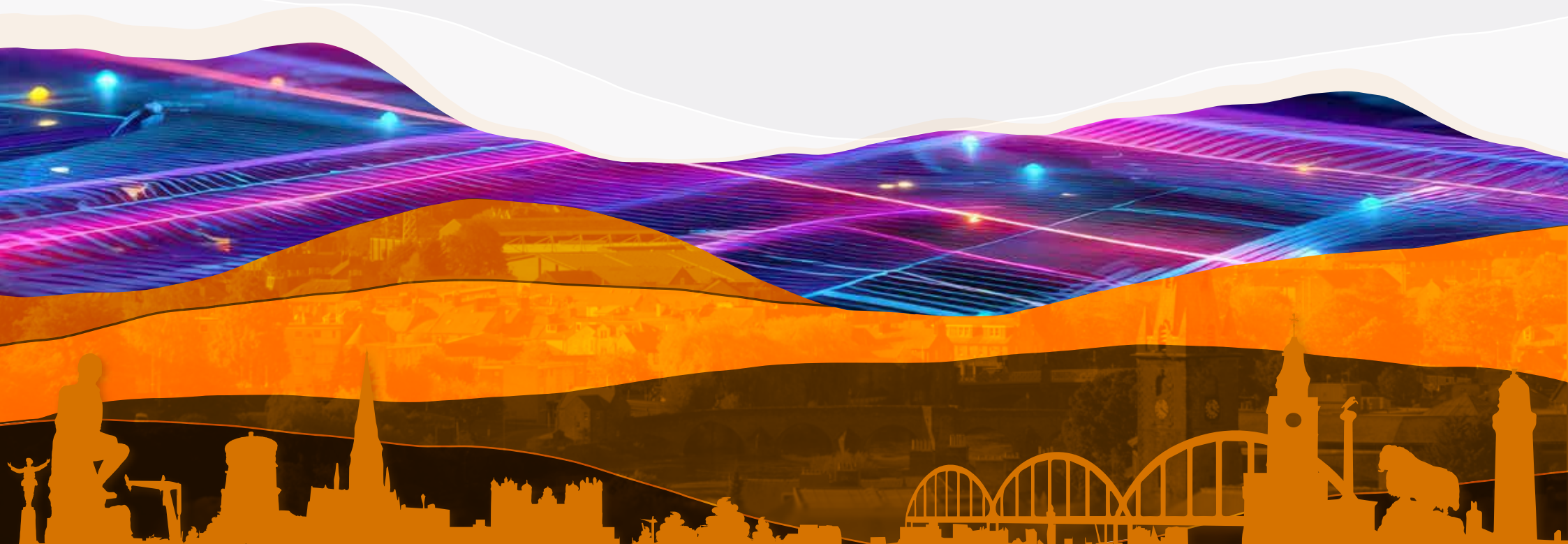


Dumfries
and **Galloway**



Information for applicants

for the post of
Head of Customer and Digital



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Foreword



Thank you for your interest in applying for the role of Head of Customer and Digital.

Our Council has four agreed Principles, to: Safeguard our future, Support our citizens, Support our Communities and Be a responsive Council. These principles will shape how we deliver our four themes: economy; travel, connectivity and infrastructure; education and learning and health and wellbeing.

We are committed to supporting the communities of Dumfries and Galloway to thrive and build a strong local economy that enables the region to grow, and we will create opportunities for businesses to invest, people to visit and our citizens and communities to reach their ambitions. Our workforce is at the heart of everything we do, and we value and respect our 6,000-plus strong workforce in the work they do to continue to make a difference to the lives of our citizens.

Dumfries and Galloway offers its residents and visitors a quality of life second to none. We have beautiful coastal areas, stunning hills and vibrant market towns with excellent public services delivered by Council staff and other public agencies. We serve a population of around 150,000 across one of the largest regions of Scotland. We believe it is an excellent place to live and work and we offer a stimulating work environment, supportive colleagues and dedicated staff.

As a member of the Council's Management Team, you will work collaboratively with other Chief Officers and Elected Members to deliver the Council's vision and ambition for our region. You will lead and embed a

collaborative one-council approach, transformational change and financial sustainability across these crucial enabling services, delivering on the councils' principles and strategic objectives.

