



The City of Edinburgh Council
**Head of HR and
Organisational Development
Recruitment Pack**

edinburgh - an outstanding international capital city





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Introduction from the Council Leader

Thank you for your interest in becoming Head of HR and Organisational Development of the City of Edinburgh Council.

Edinburgh is an outstanding capital city, recognised across the globe as a leader in business, the arts, science and education. The city centre is a UNESCO World Heritage site and our cityscape provides a unique architectural and natural backdrop to city living. Home to the internationally renowned Edinburgh festivals and the Scottish Parliament, it is an excellent city in which to live, work, study, visit and invest.

The city's population is increasing, with growing numbers of young children and older people placing an increasing demand on Council services. Yet like any major city, Edinburgh has issues of social inequality, poverty and vulnerable citizens, and we are committed to addressing these issues.

The Council plays a central role in shaping the continued success of Edinburgh as a 21st century capital city. Our responsibilities are wide-ranging, from our superb school system through to social work, housing, economic development, parks and green spaces, culture and sport, festivals and events and roads and transport.

Like many UK local authorities, the Council faces a significant financial challenge and must reduce its annual operating costs by £107m over the next five years. Work is already underway to implement a transformation programme which aims to ensure services are delivered effectively at neighbourhood level, with the support of a strong corporate centre. Successful delivery of this programme will be central to our new leadership roles.

If you feel you have the experience, energy and enthusiasm then we would welcome your application. If you would like an informal discussion about the role please contact Ken Dalgleish at Aspen People on 0141 212 7555.



Andrew Burns
Leader
The City of Edinburgh Council





edinburgh



- an
outstanding
international
capital city

Edinburgh is the inspiring capital of Scotland, where centuries of history meet a vibrant, cosmopolitan city in an unforgettable setting. The city is home to the world's biggest arts festival and offers an excellent quality of life.

Edinburgh is a successful business city. It is the UK's most prosperous city outside of London, the UK's second largest financial centre and has long held a reputation for high quality education and academic excellence. Edinburgh life science research is among the best in the world, being part of one of the largest and fastest growing life science communities in Europe. Edinburgh has been ranked the top mid-sized city in Europe overall in Foreign Direct Investment magazine's European Cities and Regions of the Future 2014/15 awards.

Over £1.1bn worth of major infrastructure projects supporting the city were completed in 2014, and a further £2.4bn, including the Queensferry Crossing and the Borders Railway, are due for completion in the next two years, helping to make Edinburgh an even more attractive place for business.

Edinburgh is a major tourism centre and gateway to the rest of Scotland. The Rough Guide recently voted Edinburgh the fourth most beautiful city in the world and four million tourists visit the city each year, contributing over £1.2bn to the local economy.

Edinburgh key facts

Edinburgh has a **growing population**, currently 487,500 and is projected to grow to over 537,000 by 2022.



Edinburgh residents' **life expectancy is higher** than the Scottish average.

42% of the working population in Edinburgh is educated to degree level or above.

Edinburgh's **four universities are internationally renowned** for their academic research base. The University of Edinburgh was recently voted the 7th best university in the UK and 48th best in the world. The city is home to more than 82,000 university and college students, including more than 17,000 international students.

Edinburgh is the **UK's second largest financial centre**, a major European centre for asset management and asset servicing and home to the headquarters of the UK Green Investment Bank.

Edinburgh is **home to Scotland's first \$1bn internet business, Skyscanner**.

Edinburgh is **The Festival City** and home to the world's largest summer and winter festivals. The 12 major festivals contribute over £260m to the Scottish economy.

Eleven of the top 20 Scottish visitor attractions are located within the city region.



The Edinburgh 12, **key strategic development sites** located across the city, with the capacity to deliver over £2.14bn of GVA and 20,000 new jobs, are either under construction or in development.

Edinburgh Airport is Scotland's largest airport and the fifth largest in the UK by passenger movements (over 10 million), with over 40 carriers servicing more than 100 destinations.

Price Waterhouse Cooper predicts **Edinburgh will have the highest hotel occupancy rates in Europe in 2015**.

Foreign Direct Investments in the city were up 20% in the 12 months to January 2015.

Edinburgh **currently has an unemployment rate of 1.9%**.

See our **Edinburgh Key Facts** publication for more information on the city's economy, status and achievements.

Key facts





customer
first

working
together

forward
thinking

honest and
transparent

The City of Edinburgh Council

The City of Edinburgh Council is the second largest council in Scotland and the ninth largest in the UK, with a workforce of around 19,000 staff (approx 16,000 FTE) and a gross revenue budget of over £1.5bn (net approx £949m) for the financial year 2015/16.

