



# Chief Executive Candidate Information Pack



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# Welcome

Dear Candidate,

Thank you for your interest in the post of Chief Executive at Orkney Islands Council.

This role is a unique opportunity for an exceptional person who can evidence outstanding leadership qualities and a passion for driving forward a shared ambition to provide the very best possible services for our island community.

Innovation, energy and drive are our watchwords when it comes to service delivery at a time of challenge and change for local government in Scotland. These are the qualities this position requires.

Our Council consistently punches above its weight. Where there is challenge, we look for opportunity. Funding from traditional sources may be shrinking; we are developing ways to generate new income streams from renewable energy that will also play a considerable role in making Orkney carbon neutral in the years ahead.

Importantly we do this in collaboration with our Elected Members, our Senior Management Team, our partners and our community.

This is an exciting time to take on this leadership role at the highest level of the organisation. We have some of the finest facilities in Scotland and our vibrant and forward-thinking community is regularly voted the happiest and the best place to live in the UK. Our quality of life is second to none.

As we state in The Council Plan, this Council will work tirelessly to safeguard our cherished islands and achieve the best possible outcomes for the people of Orkney. If you relish challenge and share our vision, this role is perfect for you.

Councillor James Stockan  
Leader  
Orkney Islands Council





**ORKNEY**  
ISLANDS COUNCIL

## **Chief Executive**

**35 hours per week**

**Permanent**

**£112, 722 (including Distant Islands Allowance)**

Orkney provides a beautiful setting in which to live and work and a wonderful opportunity to combine a fulfilling and challenging career with the best that the islands can offer in terms of lifestyle. Our vibrant and forward-thinking community is regularly voted the happiest and the best place to live in the UK. Our quality of life is second to none, with a rising population, excellent local services, and a multitude of opportunities and facilities to cater for whatever your interests outside of work may be.

We are looking for a Chief Executive with energy and drive to lead our workforce and who can support and contribute directly to the Council's strategic vision. The Council wants the very best for our community and needs a proven and inspiring Chief Executive who can help shape effective and engaging policy and translate ambitions into action and successful outcomes.

These are of course challenging times for Local Government, however here in Orkney we believe we are well placed to rise to these demands. Our unique Council and breadth of services, along with our Strategic Reserve Fund, presents opportunities for innovation and development, whilst we strive to maintain high quality public services for our residents.

You must be enthusiastic about working in partnership with our community partners and stakeholders to deliver the best outcomes for Orkney. And whilst we value innovation, we also expect a strong commitment to good governance and accountability.

If you want an exciting and varied challenge, and believe you are up to the high standards we demand, we look forward to hearing from you.

This post is politically restricted in terms of the Local Government and Housing Act 1989.

Further information on the role is available here:

<http://www.oic.gov.org/chiefexecutive/>

For an informal discussion about the post please contact:

John W Mundell OBE, Interim Chief Executive, Orkney Islands Council at [chief.executive@orkney.gov.uk](mailto:chief.executive@orkney.gov.uk)

A selection process is scheduled to be held in Orkney over two days w/c 1<sup>st</sup> March 2021. Selected candidates will be required on both days.

**Closing date for applications: Sunday 31<sup>st</sup> January 2021**

Please note that interview and relocation expenses will be paid for this post in accordance with Council Policy.



## **CHIEF EXECUTIVE – THE ROLE**

### **Job Purpose**

The Chief Executive 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.

In addition, the Chief Executive will positively lead and ensure a corporate and integrated approach to the development and implementation of the Council's policies and strategic initiatives to ensure a consistent approach across the whole Council.

### **Key Duties and Responsibilities**

1. To act as principal policy advisor to the Council and the Head of Paid Service.
2. As Head of Paid Service to provide leadership and strategic direction to all employees throughout the organisation, and to directly manage the Senior Management Team.
3. To take overall responsibility for ensuring the Council meets its duties of Best Value, underpinned by an effective and efficient performance management framework and ethos.
4. To be the Council's Emergency Controller and take overall responsibility for civil contingencies.
5. To provide clear leadership and be a role model in establishing and maintaining a positive working culture and that supports the values of the Council.
6. To champion Orkney, its services, businesses, communities, citizens and its education; to nurture and grow the Council's vision of creating a strong and vibrant economy.
7. To work closely in supporting the Elected Members of the Council to realise their priorities and to ensure that the key outcomes as laid out in the Community Plan and the Council Plan are met.
8. To provide a wholehearted commitment and clear leadership to the continued professional development and health and wellbeing of all employees of the Council.
9. To ensure that services are delivered to a high standard through the effective management of the Council as a whole and/or through effective and efficient commissioning of Services.