Importantly, you will have responsibility for the strategic leadership of Customer and Digital services, building and enabling a culture of collaboration, innovation and empowerment to our workforce to enable them to flourish, deliver a high standard of customer service and continue to make a difference to the lives of our citizens.

We are looking for a resilient, visible and forward-thinking leader with a track record of success at a senior level within a complex organisation. You should be educated to degree standard or equivalent.

The successful candidate will have excellent communication skills and the ability to lead new ways of working and thinking that stimulate and challenge are essential in this role. An appreciation and understanding of working within a political environment are essential. The successful candidate will be persuasive and value dialogue with citizens, communities and council staff to shape opportunities for service change. A strategic approach and vision to deliver change, service improvement, development and implementation of policies, partnership working, financial planning and people management skills together with a strong customer focus is essential.

If you share our enthusiasm, commitment, energy, drive and ambition for Dumfries and Galloway then we look forward to receiving your application.

Dawn Roberts, Chief Executive, Dumfries and Galloway Council



Our Vision

“

Our ambition is to be a **successful region**, with a **growing economy**, based on **fairness, opportunity** and **quality public services**, where all citizens prosper. Working in partnership, with **connected, healthy** and **sustainable communities**.

The region will be **the natural place to live, work, visit and invest**.



”

Our Region

Dumfries and Galloway is shaped and defined by the people who call it home. They are its lifeblood and reflect the history, heritage and culture of the region.

Our population is dispersed across a rural area with a coastline that extends from Loch Ryan and the North Channel round to the Solway Firth and the Cumbrian coast in England.

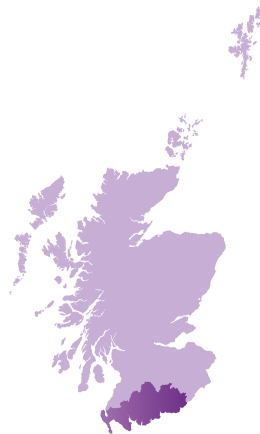
Dumfries and Galloway has a strong sense of community, including a number of operational community councils.

The quality of the landscape has been recognised in the designation of three National Scenic Areas (NSA) and we are a key partner in the Regional Skills Investment Plan – South of Scotland [Regional Skills Investment Plan](#).

For additional information on our region go to www.visitdumfriesandgalloway.co.uk



There are around
70,000
households



The Dumfries and Galloway Council area is 6,426km², and is the third largest Council area in Scotland

Our largest settlements are:



Dumfries
(48,000)

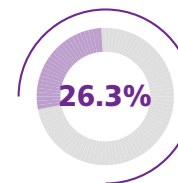


Stranraer
(13,000)



Annan
(9,080)

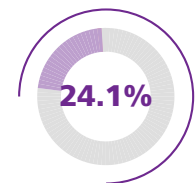
The population numbers are forecast to decline as shown:



of the
population are
65 and over



The average age of the
population is 46 years old
(UK 40, Scotland 42)



of the
population are
24 and under

Council Plan on a Page

VISION: Our ambition is to be a **successful region**, with a **growing economy**, based on **fairness, opportunity** and **quality public services**, where all citizens prosper. Working in partnership, with **connected, healthy** and **sustainable communities**.

The region will be **the natural place to live, work, visit and invest**.

Principles

Safeguard our future



- Address the climate emergency
- Protect our natural capital

Support our citizens



- Put customers at the heart of services
- Support the most vulnerable and in need
- Address inequalities
- Offer digital services

Support our communities



- Empowering communities and individuals
- Work in partnership
- Focus on local and place
- Invest to enable change

Be a responsive Council



- Communicate openly
- Maintain high standards
- Maintain sustainable finances
- Make best use of resources
- Be organised to deliver

Themes and Strategic Outcomes

Economy



- There is a diversified and growing local economy that benefits all
- Our workforce and their skills base are growing
- Rural communities and places are vibrant and thriving
- Enhancing the region's natural capital benefits local communities and businesses
- Businesses are supported to start and grow
- Investment in the region benefits communities and the local economy

Travel, Connectivity and Infrastructure



- Roads, paths, cycling and walking networks in the region are improved
- Communities are protected from the impact of floods
- Sustainable travel in the region contributes to net zero²
- The Council is a low carbon organisation
- People have access to services that are modern, efficient and responsive
- Digital connectivity supports thriving rural communities

