

Argyll and Bute Council
Comhairle Earra Ghaidheal agus Bhoid

Corporate Services
Director: Nigel Stewart



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25 January 2010

NOTICE OF MEETING

A meeting of the **APPOINTMENTS PANEL** will be held in the **COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD** on **MONDAY, 25 JANUARY 2010** at **2:00 PM**, which you are requested to attend.

Nigel Stewart
Director of Corporate Services

BUSINESS

E1 3. APPOINTMENT OF EXECUTIVE DIRECTOR

To short leet applications for interview (closing date for applications 22 January 2010, copy of applications will be tabled)

The Chief Executive will outline for Members the interview process which will include an assessment centre prior to the Appointments Panel interviews on 1 and as necessary 5 February 2010. (Pages 1 - 342)

Councillor Duncan MacIntyre
Councillor Ellen Morton
Councillor John Semple

Councillor Robert Macintyre
Councillor Gary Mulvaney
Councillor Dick Walsh

Contact: Sandra McGlynn Tel: 01546 604401

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ARGYLL AND BUTE COUNCIL**JOB DESCRIPTION AND PERSON SPECIFICATION**

Post of: EXECUTIVE DIRECTOR
Salary: £90,366
Location: LOCHGILPHEAD
Responsible to: CHIEF EXECUTIVE

Main Purpose of Post

The Executive Director will provide leadership, vision and strategic direction across all Council services with a focus on demonstrating best value in the delivery of the Council's priorities and objectives while ensuring continuous improvement across their areas of responsibility.

In addition, the Executive Director will positively contribute to a corporate and integrated approach to the development and implementation of the Council's policies and strategic initiatives thus ensuring a consistent approach across the whole Council.

The Role of Executive Director is:

1. As a member of the Strategic Management Team, to take collective responsibility and act as the main interface with Elected Members to ensure the most effective delivery of services, consistent with political priorities and vision for the Council.
2. To work to ensure delivery of agreed national and other policy commitments, including those in the Concordat and Single Outcome Agreement.
3. To lead in the formulation and implementation of corporate strategic initiatives and identify clear management aims and objectives for the Council.
4. To lead the strategic management of resources, ensuring effective systems are in place which comply with council budget and procurement procedures.
5. To prepare in consultation with the appropriate Heads of Service and Finance staff, capital and revenue budgets and thereafter to ensure that effective budgetary control is maintained and that expenditure occurs within the Council's policies and financial regulations.
6. To provide high level leadership and direction to the ongoing performance management of, and where appropriate to the development and redesign of Council services. To ensure that there is appropriate capacity and capability in place to enable service redesign to be effective.

7. To ensure that staff are supported, developed and managed in line with their Personal Development Review / Continuous Professional Development Plan to enable them to maximise their contribution to the work of the Council and their potential, including leadership and performance management capability.
8. To exhibit and exemplify leadership behaviours with all staff, and other stakeholders and ensure effective partnership working with staff and external organisations.
9. To meet the key work objectives, targets and outcomes set as part of an individual Development Plan and Departmental Scorecard and ensure that services are focused on continuous improvement.
10. To develop, maintain and encourage an organisational culture which promotes quality through continuous improvement.
11. To lead, drive and direct effective performance management to ensure that the Council's resources are most effectively utilised.
12. To demonstrate personal commitment to customer care by ensuring regular communication, visibility and feedback to service users and employees.
13. To develop and promote equality of opportunity both in terms of service delivery and in employment in all aspects of the Council's activities.
14. To promote and foster a culture which will ensure the most effective relationship with Elected Members.
15. To provide advice and guidance to Elected Members on policy and strategy.
16. To lead the continuous development of partnerships with community planning partners, other organisations and individuals as necessary. To identify, develop and implement new partnership opportunities to ensure delivery of national and local priorities.
17. To act up as the Chief Executive in his/her absence on a rotational basis within the Strategic Management Team as and when required.
18. To work strategically with other Executive Directors and Managers to actively facilitate the integration of support services and the consistent application of Council policies.
19. To be responsible for the delivery of specific functions which will be changed as need requires.
20. To uphold and promote the highest personal and professional standards in the conduct of the Council's affairs.
21. To undertake other duties as the Council / Chief Executive may direct.