10. To foster and sustain trusting and long-lasting partnerships that improve collaboration with partners at a local level, and to ensure the Council reaches out at national and international level to build and establish long-lasting relationships which benefit Orkney.
11. To lead the Council in its commitment to equality and diversity and spread good practice across partners and communities.
12. To work with Members to ensure effective governance of the Council, maintain high standards, and ensure the probity and integrity of decisions made.
13. To represent the Council's interests at all levels, forums and groups as agreed with the Leader and the Council.
14. To undertake the role of Returning Officer and other electoral responsibilities.
15. Act as Clerk to the Lieutenancy providing services for the Queen's representative in Orkney as required.
16. Via the relevant Heads of Service to manage directly the Chief Executive's Service, encompassing Finance, Executive and Elected Member Support, Communications, Committee Services, Democratic Services and Customer Services.
17. To lead the strategic management of resources, ensuring effective systems are in place which comply with Local Government financial and procurement procedures.
18. To prepare in consultation with the Section 95 Officer, the Senior Management Team, and Heads of Service, capital and revenue budgets in a genuinely corporate manner and thereafter to ensure that effective budgetary control is maintained and that expenditure occurs within the Council's policies and financial regulations.
19. To provide high level leadership and direction 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.
20. To exhibit and exemplify leadership behaviours with all staff and other stakeholders and ensure effective partnership working with staff and external organisations.
21. To promote and foster a culture which will ensure the most effective relationship with Elected Members.
22. To uphold and promote the highest personal and professional standards in the conduct of the Council's affairs.
23. To take the overall lead in ensuring the Council fulfils its duties in regard to Corporate Parenting.
24. Undertake any other duties and responsibilities which may be assigned by the Council.

## PERSON SPECIFICATION

Factor	Essential	Desirable/Beneficial
<p><b><u>Personal Features and Qualities</u></b></p>	<ul style="list-style-type: none"> <li>• Strategic thinker</li> <li>• Demonstrates effective leadership</li> <li>• Ability to influence</li> <li>• Demonstrates political awareness</li> <li>• Self-motivated and self-disciplined</li> <li>• Ability to work under pressure, assimilate large amounts of data/information, deliver priorities, with a high level of personal resilience.</li> <li>• Proven track record of achievement at a senior level</li> <li>• Customer focussed</li> <li>• Solves problems to deliver outcomes</li> <li>• A good ambassador for Orkney</li> <li>• Demonstrates commitment to the development and engagement of employees</li> <li>• Demonstrates enthusiasm and commitment</li> <li>• Senior level experience of Inspection and Audit processes</li> <li>• Genuinely collegiate team player, able to build consensus</li> <li>• Demonstrates commitment to high ethical standards and public sector values</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates good professional networking skills</li> </ul>
<p><b><u>Relevant Experience</u></b></p>	<ul style="list-style-type: none"> <li>• At least 7 years strategic management experience in a large complex organisation</li> <li>• Experience of leading and delivering transformational change</li> <li>• Proven track record of achievement</li> <li>• Experience of working at a senior level in a complex political environment</li> <li>• Experience of building effective partnership working with trades unions, internal and external parties</li> </ul>	<ul style="list-style-type: none"> <li>• Programme/Project Management</li> <li>• Communicating constructively with the media</li> <li>• Experience of working in a multi-disciplinary environment</li> <li>• Experience of working in a senior public service management position</li> </ul>
<p><b><u>Education/ Training</u></b></p>	<ul style="list-style-type: none"> <li>• Relevant degree and/or equivalent Professional Qualification</li> <li>• Senior management development and training</li> <li>• Demonstrable commitment to ongoing CPD</li> </ul>	<ul style="list-style-type: none"> <li>• Recognised Management qualification</li> </ul>