Education and learning



- Places of learning are inclusive, sustainable and meet the needs of local communities
- We get it right for every child
- Children, young people and adults transition successfully through all life stages
- Young people and adults succeed in what they want to achieve
- Participation in creativity and play is part of early and lifelong learning experiences
- Local people can build their skills and confidence

Health and Wellbeing



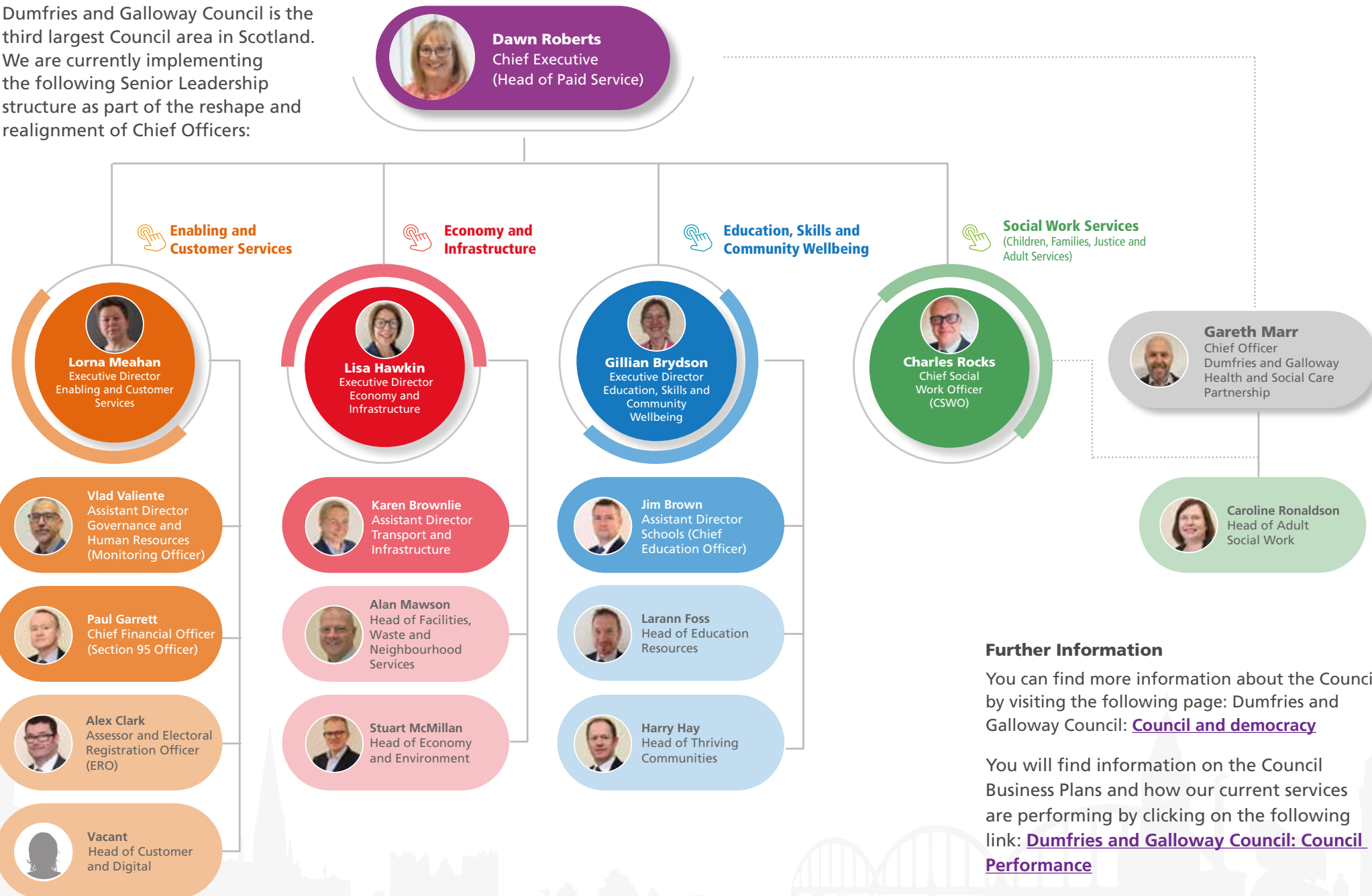
- Prevention and early intervention assist people to have independent lives
- Access to personal support and care helps keep people safe
- People are active, resilient and improving their health and wellbeing
- Help is provided to tackle the causes and effects of poverty, inequality and increased cost of living
- People have access to high quality, affordable housing that supports their independence, prosperity and wellbeing

Distinct cultures, places and
landscapes shaped by centuries
of history and landmark events.



