and delivery of corporate objectives, policies and strategies.
	Provide sound professional advice and guidance at senior management / director / elected member level.
	An excellent track record of effective decision making within a complex political environment.
	A demonstrable record of establishing and maintaining a strong and effective performance culture, inspiring, motivating and empowering people to meet corporate objectives and deliver services that are responsive and customer-focused and achieving results.
	Extensive and practical experience of successful financial and people management within a large complex, multi-functional organisation.
	Evidence of success in building, enhancing and maintaining the reputation of an organisation.
	Proven ability to organise and undertake a diverse workload, manage constant and often conflicting work demands whilst still achieving competing deadlines and targets.
Desirable	Evidence of personal leadership in achieving equality and social inclusion outcomes in employment and service delivery.
	Excellent record in the areas of service and performance excellence.

Knowledge, Skills and Abilities

Essential	A comprehensive understanding of the unique nature of Scottish local government and the context within which it operates, including the role of local MSPs in the Highland context.
	Excellent leadership skills that encourage commitment from others and promote a positive and motivated organisational culture.
	An ability to relate to and win the confidence and trust of Members, staff, the

community and partners.
Strong financial and commercial awareness, with strong analytical skills and demonstrable experience of working in an environment facing the challenge of reducing budgets.
An ability to operate sensitively within a political environment and to develop relationships with all Members that command respect, trust, confidence and confidentiality.
Maintaining a clear overview of issues affecting the Council and manage competing priorities within financial constraints.
An ability to make the right decisions in a challenging environment and to manage conflict and resistance positively.
Excellent communication and negotiation skills and an ability to influence outcomes through tact, diplomacy and effective reasoning, as well as persuasion skills on complex issues to a wide variety of audiences.

Principal Responsibilities

Strategic Leadership and Management

- Give clear leadership and direction on the development and implementation of the Council's Programme ensuring a clear sense of ambition, direction and purpose.
- Act as a Champion and advocate for the Council at local, regional, national and international level with key stakeholders.
- Act as principal policy adviser; provide support and advice on the development of the Council's strategic aims.
- To ensure that the Council's policies and priorities are understood and implemented across the organisation and by the Public and our partners.

Culture

- Promote and deliver an organisational culture that is positive, forward-looking, enterprising, results orientated and customer focused.
- Promote an environment which is supportive, fair and open, encouraging and enabling all staff to meet required performance standards, and that ensures high standards of probity, integrity and customer confidence.
- Ensure that all senior managers are role models for these behaviours.
- Encourage a real sense of ownership of the Council's ambitions and priorities.
- Promote value for money, service excellence and equality in the delivery of services and employment.

Communications

- Consolidate and enhance Highland's reputation and promote a positive image of the Council and the area.
- Lead, maintain and promote effective communications, liaison and partnership working throughout and across the Council at all levels.
- Lead strong working relationships with external stakeholders, including voluntary and community groups, and the private sector.
- Lobbying and influence with Government and other public sector agencies, to optimise opportunities and enhance wellbeing and inclusive growth across the whole region.

Delivery

- Implement the effective delivery of Council services.
- Ensure effective collaborative working across all Council services and partnerships in order to meet citizens' needs, deliver corporate strategies and achieve local objectives.
- Ensure that the Council has effective business planning with focused delivery and action plans which link targets to service plans and commissioned services.

Performance

- Ensure that effective performance and management arrangements are in place to achieve the delivery of service excellence.
- Ensure that the council has effective programme and performance management systems in place to secure corporate priority projects on time, to budget and to a consistently high standard.

Resource Management

- Lead the management team to deliver the Council's financial strategy.
- Ensure that other resources are properly planned, managed and controlled efficiently to achieve the Council's aims and objectives.

Local Democracy

- To champion localism by providing Members with the systems and processes to facilitate and grow positive, meaningful consultation with their communities.
- Support the Council and Members to exercise their democratic role and support open and democratic procedures.
- Promote Highland Council as a leading organisation in supporting strong governance.
- Be innovative in encouraging participation in the democratic process.

Equality and Diversity

- Demonstrate an open commitment to actively celebrating the rich diversity of the city in our workplace, events and cultural programmes and in our engagement with the different communities which make up Highland.
- Ensure that inclusion and respect is at the heart of everything the Highland Council does and personally champions both in undertaking the role of Chief Executive.
- Recognise the broader definitions of diversity and support programmes to promote social inclusion and community.

Appendix 2 - CEO Recruitment – Proposed Process Timetable

Date	Event	Details
Early June	Define Requirement	Job and Person Specification
Early June	Select Recruitment Partner	Members engage with agencies to select best fit
Mid- June	Agency to commence search, no public advertisement until instructed	Search commenced – active headhunting a key requirement
Early June	Draft paper detailing process	Head of PICT to draft
By mid-June	Administration socialise recruitment process with opposition group leaders	
By mid-June	Refine Advert	To included refreshed candidate recruitment pack up
By end June	Meeting to discuss the format of the Assessment Centre with Agency	Agreement on Assessment Centre to include: external Stakeholder panel; psychometric leadership feedback; session with staff; facilitated session with Members
28 Jun 2018	Paper to Council detailing process	Process / Governance; including Appointment Panel make up / costs etc.
By end June	Post to Advert	
By End June	Book Assessment Centre	Head of PICT
By Mid-July	Letters sent to partners inviting them to the assessment centre	Invites sent to key partners
Late July	Closing date	
Late July	Applications in	
Early August	Agency	Evaluation summary of applications received
Mid- August	Papers issued to members	
Mid- August	Shortlisting	
Mid-August	Candidate de-briefs conducted and invite letters sent out to shortlisted candidates.	
Mid- September	Assessment Centre and Interviews	
Mid-September	Offer of employment	
	Notice period	Subject to individual circumstance of incumbent
November 2018	CEO Retirement	
	Acting up arrangement	Subject to Member approval
December 2018/ January 2019	Start date for Appointment	

**RECESS (&
School Holidays)**