

# Public Document Pack

**Argyll and Bute Council**  
Comhairle Earra-Ghàidheal Agus Bhòid

Executive Director: Douglas Hendry



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7 June 2022

## NOTICE OF MEETING

A meeting of the **APPOINTMENTS PANEL** will be held **BY MICROSOFT TEAMS** on **TUESDAY, 14 JUNE 2022 at 2:00 PM**, which you are requested to attend.

Douglas Hendry  
Executive Director

## BUSINESS

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST**
3. **APPOINTMENT OF HEAD OF FINANCIAL SERVICES**

To short leet applications for interview

- (a) Job Description for post of Head of Financial Services (Pages 3 - 12)
- E1 (b) Applications received for post of Head of Financial Services - TO FOLLOW
- E1 (c) Assessment of Candidates

- E1 4. **CONSIDERATION OF DRAFT PANEL QUESTIONS - TO FOLLOW**

- E1 5. **SUMMARY OF APPOINTMENTS PROCESS**

- E1 (a) Recruitment Process Briefing Note (Pages 13 - 16)

The Committee will be asked to pass a resolution in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973 to exclude the public for items of business with an "E" on the grounds that it is likely to involve the disclosure of exempt information as defined in the appropriate paragraph of Part I of Schedule 7a to the Local Government (Scotland) Act 1973.

The appropriate paragraph is:-

- E1 **Paragraph 1** Information relating to a particular employee, former employee or applicant to become an employee of, or a particular office-holder or applicant to become an office-holder under the authority.

## **Appointments Panel**

Councillor Robin Currie  
Councillor Kieron Green  
Pippa Milne

Kirsty Flanagan  
Councillor Jim Lynch

Contact: Lynsey Innis, Senior Committee Assistant; Tel: 01546 604338

### JOB DESCRIPTION & PERSON SPECIFICATION (JDPS)

<b>Job Title:</b>	Head of Financial Services (Depute Chief Financial Officer)		<b>Job Evaluation Reference Number:</b>	
<b>Service:</b>	Financial Services	<b>Grade:</b>	CO29	
<b>Department/Section:</b>		<b>Location:</b>	Lochgilphead	
<b>Line Manager (post):</b>	Executive Director (Chief Financial Officer)			
<b>Date JDPS was created / last reviewed / amended:</b>	April 2019	<b>Version of JDPS:</b> <i>(Updated versions should be given the next number. Please also update "version" &amp; date at footer below, using Insert/Footer/Edit Footer)</i>		v.1
<b>This JDPS should be read in conjunction with:</b>	<ol style="list-style-type: none"> <li>1. <u>Core Training Requirements</u></li> <li>2. <u>Service plan/team plan</u></li> <li>3. <u>Argyll &amp; Bute Council Competency Framework</u></li> <li>4. <u>Managers guide to recruitment</u></li> <li>5. <u>Job Evaluation process</u></li> </ol>			
<b>Job Summary:</b> <i>(This should summarise the main purpose of the job in 1 or 2 sentences – what is done, to what / whom, with what outcome.)</i>				
<p>In collaboration with the Executive Director, senior management team, customers and colleagues, to develop and lead the delivery and provision of efficient, effective and professional Financial Services to the Council and its communities that reflects the vision, values and strategic objectives of the Council and that contributes to the financial sustainability of the organisation.</p>				
<b>Scope / Dimensions:</b> <i>(This should summarise the level of any operational / financial / budgetary / staffing responsibilities.)</i>				
<b>Line management / staffing responsibility</b> for teams within Financial Services remit				
<b>Budgetary responsibility</b>				
Responsibility for management of service budgets for Financial Services.:				
<b>Job Description:</b>				
1.	<p><b>Strategic Planning:</b></p> <p>Support the Executive Director to develop the Financial Service's vision, values and strategic objectives by working in partnership with elected Members, customers and colleagues (internal and external where appropriate) to develop services that uphold the council's corporate values and place customer needs at the centre of all decision making.</p> <p>In particular:</p> <ol style="list-style-type: none"> <li>1. Provide effective management and team leadership in developing and planning the delivery of the services provided by the Financial Services team, taking the initiative and accepting responsibility for ensuring that</li> </ol>			

these are designed and delivered to reflect local needs and expectations, that there is a corporate approach to service provision, and that effective outcomes are achieved.