<p><b><u>Skills/Abilities/ Knowledge</u></b></p>	<ul style="list-style-type: none"> <li>• Demonstrates ability to make best use of all resources</li> <li>• Demonstrates initiative and innovation</li> <li>• Effective in partnership and collaborative working</li> <li>• Confident and professional presentation skills</li> <li>• Ability to lead, motivate and manage a team</li> <li>• Clear understanding of local government and the decision making process</li> <li>• Confident, clear communicator with knowledge of addressing media duties.</li> <li>• Demonstrates knowledge and awareness of current national developments, legislation and industry best practice</li> <li>• Demonstrates knowledge and awareness of Orkney's circumstances and future opportunities</li> </ul>	
<p><b><u>Other Requirements</u></b></p>	<ul style="list-style-type: none"> <li>• Ability to travel efficiently and effectively between various work locations both within and outwith Orkney.</li> </ul>	

# Information for Applicants

## Orkney Islands Council

Orkney Islands Council is the smallest of Scotland’s 32 Local Authorities, employing approximately 2,100 staff. As well as the usual local authority services, the Council also runs a Marine Services division, acts as the Harbour Authority and manages Orkney College.

The Council is made up of 21 locally elected Councillors, who represent a total of 6 ward areas covering the Orkney area. Currently there are 17 Independent Councillors, 2 from local political party the Orkney Manifesto Group, one from the Scottish Green Party and a by-election pending.

Further details on the structure and role of the Council is available on the website: [www.orkney.gov.uk](http://www.orkney.gov.uk)

## Organisational Structure\*

\* Note that



# The Council Plan and Our Strategic Vision

## Orkney Islands Council

Orkney Islands Council shares its mission and values with The Orkney Partnership, which maintains Orkney's Community Plan. The Council is a leading member of The Orkney Partnership, and the Council Plan supports the strategic priorities of the Community Plan.

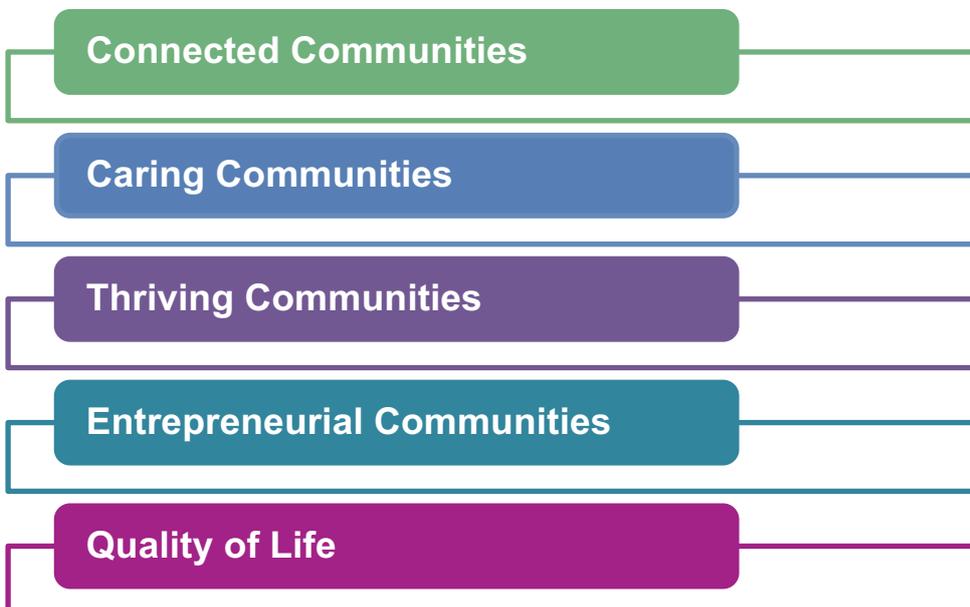
Working together for a better Orkney is our mission statement. This is what we are doing and why we are doing it. It guides our actions and our decision-making.

## Our Values



## Our Priorities

The Council's strategic priorities are:



Orkney is a truly wonderful place to live, learn and work. The natural environment is outstanding with clean air, breath-taking scenery, diverse wildlife and a unique cultural heritage. Our residents enjoy friendly and busy communities, low unemployment, low crime rates, top class health care and education, superb sports and leisure facilities and a thriving arts and culture scene.

The Council does not, however, underestimate the challenges that exist. Our remote and rural communities face difficulties such as an ageing population, underemployment, low wages, a high cost of living, limited affordable housing, low digital access, fuel poverty and challenges for some in accessing essential services.