The Council is committed to playing a dynamic role on the local, national and international stage. The Council has a strong commitment to corporate management, a willingness to innovate and a determination to set the highest standards.

Bringing services closer to customers

The Council's transformation programme aims to bring a greater focus on neighbourhood working. The Council also works closely with neighbouring local authorities, the voluntary sector and other partners in the delivery of services. At the same time, the Council is leading the way in online transactions for customers, and seeking to achieve better customer service and greater efficiencies through increasing use of online transactions and customer service, over the next few years.

In the Edinburgh People's Survey 2014, 89 per cent of Edinburgh residents stated that they were either very or fairly satisfied with the city as a place to live. The proportion of respondents who said that they were very satisfied was 58 per cent.

Meeting the challenges

Like many local authorities, the City of Edinburgh Council is operating in a challenging environment with increasing demand for Council services and ongoing financial constraints. The Council needs to reduce its cost base by £107m over a five year period. To respond to the changing internal and external climate, the Council's vision and strategic delivery model are evolving. A transformation programme is underway and successful delivery of this programme will be central to the role.

The Council's Business Plan for 2015-20 is built around a single vision for the city and three strategic themes that drive the work of all services. This strategic vision drives all Council strategies and plans, including our transformation programme.

COUNCIL VISION 2015 – 2020

Our vision is to ensure that Edinburgh is a thriving, successful and sustainable capital city

To deliver this vision, Council services focus work around three complementary strategic themes. These are:

Improve quality of life

Ensure economic vitality

Build excellent places

To ensure delivery of the Council vision and strategic themes and underpinning all work, the Council aims to:

Deliver lean and agile Council services

The political structure

The lead political committee – The City of Edinburgh Council – is made up of 58 elected councillors. They represent 17 wards, with 10 wards having three councillors each and seven wards having four councillors each.

Following the local government election in 2012, the 58 councillors represent the political groups as follows:

	Labour Group	20 councillors
	SNP Group	17 councillors
	Conservative Group	11 councillors
	Green Group	6 councillors
	Liberal Democrat Group	3 councillors
	Independent	1 councillor

The Labour Group and the SNP Group together form the Capital Coalition which is made up of 37 of the 58 Councillors. The Coalition leads the Council, filling the roles of Lord Provost, Leader of the Council and many other positions as committee conveners. The Council takes decisions on important issues such as the Council budget. The Council also delegates decisions to committees. More information on the committee structure and memberships is on our [website](#).



Job description

Role Summary

The post is responsible to the Chief Operating Officer for setting the strategic direction of council HR and Organisational Development services aligned to the overall Council strategic direction.

The post sets the, strategy, policy and services for their area and ensures operational delivery within budget, quality and compliance standards.

Main Duties and Responsibilities

The post is responsible to the Chief Operating Officer for a range of Council Support services that include:

- Organisational Development
- Employee Relations
- Human Resources
- Leadership and Development
- Health and Safety

In addition to their specifically allocated responsibilities the post will be required to:

- make a significant contribution to the development of Council support services . This will include but is not limited to: the development of policy, business and strategic planning activities and through the development of partnership working with other departments, agencies and organisations;
- demonstrate effective leadership and team working within their service area and within the wider environment in which they operate;

- identify opportunities for continual improvement and demonstrate effective management of change within a complex internal and external environment; and
- demonstrate the effective management and development of resources to ensure best value with customer focussed service design and delivery.

The post is a Chief Officer of the Council and as such is required to:

- comply and ensure compliance with the Council's standing orders and procedures leading by example;
- ensure that allocated statutory responsibilities are properly discharged and that the Chief Operating Officer and Council are fully and timeously appraised of performance and risk in relation to statutory responsibilities and performance reporting requirements;
- make a significant contribution to the management of Council services and the development of policy and best practice;
- demonstrate and support effective planning and decision making at a strategic and operational level;
- lead or contribute professional and/or managerial expertise to the development of initiatives, strategic planning and policy development that will have impact on, and beyond the Council;
- support the management and development of the Council's democratic process, including attending and presenting at the Council's committees;
- deputise for, or represent the Chief Operating Officer and or the Council on various bodies or committees as required; and
- undertake any other appropriate and relevant duties as directed by the Chief Operating Officer, Chief Executive or the Council.

This post does not qualify for flexible working, flexitime , flexible retirement under the council's policies.

This post will participate in any organisational arrangement designed to ensure the proper and efficient running of the organisation.