Within this Service, the following specific responsibilities are included:

- a) To develop service plans and continually review performance, striving to improve the quality and efficiency of the service.
- b) To liaise with the Chief Executive and Executive Directors regarding the development of service provision and modifications to service level agreements and the Argyll and Bute Outcome Improvement Plan.

In addition:

- c) Promote change and innovation in accordance with the Council's vision, direction, core values and corporate goals, leading the development of new ways of working to support continuous improvement.
  - d) Use resources appropriately to achieve best value results for the organisation and the wider community, keeping an appropriate balance between cost, quality and price.
  - e) Advising Chief Executive of actions to be taken to take account of any new legislation
  - f) Liaise with other departments/services of the Council regarding the development of service provision and modifications to service level agreements
  - g) To develop effective functions for local tax collection, management of housing benefits and council tax reduction scheme, and local operation of the Scottish Welfare Fund complying with all relevant legislation
  - h) To develop and lead the Council's response to the national welfare reform agenda in conjunction with Community Planning Partners.
2. Operating as a member of the Council's Corporate Management leading in appropriate team meetings making a positive contribution to the Council's leadership and progress in communicating and achieving corporate objectives.
  3. , To act as Depute Chief Financial Officer ensuring that sound management and governance of the Council's financial resources is in place in particular to ensure competent financial management. .
  4. Business Continuity Planning in relation to the Financial Services team's areas of responsibility
  5. Liaise with other departments/services of the Council regarding the development of service provision and modifications to service level agreements.
  6. Liaise with key Council partners including the Argyll and Bute Health and Social Care Partnership and Live Argyll.

**2. Service delivery / implementation:**

Actively support and implement corporate objectives and be accountable for their delivery in accordance with Best Value. Take responsibility for the overall management of the service, ensuring that appropriate mechanisms are in place to deliver high quality services to service users.

In addition, introduce continuous improvement in the performance of the service, responding positively to statutory, and other external and internal requirements.

In particular:

- To maintain strong financial management underpinned by effective financial controls to support and enable the delivery of the Council's objectives.

- As a member of Corporate Management, to make an effective contribution to the development of the Council's strategic direction with particular emphasis on the financial strategies and policies required to support that.
- To lead the provision, development and implementation of effective, responsive and customer focussed financial services including:
  - Centralised accounting and budgeting function with staff aligned to departments.
  - Treasury Management
  - Internal Audit
  - Risk Management.
  - Administration of Council Tax/ Housing benefit
  - Collection of Council Tax and domestic water and sewerage charges and Non domestic rates
  - Debt recovery
  - Administration of creditors payments, member and staff expenses and payments
  - Administration of payroll
  - Administration of Scottish Welfare Fund
- To support the Chief Financial Officer in providing independent advice to the Council and its Committees to enable it to determine policies and plans of action that will achieve its objectives and values.
- To promote equality and inclusion across all service provision and employment through policy initiatives, personal example, open commitment, clear action and direction.
- To demonstrate personal commitment to customer care by ensuring regular communication, visibility and feedback to service users and employees.
- To meet the key work objectives, targets and outcomes set for the post and, in turn, to ensure that within their Service robust work objectives, targets and outcomes are set and achieved.
- To maintain high standards of financial management and control whilst contributing to corporate management and leadership and supporting officers and members in an effective and responsive manner.
- Ensuring proper arrangements are in place throughout the Council for delivery of the following activities:
  - Providing financial information, advice and support to Council, Chief Executive, Strategic Management Team and managers.
  - Providing financial advice, support and scrutiny for projects and programmes.
  - Reviewing, analysing and making recommendations on funding and strategic financial issues affecting the Council.
  - Preparation of annual accounts and other financial reports to external stakeholders.
  - Preparation and monitoring of revenue and capital budgets.
  - Leading and developing medium and longer term financial planning.
  - Monitoring and reporting on the overall financial position and performance of the Council including reserves and balances sheet.
  - Management of the treasury function including strategy development, cash flow management, borrowing and investment decisions and reporting.