The Council is committed to the protection of Orkney's industries, landscape, natural environment, heritage and culture, for future generations. At the same time, we will ensure that our services and facilities are modern and fit for purpose.

In formulating our plan, the Council's Elected Members had to take many factors into account. As well as the public's strategic priorities, the plan reflects national priorities set by both the Scottish and UK Governments and the core services which the Council provides day to day. It must take account of new duties arising from recent legislation, and improvements recommended by audit and inspection teams. A delivery plan has been developed which will list the key actions and projects that will deliver the target outcome under each strategic priority theme.

The biggest challenge for the Council is finding the money to pay for everything it wants to do. Demand for public services is going up everywhere, as people are living longer and needing more health and care services. Orkney has the fastest growing population of older people in Scotland, and we all want to enjoy a long retirement if we can. This means that we must develop our workforce and create opportunities which will encourage our younger generation to stay and attract new young people to our community. In the current climate of austerity, public spending is being cut back and the cuts are likely to continue for years to come as a result of the global pandemic.

## Useful Additional Information

### Council Plan

[http://www.orkney.gov.uk/Files/Council/Council-Plans/Council\\_Plan\\_2018\\_2023\\_Accessible.pdf](http://www.orkney.gov.uk/Files/Council/Council-Plans/Council_Plan_2018_2023_Accessible.pdf)

### Council Delivery Plan

[http://www.orkney.gov.uk/Files/Council/Council-Plans/OIC\\_Delivery\\_Plan\\_2018\\_2023.pdf](http://www.orkney.gov.uk/Files/Council/Council-Plans/OIC_Delivery_Plan_2018_2023.pdf)

### Community Planning Partnership

<http://www.orkneycommunities.co.uk/COMMUNITYPLANNING/index.asp?pageid=591818>

### Orkney Communities

<https://www.orkneycommunities.co.uk/>

### Orkney Islands Council you tube channel

<https://www.youtube.com/user/OrkneyIslandsCouncil>

## External Websites

- [www.orkney.com](http://www.orkney.com)
- [www.orcadian.co.uk](http://www.orcadian.co.uk)
- [www.visitscotland.com/destinations-maps/orkney/](http://www.visitscotland.com/destinations-maps/orkney/)
- [www.ohb.scot.nhs.uk](http://www.ohb.scot.nhs.uk)
- [www.vaorkney.org.uk](http://www.vaorkney.org.uk)

### Property and Housing

- [www.ohal.org.uk](http://www.ohal.org.uk)
- [www.orkneyleasing.co.uk](http://www.orkneyleasing.co.uk)
- [www.orkneypropertycentre.co.uk](http://www.orkneypropertycentre.co.uk)
- [www.lowsorkney.co.uk](http://www.lowsorkney.co.uk)
- [www.jeprobertson.co.uk](http://www.jeprobertson.co.uk)
- [www.dreverandheddle.co.uk](http://www.dreverandheddle.co.uk)

### Travel

- [www.hial.co.uk/kirkwall-airport](http://www.hial.co.uk/kirkwall-airport)
- [www.northlinkferries.co.uk](http://www.northlinkferries.co.uk)
- [www.pentlandferries.co.uk](http://www.pentlandferries.co.uk)

## Introduction to Orkney

Lying off the northern coast of Scotland, between John O'Groats and the Shetland Isles, Orkney is an archipelago of over 70 beautiful islands, 17 of which are inhabited.



The total population is approximately 22,200 with approximately 80 percent living on the Mainland of Orkney. Kirkwall, the capital with its spectacular red sandstone 12th century cathedral, with a population of 7,500, is the administrative centre of Orkney with a good mix of shops, supermarkets and businesses.

The smaller town of Stromness has a population of about 2,500 situated in the West Mainland.

To the East of the Mainland, with a population of around 1,500, are the islands of South Ronaldsay and Burray. The remote and north isles vary in population from 1 person to circa 600. Orkney is a wonderful place to live and work and has been voted the happiest place to live in the UK. Orkney also offers; low pollution, low crime, excellent schools, good leisure

facilities, unique wildlife and amazing scenery.