Our Council Chief Officer Structure

Dumfries and Galloway Council is the third largest Council area in Scotland. We are currently implementing the following Senior Leadership structure as part of the reshape and realignment of Chief Officers:



Further Information

You can find more information about the Council by visiting the following page: Dumfries and Galloway Council: [Council and democracy](#)

You will find information on the Council Business Plans and how our current services are performing by clicking on the following link: [Dumfries and Galloway Council: Council Performance](#)

Political and Committee Structure

Our Council area is composed of 12 wards, with 43 Councillors in total.

The political composition of the Council is currently:

Scottish National Party (SNP) Group	11 members
Conservative Group	10 members
Labour Group	7 members
Independent Group	3 members
Novantae	5 members
Democratic Alliance	2 members
Dumfries and Galloway Independent Group	3 members
Scottish Liberal Democrats	1 member

Decision-Making Structure

The Council has a traditional committee system comprising full Council and service committees; there are also a number of sub-committees and Area committees.

Job Description

Job Title	Head of Customer and Digital	Salary Grade	Chief Officer 3
Department	Enabling and Customer Services	Job Evaluation Ref	CO-08
Responsible To	Executive Director Enabling and Customer Services		
Responsible For	All staff and resources within Customer and Digital services		

Job Purpose

Work with Elected Members, Executive Director, Assistant Director and other Heads of Service to deliver the Council’s vision and ambition for Dumfries and Galloway and the principles, themes and strategic outcomes aligned to the Council plan.

As a Chief officer and member of the Council Management team, to support the Council’s leadership, vision and strategic direction provided through the Council, Chief Executive, Executive and Service Directors and Assistant Directors.

To provide effective leadership, strategic direction, governance, management and development to the services and functions assigned, while working within a one- Council culture to support the development of a more consistent organisation and leadership approach that motivates people and teams to achieve the best outcomes for citizens.

To strive and deliver best value and key one-Council priorities, high-quality services and working within budgetary constraints and statutory requirements.

Support and contribute to the development and

enhancement of collaborative working with communities and local, regional, and national strategic partners to deliver improved outcomes for people and communities within our region and as part of a one-Council approach.

Ensure the effective development and implementation of Council policies and strategies, promoting fairness, equality and empowerment and a culture of innovation and continuous improvement to meet current and future challenges.

Demonstrate the Council’s values and lead the embedding of these across the workforce within assigned service and functions.

To support and drive forward transformational change and innovation, and lead and support culture change within the Council and communities.

To deputise for the Executive Director.

Main Responsibilities

Support the Executive Director and Assistant Director in ensuring an effective one- Council culture and leadership approach to the delivery of the Council’s vision, strategic outcomes and deliverables within the Council Plan.

Provide strong and visible leadership and strategic direction to the workforce within assigned services and functions, ensuring that services achieve the highest possible standards of service delivery, represent best value and are responsive to the needs of people and communities within Dumfries and Galloway.

Support the development and participate in the delivery of Council objectives, projects, transformation and change management initiatives.

Support a collaborative one-Council approach and take lead responsibility for the effective delivery of assigned Council priorities, objectives and projects across Council services or functions.

Undertake direct line management of staff and lead and direct all assigned services and functions

within the Directorate including but not exclusively; Customer Services, Organisational Development, Digital Development and Delivery and ICT Services.

Lead, manage and provide direction for key priorities objectives and projects within assigned services and functions, ensuring they align with the Council's priorities.

Embed the Council's performance management culture and procedures and drive continuous improvement of services within assigned services and functions, through Best Value arrangements to improve outcomes for the people and communities within Dumfries and Galloway.

Lead and support the development, delivery and monitoring of Business Plans and performance reporting for assigned Services, which support the achievement of the Council Plan.

Positively support the delivery and implementation of the Local Outcomes Improvement Plan and actively support the Community Planning process.