	<ul style="list-style-type: none"> <li>• Maintenance of financial records, systems and processes.</li> <li>• Ensuring effective financial governance and controls.</li> <li>• Management of VAT and taxation.</li> <li>• Financial management of common good, trust funds and charities including investment management.</li> <li>• Developing arrangements for use of financial performance measures and unit costs.</li> <li>• Reviewing fees and charges.</li> <li>• Supporting the provision and analysis of financial information for Community planning and developing alignment of financial services to the Argyll and Bute Outcome Improvement Plan.</li> </ul> <ul style="list-style-type: none"> <li>• To ensure the effective application of the Council's Financial Regulations including advice to the Council and its committees.</li> <li>• To evaluate and analyse policies, plans and programmes in relation to the financial resources of the Council.</li> <li>• To take joint responsibility with the Head of HR and ICT for the Council's corporate, service and financial planning process.</li> </ul> <p>In addition, represent the Authority on relevant external bodies/committees; deputise for the Chief Financial Officer when appropriate; attend Committees as required; and ensure that all regulations and procedures (including the Council's Standing Orders and Financial Regulations) are adhered to.</p>
<p>3.</p>	<p><b>Budget management:</b></p> <p>Have overall responsibility for the budgets within the remit of this post, taking account as appropriate of the Council's scheme of decentralisation.</p> <p>Act as budget holder, responsible for forecasting, preparing, monitoring and controlling assigned budget, reviewing actual expenditure against budget, taking corrective action where appropriate, and reporting as required.</p> <p><b>To act as Depute Chief Financial Officer ensuring that sound management and Governance of the council's financial resources is in place in particular to ensure competent financial management.</b></p>
<p>4.</p>	<p><b>Staff Management:</b></p> <p>Undertake duties in relation to all staffing matters in accordance with Council policy and procedures, ensuring that employees are kept well informed about core values, corporate objectives and priorities and matters that impact on their employment and the service they provide.</p> <p>Actively contribute to a flexible, agile and learning organisation, taking responsibility for ensuring compliance with all HR policies and procedures, and that performance development is understood and practised effectively through the Council's PRD framework. Act as line manager for any direct reports within the service.</p> <p>Ensure resourcing levels are appropriate at all times, within budget constraints, and that capability / skills levels are maintained and developed as appropriate to meet workforce and succession planning requirements, participating in recruitment programmes when required to ensure competent employees are recruited.</p> <p>Lead the development, implementation, monitoring and review of an agreed programme of work and team plan and deliver on agreed performance measures for the team.</p>

5.	<p><b>Performance Management / Reporting:</b></p> <p>Develop, implement and maintain appropriate performance management reporting systems as a means of managing and monitoring performance across the Service, to ensure standards are maintained, improvements developed and issues addressed in a timely manner, and in particular:</p> <ul style="list-style-type: none"> <li>a) Ensure all sections / teams within the Service comply with appropriate performance standards and performance management / reporting requirements, and that a consistent approach is demonstrated across all teams / offices.</li> <li>b) Ensure that appropriate quality, performance and bench marking criteria are utilised or developed, and applied, in respect to Best Value and Continuous Improvement.</li> <li>c) Publish, monitor and set plans to achieve key performance targets.</li> </ul>
6.	<p><b>Health &amp; Safety:</b></p> <p>All employees must follow the Council's health and safety policies, standards, systems and procedures and must follow any additional health and safety instructions required by their line management. Employees who manage staff (and/or control workers from outside bodies) must ensure that they comply with the Council's health and safety at work procedures and ensure that all workplace risks are assessed, suitable control measures are put in place and that these are communicated to the workforce in a way they understand.</p> <p>Proactively manage the health and safety of employees within the appropriate functional area and ensure:</p> <ul style="list-style-type: none"> <li>1. That all key elements of effective health and safety management are in place (e.g. risk assessments).</li> <li>2. That employees and/or outside bodies under his/her control comply with the department's or their own health and safety at work procedures</li> <li>3. That safe systems of work are used at all times.</li> </ul>
7.	<p><b>Other duties &amp; responsibilities:</b></p> <p>This job description is not exhaustive, but indicates the general scope and nature of the jobholder's duties. The Council may vary the portfolio of services within each Head of Service remit according to the exigencies of the service. In addition, he / she may be required to undertake such other duties as may be reasonably allocated by the Chief Executive and deputise for/act on behalf of the Executive Director/ Chief Executive when required.</p>
8.0	<p><b>Working with external partners to deliver key services jointly:</b></p> <p>Develop strong, positive working relationships with external partners and our communities to facilitate achievement of the Financial Service team's goals and mitigate the impact of welfare reforms on citizens of Argyll and Bute.</p> <p>Ensure that partners and relevant stakeholders are informed, consulted and engaged with appropriately in all areas of Financial Services activity.</p>