The Council must abide by relevant health & safety and employment law, as well as the common law duty of care. All members of staff are required to take care for their personal health and safety and that of others who may be affected by their actions or inactions. You are therefore required to carry out your duties in a safe manner in accordance with instructions and in compliance with safety rules/ procedures, regulations and codes of practice. You are required to advise your line manager if you become aware of any unsafe practice or condition or if you have any other safety concerns and should comply with accident and near-miss reporting procedures.

If you supervise, manage or lead other staff, you are also responsible for ensuring that the Council's operations are carried out in such a way that ensures, so far as is reasonably practicable, the health, safety and welfare of those staff and that of any others who may be affected. You will therefore conduct relevant risk assessments and assign duties with appropriate instructions, in compliance with safety rules/procedures, regulations and codes of practice. You will address and/or escalate any issues of any unsafe practice, condition or any other safety concerns you identify or that are brought to your attention, taking appropriate advice as necessary and will ensure that accident and near-miss reporting procedures are understood and complied with.

Scope of the Posts

The post is responsible for directing a number of council support services and will ultimately be responsible for around 90 staff.

Given the range of services led by the post the total value of Resources managed will be between £45 million and £450 million.

Person specification

Qualifications and training

Relevant degree or professional qualification and/or member of professional institution/association	Essential
Evidence of continuous professional and management development	Essential
Evidence of career progression taking on roles of increasing scale, complexity and importance	Essential

The successful candidate will demonstrate evidence of the following experience:

Setting strategy and vision

Developing and driving strategy and policy to deliver sustainable and successful outcomes	Essential
Business and commercial acumen to support strategic delivery of service to clients and partners	Essential
Experience of implementing workforce strategy and management controls	Essential
Demonstrated ability to predict how a high functioning HR service would operate in future and setting an appropriate strategy for their team to achieve this state	Essential

Building culture

Experience of working in a political environment	Desirable
Experience of promoting the health and safety and welfare of large workforce	Essential
Evidence of building a culture where everyone is encouraged to be the best they can be	Essential
Evidence of creating a culture of active, inclusive communication with the HR team, trade unions, and other stakeholders in order to effectively promote the service's strategy	Essential

Change and transformation

Experience of successfully leading, from inception to delivery, the radical transformation of an HR and OD department to a contemporary model	Essential
Ability to manage multiple complex projects	Essential
Ability to effectively guide staff and trade unions through change	Essential

Leadership

Inclusive and visible role model providing inspiration to empower others and demonstrated ability to bring others with them	Essential
Leading employee and stakeholder engagement through presenting a 'team player' attitude	Essential
Effectively developing and nurturing talent in the organisation	Essential
Demonstrated ability to lead the operational functions of an HR service	Essential

Evidence of the following knowledge, skills and understanding will be sought for selection purposes:

Setting strategy and vision

Evidence of sound financial management skills and commercial awareness with the ability to interpret and understand complex financial and budgetary information	Essential
The ability to create and drive a sustainable organisational strategy, delivering client centred outcomes	Essential

Building culture

High standard of personal and professional integrity	Essential
Demonstrates ethics, values and personal qualities consistent with the vision, culture and values of the Council	Essential
Demonstrates ability to operate effectively in a political environment	Essential

Leadership

Evidence of the ability to provide clear, strong and motivational leadership to create a high performance culture	Essential
An inspirational leader with integrity at their core, able to create a clear sense of purpose of the service within the Department, inclusive of other senior managers, the COO and their team	Desirable
Detailed knowledge of employment legislation and other issues facing local government with a particular focus on achieving effective delivery at a time of significant change and financial challenges	Desirable

Change and transformation

Strong evidence of the ability to conceptualise the need for change and transformation and to lead the organisation effectively from current to future state	Essential
Ability to manage change effectively within a politically sensitive environment	Desirable

Competencies

Applicants will also be measured against the following competencies:

Leading others

- Inspirational as a leader, encourages trust and respect, is ethical and self aware
- Creates a positive atmosphere which motivates people to improve their performance
- Displays a high level of determination, energy and resilience

Political sensitivity

- Takes a holistic view of events and the interests of internal and external stakeholders
- Is diplomatic in dealing with a wide range of politicians and leaders
- Is politically astute

Taking ownership and responsibility

- Regularly reflects on outcomes and adapts behaviour to inform future action
- Focuses own actions and priorities on the needs of the business
- Displays drive and determination to make things happen
- Accepts accountability and holds others to account

Managing change

- Anticipates change and recommends fundamental long term organisational changes to address key issues
- Provides a shared vision and direction to all stakeholders in order to achieve transformational change
- Seeks innovative ways to improve services and encourages others to propose new ideas and new ways of working
- Ability to lead and bring others with them