Ensure effective and robust budget, resource, asset management and governance arrangements within your assigned services and functions. Ensure that activities comply with the Council's Financial

Management Framework, Standing Orders, Financial Regulations and Codes of Practice.

Provide accurate, timely and professional guidance to the Council, Chief Executive and Executive Director ensuring the effective and efficient discharge of all relevant statutory responsibilities.

Develop, maintain and promote positive and constructive partnerships with communities and local, regional and national strategic partners to deliver improved outcomes for people and communities within our region.

Support the effective management and development of employees within assigned services and functions to deliver objectives in accordance with the Council's People Strategy, supporting a workforce that is skilled, empowered, valued, motivated and high performing.

To lead, inspire and empower Managers and all employees within assigned services to carry out their job roles and responsibilities, promoting collaboration, collective leadership, celebration of success and continuous learning and development.

Support the management and development of effective Health and Safety practice in accordance

with the delivery of the Council's Health and Safety Plan ensuring that the health, safety and wellbeing of our workforce, contractors and the public remains a priority. Promote a culture that health and safety is everyone's responsibility.

Foster a positive culture of collaboration, co-operation, partnership and innovation across assigned services and with Elected Members, which reflect the Council's values.

Develop and implement creative and innovative solutions to complex and/or politically sensitive policy matters.

Advise and work with Elected Members and the Executive Director to develop and implement strategies for the Council. Play a key role in the interface between Elected Members and Officers supporting the democratic processes and providing advice on policy and professional matters.

Provision of high-quality professional advice to Elected Members on strategic policy and service matters. Provide clarity on complex matters, options and risks and support effective scrutiny arrangements and engagement.



Engage and work collaboratively with Trade Unions, promoting a positive and effective working relationship.

Ensure all assigned services and functions are delivered in accordance with the Council's Equality and Diversity Policies and the statutory and general Equality Duties.

Lead the delivery of high-quality customer service and promote effective communication, consultation and engagement with members of the public to ensure their views are taken into account when developing Council policies and reviewing services.

To deputise for the Executive Director and undertake any other duties and represent the Executive Director and the Council at meetings, working groups and other events, as required by the Executive Director.

These responsibilities are not exhaustive and may be added to or amended consistent with the job purpose.

Performance Management

To manage your own performance and any staff you are responsible for in accordance with the Council's values of integrity, fairness, continuous improvement, openness and honesty, local decision-making and team working.

To support the delivery of the Council plan and achieve the agreed performance targets detailed in the work plan as agreed as part of the Performance Development Review process and contribute to performance appraisal activities.

To manage your own performance in compliance with all Codes, Regulations and procedures including Code of Conduct, Health and Safety and Governance.

To manage risk, promote risk awareness and prioritise work considering the risk analysis.

To commit to the Council's policies and equality outcomes that promote fairness and equality and celebrate diversity, in dealing with colleagues, clients and service users.



Job Requirements - Essential (E) | Desirable (D)

1. EDUCATION AND TRAINING	E	D
Educated to degree level or equivalent.	✓	
Evidence of Continuous Professional Development.	✓	
Professional or management qualification relevant to the role.	✓	
Recognised leadership qualification (e.g. Professional Development Award Level 5)		✓
2. EXPERIENCE	E	D
Demonstrable senior management experience within a large, complex organisation with a track record of success in leading and managing large and complex services and teams.	✓	
Demonstrable achievements in providing clear leadership and direction to support and deliver change, transformation and improved performance, with genuine delegation and staff empowerment and motivation.	✓	
Effective financial management including budget formulation, financial planning, delivery of efficiencies, monitoring, control and reporting.	✓	
Development and implementation of strategic policies which contribute to the achievement of organisational ambitions and priorities.	✓	
Significant experience of establishing and sustaining effective partnership and collaborative working at a senior level.	✓	
Significant experience in development and delivery of management reports which address governance and service requirements.	✓	
3. SKILLS AND ABILITIES	E	D
Clear effective leadership, displaying behaviours which support and enhance the delivery of the Council's ambition, including setting clear direction and strategy, supporting a one-Council approach with all Chief officers, and delivering change effectively to drive sustainable transformation.	✓	
Ability to effectively and innovatively balance resources and risk to drive Best Value and meet customer expectations within a challenging environment.	✓	
Skilled and persuasive communicator enabling others at all levels to see the whole picture, able to represent the Council and deliver Council responsibilities.	✓	
Ability to engender a positive performance culture, developing and building staff capability and capacity and motivating and empowering others to contribute at their highest level.	✓	