<b>Person Specification: (see Note 2 below)</b>	
<b>CRITERIA:</b> E = Essential          D = Desirable	
<b>Education and / or professional qualifications</b> (Including membership of professional bodies)	
E.1	Degree or equivalent, in a related subject.
E.2	Membership of relevant professional body (CIPFA, ACCA, CA, CIMA etc)
D.2	Post graduate qualification in a relevant discipline
D.3	Management Qualification
<b>Experience</b>	
E.1	Proven record of achievement contributing to the strategic direction of a large multi-functional organisation
E.2	Experience in interpreting and managing complex financial and budgetary information
E.3	Development and delivery of financial plans enabling achievement of organisational strategy and goals
E.4	Development and implementation of financial strategies, policies, systems and procedures
E.5	Proven track record of leading change
E.6	Extensive experience in a senior Finance role
E.7	Experience of formulating policy on complex issues.
E.8	Comprehensive experience of managing at a senior level
E.9	Excellent presentation and communication skills
D.1	Experience of working in a political environment with elected members
D.2	Ability to manage more than one service area
D.3	Thorough understanding of the workings of Local Government
<b>Specific job-related knowledge</b>	
E.1	In depth knowledge of Financial Management and Accounting systems, procedures and practice
E.2	Understanding and awareness of political management and decision making in local authorities
D.1	A thorough understanding of the regulatory frameworks within remit of the role
D.2	Specific knowledge of legislation affecting Local Government



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<b>Any additional job-related requirements</b>	
E.1	The jobholder will be expected to travel efficiently and effectively between various work locations within Argyll and Bute and beyond to meet the operational requirements of the Service.
E.2	The jobholder may be required to work outside normal working hours.
E.3	The post is defined as “politically restricted” and is therefore restricted in terms of the Local Government and Housing Act 1989 as amended, and by the Local Government Officers (Political Restrictions) Regulations 1990 and 1998
<b>Competencies</b> ( <i>The skills, knowledge &amp; behaviours required to perform this job effectively</i> ) ( <a href="#">Link to Competency Framework</a> )	
E.1	<p><i>Level 4</i></p> <p><b><i>Personal Qualities (Competencies) that are essential at recruitment stage:</i></b></p> <p>The post holder will be expected to behave in accordance with the councils core corporate values at all times and to</p> <ol style="list-style-type: none"> <li>1. Demonstrate resilience and integrity and lead through challenging circumstances</li> <li>2. Actively promote and deliver fairness and equality of opportunity to employees and service users.</li> <li>3. Foster good and effective partnership arrangements with a range of partners.</li> <li>4. Value others by delegating responsibility and demonstrating trust within agreed boundaries.</li> <li>5. Create a culture where innovation and managed risk taking are encouraged.</li> <li>6. Highly developed negotiating skills over a wide range of issues.</li> <li>7. Highly developed conflict management skills.</li> <li>8. Articulate and perceptive.</li> <li>9. Acts with calmness and resilience under pressure and responds positively to challenge.</li> <li>10. Self-disciplined and able to work to strict deadline.</li> <li>11. Being Accountable.</li> <li>12. Achieving Results.</li> </ol>

## Guidance Notes for Job Description & Person Specification (JDPS):

1. **Main Outcomes Required:** every post in Argyll and Bute Council has between 5 and 10 distinct areas where results are required to allow the team/service to deliver the required service. To identify these, the tasks and duties are listed and grouped into relevant areas, which allows the required OUTCOME to be identified for each area.