Orkney's economy is primarily agricultural. Most farmers breed and rear beef cattle of the highest standard, although dairy cows and sheep are also kept. Tourism generates some £70m million per year, followed by farming at approximately £50m, followed by energy and oil. Fishermen compete with seals and sea birds to enjoy the rich bounty provided by the surrounding seas. Orkney is at the forefront of renewable energy innovation in the UK. Wind turbines are dotted around the islands and wave and tidal energy research and development is on-going.

In economic terms Orkney holds an enviable rate of those in employment, with the unemployment rate currently the lowest in the country.



Orkney is truly a place for children, a great place for a family. The community spirit is amazing. There is so much for children and adults - theatre, drama, dance and ballet classes. Schools in Orkney are very good. And for adults visiting relatives and friends there is so much to see and do, playing a round of golf, fishing, kayaking, walking, cycling, diving, wind surfing are but a few. The Pickaquoy centre provides a lovely, modern, well equipped sports, leisure and entertainment facility.

Imagine all of these within walking distance of your home and workplace.

Houses and farms are dotted all over the gently rolling landscape and the sea is never more than a few miles away.

The Gulf Stream passes close by giving Orkney a surprisingly temperate climate. Frost and snow do not occur as often as may be expected, but it can be windy with the landscape dominated by the panoramic skies. There are often dramatic changes in the weather, and it is said that you can experience all four seasons in the course of a few hours. The days are short and dark in winter, but in the summer, it is possible to read or play a round of golf late into the evening in the long days of June and July.



To the archaeologist, Orkney is rich in ancient monuments. Tourists come

from all over the world to admire the 12th Century St Magnus Cathedral in Kirkwall and other spectacular heritage.



The Neolithic village of Skara Brae is one of the most important sites in Europe. It has received World Heritage Status along with the burial mound at Maeshowe and the majestic standing stones of the Ring of Brodgar and the Standing Stones at Stenness.



Older than Stonehenge, the Great Wall of China and the Pyramids, Orkney's Neolithic sites give a vivid insight into the lives and beliefs of our ancient settlers.

# Recruitment and Selection Process and Timetable

## Process

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There are 3 stages to the selection process following shortlisting:

- Stage 1:** Critical Incident assessment and Professional interview with the Interim Chief Executive, an External Advisor to the panel and the Head of HR & Performance
- Stage 2:** Stakeholder Group: Discussion and questions from a group of key Stakeholders which will include community leaders from the public, private and 3<sup>rd</sup> sectors.
- Stage 3:** A presentation and a formal interview conducted by the Full Council. The Elected Members will be supported and advised by the Interim Chief Executive, an External Advisor, and the Head of HR and Performance.

For a confidential discussion about the post please contact John W Mundell OBE, Interim Chief Executive, Orkney Islands Council at [chief.executive@orkney.gov.uk](mailto:chief.executive@orkney.gov.uk)

To apply for the post please go to [www.myjobscotland.gov.uk/councils/orkney-islands-council/jobs](http://www.myjobscotland.gov.uk/councils/orkney-islands-council/jobs).

Should you require an alternative format please contact HR Support on [hrrsupport@orkney.gov.uk](mailto:hrrsupport@orkney.gov.uk).

Please note CVs will not be accepted and an application form is required to be completed.

All correspondence regarding your application will be sent by email. If this method is not suitable for you, please let us know.

**The closing date for applications is Sunday, 31<sup>st</sup> January 2021**

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## **Proposed Timetable**

Closing Date: Sunday 31 January 2021

Shortlisting: Friday 5<sup>th</sup> February 2021

Candidates notified by: Monday 8 February 2021

Professional Interview and Stakeholder Session : w/c 1<sup>st</sup> March 2021

Formal Interview: w/c 1<sup>st</sup> March 2021

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Applicants are advised that subject to Coronavirus pandemic restrictions the 2 day selection process is intended to be conducted in Orkney, and where invited to interview, candidates will be required to be present on both days.

## **Special Requirements for Recruitment Process**

Orkney Islands Council are fully supportive in discussing making any reasonable adjustments to the recruitment process to ensure no candidate is disadvantaged as a result of a disability or any other health condition.

## **Pre-employment Checks**

All offers of employment are subject to the following pre-employment checks:-

- Evidence of eligibility to work in the UK;
- Evidence of essential qualifications;
- Occupational health clearance;
- PVG Scheme Membership in respect of regulated to work with children and vulnerable adults and overseas criminal record check (if applicable);
- References.