3. SKILLS AND ABILITIES (continued)			E	D
Astute political awareness and ability to develop and maintain effective professional networks and relationships, both internally and externally.			✓	
Ability to think strategically and to innovate and maximise the use of technology and new thinking, to deliver continuous improvement and effective and efficient delivery of services, whilst managing risk and business continuity.			✓	
Strong customer focus and ethos of collaborative working across boundaries.			✓	
Excellent negotiating and influencing skills, able to optimise partnership and collaborative working to deliver the best outcomes.			✓	
4. KNOWLEDGE			E	D
Sound knowledge of financial management, risk management and quality assurance with the ability to delivery savings and targets.			✓	
Clear appreciation and understanding of the dimensions of the post both in the public and political arena.			✓	
Thorough knowledge of all relevant statutory, legislative and policy responsibilities and agendas.			✓	
5. PERSONALITY FACTORS			E	D
Building and sustaining positive relationships, collaborative and partnership working with Elected Members, colleagues, communities and stakeholders, showing a high degree of political sensitivity.			✓	
Ability to work under pressure, demonstrate personal resilience and respond quickly and effectively to unforeseen events and rapidly changing priorities and circumstances.			✓	
Maintains high standards of professional ethics, integrity and corporate discipline.			✓	
6. OTHER REQUIREMENTS			E	D
Must be prepared to work flexibly and out with office hours as required.			✓	
Possession of valid driving licence.				✓
Employees are the Council's greatest asset and through our SUPPORT we are expected to work together and demonstrate the following core behaviours: Strengthen – our Communities Understand – our children's needs Protect – our vulnerable people Promote – equality and diversity Open and transparent – at all times Respect – our environment Treat – each other with kindness				



Outstanding and beautiful natural
landscapes, uplands, rivers and
seascapes and abundance of open
space and dark skies.

Core Management Competency Framework

The following table provides a reference for the 9 Core Management Competencies identified for Senior Managers in Dumfries & Galloway Council.

Leadership	Strategic Thinking And Planning	Delivering Results
Creates and secures commitment to a clear vision	Develops and influences strategic aims, anticipating future demands, opportunities and constraints	Organises work processes to deliver on time, on budget and to agreed quality standards
Initiates and manages change in pursuit of strategic objectives	Demonstrates sensitivity to Members' needs and to wider political and departmental issues	Defines results taking account of customer's needs
Is visible, approachable and earns respect	Contributes effectively to strategic thinking of senior management team	Manages relationships with customers/other stakeholders effectively
Inspires and shows loyalty	See relations between complex inter-dependant factors	Strives for continuous performance improvement and encourages others to do so
Builds and supports a high performing team	Reconciles day to day demands with long term objectives	Demonstrates high level project management skills
Acts decisively having assessed the risks	Translates strategic aims into practical and achievable plans	Assesses and manages risk
Accepts responsibility for actions of the team	Takes decisions on time, even in uncertain circumstances	Monitors performance and incorporates feedback in future plans
Demonstrates the high standards of integrity, honesty and fairness expected in public services		



Management Of People	Communication	Management of Financial and Other Resources
Makes best use of skills and resources within team	Chooses methods of communication most likely to secure effective results	Challenges existing practices and leads initiatives for new and more efficient use of resources
Develops staff to meet challenging organisational needs	Negotiates effectively and can handle hostility	Secures value for Council taxpayers' money
Establishes and communicates clear standards and expectations	Is concise and persuasive orally and in writing	Negotiates for the resources to do the job, in the light of wider priorities
Delegates effectively, knowing when to step in and when not to	Listens to what is said and is sensitive to others' reaction	Use management information to monitor/control resources
Gives regular face to face feedback and recognition	Demonstrates presentational and media skills	Manages contracts and relationships with suppliers effectively
Addresses poor performance	Is comfortable and effective in a representational role	Demonstrates commitment to using IT as a resource
Builds trust, good morale and teamwork, responds to feedback from staff	Builds, maintains and uses an effective network of contacts	
Secures commitment to change through appropriate involvement of staff	Develops appropriate language skills	