ARGYLL & BUTE COUNCIL

Executive Director Person Specification

	ESSENTIAL	DESIRABLE
Professional / Education Qualifications	<ul style="list-style-type: none"> • Appropriate professional qualification • Educated to degree standard or equivalent 	
Relevant experience	<ul style="list-style-type: none"> • Proven record of achievement in a multi-functional organisation • Experience in interpreting and managing complex financial and budgetary information • Experience of formulating policy on complex issues • Proven track record of leading change management • Comprehensive experience of managing at a senior level 	<ul style="list-style-type: none"> • Thorough understanding of the workings of Local Government • Success in more than one service area
Special Knowledge and Skills	<ul style="list-style-type: none"> • Highly developed literacy and numeracy skills • Highly developed negotiating skills over a wide range of issues • Highly developed conflict management skills • Excellent presentational skills • Focus on analysis and results not process 	<ul style="list-style-type: none"> • Specific knowledge of legislation affecting Local Government
Personal Features/Qualities	<ul style="list-style-type: none"> • Articulate and perceptive • A high degree of political sensitivity with the ability to relate appropriately to Elected Members • Acts with calmness and resilience under pressure and responds positively to challenge • Self disciplined and able to work to strict deadline • A high standard of professional integrity • Strategic and innovative thinker 	<ul style="list-style-type: none"> • Evidence of CPD

	ESSENTIAL	DESIRABLE
Core Competencies	<ul style="list-style-type: none"> • Promotes Change & Innovation • Team Leadership • Customer Focus • Resilience & Integrity • Continuous Improvement • Being Accountable • Achieving Results 	
Additional Requirements	<ul style="list-style-type: none"> • Demonstrates a commitment and dedication to the needs of the job • Effective use of Information and Communication Technology • Full valid driving licence • Willingness to work out of hours as required 	

Core Competencies	Essential
L1. Promotes Change & Innovation	<p>Communicates and ensures understanding of the Council's vision and direction insuring plans and strategies are consistent with these.</p> <p>Contributes to strategic planning process and develops effective policy.</p> <p>Considers the impact of decision making across the whole Council.</p> <p>Acts in the interests of the full Council.</p> <p>Drives continuous improvement.</p> <p>Seeks opportunities and encourages others to develop innovation and challenging solutions and ideas.</p>
L2. Team Leadership	<p>Interacts and deals with others in a supportive, empathetic and sensitive manner.</p> <p>Takes clear steps to ensure that morale and wellbeing are improved and focuses on building a healthy and safe working environment.</p> <p>Promotes collaboration and teamwork across organisational boundaries.</p> <p>Overcomes any barriers and builds consensus.</p> <p>Cultivates an active network of relationships inside and outside the organisation.</p> <p>Recognises and responds to the concerns of others.</p> <p>Works collaboratively with a wide range of partners in contributing to the vision, leadership and development of their shared organisation to realise its potential.</p> <p>Takes a systematic approach to the development and maintenance of effective partnerships.</p>
L3. Customer Focus	<p>Demonstrates a sound awareness of the Council and the context in which it operates.</p> <p>Is aware of relevant National and Local initiatives, imperatives and factors influencing Public Services.</p> <p>Understands current power and political relationships and the way in which these may affect proposals.</p> <p>Has a sound understanding of influencing and decision making protocols across all stakeholders and relevant bodies.</p>

<p>L4. Resilience & Integrity</p>	<p>Makes hard decisions and is able to work effectively under pressure.</p> <p>Demonstrates energy and enthusiasm, a positive outlook particularly during adversity.</p> <p>Proven ability to turn things around and lead through difficult periods.</p> <p>Demonstrates a high standard and is willing to do what is right inspite of the personal consequences.</p>
<p>L5. Continuous Improvement</p>	<p>Effectively gathers, assimilates and indentifies links in critical information.</p> <p>Challenges current ways of doing things and works to develop new ways of working.</p> <p>Views tactical problems or initiatives from a broad perspective and implements solution that support the Councils strategic objectives.</p> <p>Generates new ideas & solutions that can be successfully implemented.</p>
<p>L6. Being Accountable</p>	<p>Exhibits a high level of personal integrity, ethics and probity and promotes the importance of this to others.</p> <p>Emphasises and ensures compliance with policies, procedures and regulation.</p>
<p>L7. Achieving Results</p>	<p>Commits to taking action and making decisions.</p> <p>Takes the initiative and accepts responsibility for ensuring outcomes are achieved.</p> <p>Challenging and pushing the Council to set high expectations.</p> <p>Sets appropriate goals and objectives.</p> <p>Achieves results.</p>

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