Communicating effectively

- Ability to communicate confidently with all levels of stakeholders
- Ability to negotiate effectively
- High level of interpersonal and presentational skills
- Ability to persuade others in order to gain acceptance and commitment to Council strategies and proposals

Planning and decision-making

- Translates strategy into specific plans to deliver outstanding results
- Is prepared to take managed risks
- Ability to manage multiple budgets within financial constraints
- Considers long-term strategic consequences of options and solutions

Works effectively with others

- Provides a shared vision and direction
- Encourages and supports joint projects and sharing of resources when appropriate
- Promotes positive aspects of diversity and challenges discrimination, prejudice and bias

Customer focused

- Takes into account customer needs and expectations and strives to exceed expectations
- Actively seeks out customer feedback to identify service improvements
- Anticipates and creates opportunities to build beneficial business partnerships to improve service

Managing performance and developing others

- Is supportive and encouraging of others to drive the organisation forward through change
- Champions culture of high performance and development within the organisation



Appointment arrangements

Applications

You must complete a Council application form. An electronic version is available on www.aspenpeople.co.uk/edinburghcouncil or telephone 0141 212 7555 for a paper copy.

Employment references

Please include name, address and telephone number of two referees. Candidates should state their relationship with each referee. Employment references will be taken up for candidates who are short-listed. If candidates wish to be advised before we contact their referees, this should be indicated clearly beside their names.

Evidence of qualifications

Candidates will be required to bring evidence of their qualifications to the short-list interview.

Completed application

Applications should be sent to Katy Gall at Aspen People email kgall@aspenpeople.co.uk and will be acknowledged on receipt. Your application should be submitted on or before 17 July 2015.

Medical examination

The preferred candidate following the short-list interview will be required to undergo pre-employment health screening.

Criminal conviction check

Due to the nature of this post, it is exempt from the Rehabilitation of Offenders Act 1974 and convictions, whether spent or unspent, must be declared. Candidates called for a short-list interview will therefore be required to complete a declaration form. Guidance will be provided with the invitation to the short-list interview. A Basic Disclosure Scotland check will also be required for the successful candidate.

Immigration, Asylum and Nationality Act 2006 – Prevention of illegal working

Candidates must be eligible to work in the UK. The successful candidate will be required to provide original evidence of his/her eligibility to work in the UK. Guidance on suitable documentation will be provided.

Canvassing

Candidates should note that canvassing councillors in support of their application, either directly or indirectly, in connection with this post will lead to disqualification.

Provision of false information

Candidates should also note that the provision of false information or the omission of material information in their application, or at interview may lead to the offer of employment being withdrawn or summary dismissal.

Interview arrangements and provisional timetable

Short-list interviews will be carried out by the Council's Recruitment Committee, consisting of a representative group of councillors, chaired by the Council Leader.

Please note that there will be testing of candidates' competence at the short-list stages.

The recruitment timetable is as follows:

Closing date for returned applications	17 July 2015
Long-list interviews	28 July, 4 August, and 6 August 2015
On-line testing of short-list applicants	12 – 14 August 2015
Short-list interviews	21 August 2015
Successful candidate identified and offer made	1 September 2015
Council approves appointment	17 September 2015



Summary of terms and conditions of employment

The conditions of service applicable to the post are those set out in the National Agreement on Pay and Conditions of Service of the Joint Negotiating Committee for Chief Officials of Local Authorities (Scotland), as adopted by the City of Edinburgh Council.

Salary

Remuneration will reflect the responsibilities of the role.

Pension fund

Employees may join the Lothian Pension Fund which is part of the Local Government Pension Scheme (LGPS). The Scheme is a statutory local government scheme and the Council pays some of the cost. Employee contributions are tiered and depend on an individual's pay. The rates are reviewed annually. The rate for this post is approximately 10.7% of salary.

More information about the fund can be found at www.lpf.org.uk

Sick pay

In accordance with the above Scheme of Salaries and Conditions of Service which provides, during the first year of service, five weeks at full allowance and five weeks at half allowance, rising after five years to 26 weeks at full allowance and 26 weeks at half allowance.

Hours of work

Flexibility on hours necessary to meet the demands of the post. This position is exempt from the Working Time Regulations.

Holiday entitlement

Annual holiday entitlement is 33 days. There are also six public holidays in a year.

Relocation

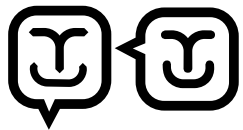
The Council will provide appropriate financial support to meet relocation expenses incurred of up to £10,000.

Period of notice

Appointment is subject to termination by either side giving 12 weeks' written notice.

Political restriction

The post is politically restricted under the terms of the Local Government Housing Act 1989. This means that the post holder is restricted in his/her activity with a political party.



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