Personal Effectiveness	Intellect, Creativity and Judgement	Expertise and Professional Competence
Shows resilience, stamina and reliability under heavy pressure	Demonstrates a creative and constructive approach to problem solving	Operates effectively within the political and local government framework
Adapts quickly and flexibly to new demands and change	Homes in on key issues and principles	Earns credibility and influences through depth and breadth of expertise
Manages own time well to meet competing priorities	Offers insights and generates original ideas with practical application	Ensures that decisions are informed by relevant technical/ specialist expertise
Takes firm stance when circumstances warrant it	Analyses ambiguous data and concepts rigorously	Accepts personal responsibility for quality of professional work
Is aware of personal strengths and weaknesses and impact on others	Displays confidence in own judgement but responds constructively to alternative ideas	Gives professional direction to others
Shows commitment to own personal and professional development	Encourages ideas, initiatives and innovation in others	Seeks and applies best practice from other organisations
Offers objective advice without fear or favour		
Pursues adopted strategies with energy and commitment		

Main Conditions of Service

This post is subject to Chief Officer terms and conditions of employment. The following list of conditions is not exhaustive and is provided only as a synopsis of issues commonly raised by applicants for employment with the Council.

Salary scale	£115,256 - £120,042
Payment frequency	Salary paid direct to bank or building society on 15th of each month.
Holiday entitlement	24 days rising to 29 days after five years continuous local government service (at the start of the leave year). In addition, there are 11 general and public holidays, seven of which are fixed. Additional annual leave can be purchased.
Pension	The Local Government pension scheme is available. Employee contributions are based on level of pay and is expected to be 9.5% of pay.
Notice period	Three months' notice on either side.

Probationary period	This post is subject to a probationary period of 6 months
Relocation package	The Council offers a relocation package up to a maximum of £7,000 for you to move house to a suitable location in Dumfries and Galloway.
Interview expenses	The Council pays standard class rail fares or car mileage at 17p per mile. Reasonable subsistence costs are also paid.
Political restriction	This post is politically restricted under the terms of the Local Government and Housing Act 1989.



Application Process

Method of Application

Please complete in full the Council's Chief Officer Application form on the Council's recruitment website (www.myjobscotland.gov.uk/councils). In your application please provide an outline of your experience, with particular focus on the requirements of this post as set out in the job description and person specification. You should also complete the Equal Opportunities Monitoring form, which will assist us to maintain fairness in recruitment and employment practices.

Please note that CVs will not be accepted, and the Council's Chief Officer Application Form must be completed in full in order for your application to be considered. Further guidance on how to apply for this job is available on the myjobscotland website at the application stage.

As part of the application process you will be required to provide the names, addresses and telephone numbers of two referees, one of which must be your current employer with the second from your most recent employer. Please note that references will be taken up following the assessment centre stage.

Canvassing of Members of the Council directly or indirectly will lead to disqualification.

The closing date for the post of Head of Customer and Digital is **23 November 2026**. We are unable to accept applications after the closing date.

Selection Arrangements

Candidates will be advised of the selection arrangements at the shortlisting stage.

Medical Fitness

Only applicants who are shortlisted for final interview will be required to submit a completed occupational health questionnaire.

Professional Qualifications

The Council may approach the appropriate bodies for confirmation of the currency of professional qualifications claimed by candidates.



Recruitment and Selection Stages

Key dates and activities in the recruitment and selection process:

Closing date for applications	23 November 2026
Shortlisting by Elected Members	11 December 2026
Assessment Centre	7 January 2027
Final formal interviews (performed by Elected Members, with professional guidance)	28 January 2027

Please note that Assessment Centre dates and formal interview dates are fixed and no alternative will be offered. **It is a requirement that you are able to attend in person on the specified dates in order for your application to be considered.**

Contact Us

The information referred to in this document is intended to provide you with the means to make an informed and considered application.

To arrange an informal discussion, please contact Lorna Meahan, Executive Director Enabling and Customer Services on Executivedirectorenablingandcustomerservices@dumgal.gov.uk

Alternatively please contact Human Resources on 030 33 33 3003 or e-mail eandcs-pt-hr@dumgal.gov.uk, should you require further information or support with the application process.