2. In the Job Description section above, the JDPS clearly sets out the key outcomes the post holder is expected to achieve – in other words, WHAT needs to be achieved.

In the Person Specification section, the JDPS sets out the Essential and Desirable Criteria that the post holder must meet/demonstrate to be able to carry out the job effectively. In particular, the core competencies reflect how the job should be done. During recruitment, any candidate must meet/demonstrate all essential criteria to be considered for selection.

3. In developing each JDPS, the Council demonstrates its commitment to equality & diversity by ensuring that job criteria are consistent, relevant and justifiable to the successful undertaking of the job and do not indirectly or disproportionately disadvantage any individual on the grounds of age, disability, gender including sex and gender reassignment, sexual orientation, marriage and civil partnership, pregnancy and maternity, race, ethnic origin, colour, nationality, national origin, religion or belief.

4. The Competency Framework sets out what the Council's expectations are of our employees at all levels of the organisation, by identifying the skills, knowledge and behaviours required by each employee depending on their job within the Council. These competencies demonstrate our vision and values in how we deliver our services. The Competency Framework Level relevant to this JDPS is shown on page 1.

5. The Framework also provides the basis for the development of our corporate learning and development programme, which is designed to encourage all employees to realise their potential. From this, the council have developed a set of Core Training Requirements for each post in each service/ department. The Core Training Requirements level relevant to this JDPS is shown on page 1.

6. The work of your team will help to achieve the objectives set out in your Service's Service Plan and all of the Council's Service Plans show how the council achieves the objectives set out in the Council's Corporate Plan.

7. In addition, the statements contained in this JDPS should be considered in the context of their relationship with relevant Council policies and procedures, operating arrangements, and other statutory responsibilities of each job holder. All policies and procedures can be accessed on the Hub under My HR.

8. **JOB EVALUATION:** job evaluation is a method for comparing different jobs to provide a basis for a grading and pay structure. Its aim is to evaluate the job, not the jobholder, and to provide a relatively objective means of assessing the demands of a job.

Any fundamental change to the JDPS could potentially require you to follow the new post procedures rather than a change to the existing post ([Link to process](#)).

9. **RECRUITMENT:** Argyll and Bute Council strives to demonstrate its commitment to equal opportunities. .

See Note 3 above. You (Line Manager) should review and agree the JDPS with your HR Officer to ensure it is completely up to date and in particular, that the person specification includes skills, qualities and experience genuinely required to perform the role to the required standard. In general terms, this will not include any requirements relating to male / female, age, or any other protected characteristic, although your HR contact will be able to advise you if any objectively-justified exceptions, based on genuine occupational requirements, apply. ([Link to policy](#)).

10. **NEW EMPLOYEE:** the Council's Induction Process is designed to ensure new employees are integrated effectively into the Council, and that a consistent approach is taken to achieve this. As part of the Induction Process, you (Line Manager / Supervisor) are encouraged to explain more detail about the team, its goals and responsibilities. You should also discuss the new employee's JDPS again in more detail, and clarifying how it fits in within the team. Ensure you describe clearly any initial and also clarify what performance standards are required. This should be done in line with the Induction Process on Week 1, Week 6 and 6 months and the should follow the step below for PRD. ([Link to induction process](#)).

11. **PRD:** performance Review and Development is a process that ensures each employee (a) is clear about their contribution to the overall ambitions of the Council, (b) has targets that are aligned to the values and priorities of the organisation and (c) has their learning and development needs linked to their individual targets. As part of the annual process, each employee is expected to review their JDPS with their reviewer (usually the line manager) and consider how well the employee has performed in comparison to this over the last year, and identify where any development needs are.



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of Schedule 7A of the Local Government(Scotland) Act 1973

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