

Meeting of:	Senior Management Appointment Committee
Date of Meeting:	Friday, 17 December 2021
Relevant Scrutiny Committee:	No Relevant Scrutiny Committee
Report Title:	Recruitment and Selection Arrangements for the Director of Corporate Resources and Director of Place
Purpose of Report:	To set out the recruitment and selection arrangements for the post of Director of Corporate Resources and the Director of Place
Report Owner:	R Thomas, Managing Director
Responsible Officer:	R Thomas, Managing Director
Elected Member and Officer Consultation:	T Dickinson, Head of HR and OD L Bonni, Operational Manager Employee Services
Policy Framework:	The final decision of the Senior Management Appointments Committee will be referred for information to Council
<p>Executive Summary:</p> <ul style="list-style-type: none"> • The report sets out the recruitment and selection arrangements proposed for the position of Director of Corporate Resources and the Director of Place • That delegated authority be granted to the Head of Human Resources and Organisational Development, in consultation with the Managing Director and Leader of the Council to progress: <ul style="list-style-type: none"> ○ advertising for the two posts, ○ progressing the necessary arrangements for long-listing and any necessary assessment of candidates in advance of shortlisting, ○ drawing up a final short-list for interview, the interview of which will be undertaken by a future meeting of this Committee, and to, ○ agree costings and resource requirements relating to the processes required to pursue the recruitment and selection process 	

Recommendations

1. To approve the recruitment and selection arrangements at the meeting of the Committee.
2. That delegated authority be granted to the Head of Human Resources and Organisational Development, in consultation with the Managing Director and Leader of the Council, to progress:
 - a. advertising for the two posts,
 - b. progressing the necessary arrangements for long-listing and any necessary assessment of candidates in advance of shortlisting,
 - c. drawing up a final short-list for interview, the interview of which will be undertaken by a future meeting of this Committee, and to,
 - d. agree costings and resource requirements relating to the processes required to pursue the recruitment and selection process.

Reasons for Recommendations

1. To ensure the appointment is progressed in accordance with the requirements of the Council's constitution.
2. To allow matters to be progressed in advance of the final stage of recruitment.

1. Background

- 1.1 The Cabinet decision in response to the report of 12 May 2021 authorised the Head of Human Resources and Organisational Development in conjunction with the Leader to commission an external review of the Council's senior management arrangements. This was in the light of new legislation, the strategic demands of the Corporate Plan 2020-25 and learning from the delivery of services during the pandemic.
- 1.2 Following an objective procurement process this piece of work was commissioned from the Society of Local Authority Chief Executives (Solace), a not for profit organisation created to support local authorities on a range of Human Resources and Organisational Development projects.
- 1.3 At the Special Council Meeting held on 28th September 2021, it was resolved, in summary that the two Director jobs would be created, and a consultation process commence with staff.
- 1.4 Following the consultation process, which was held between 8th October and 8th November 2021, responses were received from a number of staff/teams.
- 1.5 These responses were presented to Full Council on the 6th December 2021.

- 1.6 It is now, therefore, necessary to commence the recruitment process and progress arrangements for the permanent appointment to these posts in accordance with the Council's normal recruitment and selection procedures.

2. Key Issues for Consideration

- 2.1 On the basis of the above it is proposed to advertise the posts (both internally and externally) as soon as practically possible. It is likely that this process will commence early during January 2022.
- 2.2 The current versions of the Role Profile for the two jobs are attached to this report. It is to be noted that the role profiles will be used to populate the recruitment pack in order to provide an attractive recruitment pack for candidates that will also contain written correspondence in relation to our corporate culture and values along with a detail person specification.
- 2.3 In order to expedite recruitment, the Committee is requested to delegate responsibility for agreeing the following to the Head of Human resources and Organisational Development in consultation with the Managing Director and Leader of the Council;
- Advertising
 - long-listing for any assessment process
 - subsequent shortlisting, in advance of the final interview with Senior Management Appointments Committee.
- 2.4 Human Resources will undertake an exercise to identify an appropriate assessment process and where necessary, engage an appropriate organisation to undertake assessment centre/psychometric testing ensuring best value for money.
- 2.5 If these delegations are agreed, the Senior Management Appointments Committee will be requested to conduct final interviews once a shortlist is arranged

3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?

- 3.1 This recruitment and selection exercise will be for two permanent appointments underlining the importance of these roles in managing the future direction of the Council.
- 3.2 The Well-being of Future Generations (Wales) Act will be considered fully during this exercise

4. Resources and Legal Considerations

Financial

- 4.1** It is requested that approval for costs associated with the recruitment exercise is delegated to the Managing Director in consultation with Human Resources colleagues and the Leader.
- 4.2** Appointment to this position will be on terms and conditions as prescribed by the Joint Negotiating Committee for Chief Officers of Local Authorities and on the current Director salary range of between £95,105 and £105,671

Employment

- 4.3** There are no employment issues

Legal (Including Equalities)

- 4.4** This recruitment process is compliant with Local Government, Employment and Equalities legislation
- 4.5** The recruitment process will be managed in accordance with the Council's equality proofed recruitment and selection policy and the provisions of the Local Authorities (Standing Orders) (Wales) Regulations 2014

5. Background Papers

Appendix A – Director of Corporate Resources - Role Profile

Appendix B – Director of Place - Role Profile

DIRECTOR OF CORPORATE RESOURCES ROLE PROFILE & RESPONSIBILITIES

MAIN PURPOSE OF POST

- The Director of Corporate Resources is responsible for the financial and performance management of the Council, the delivery of all professional support services and for championing customer service.
- This role is the Council's strategic lead on all matters relating to the allocation and prioritisation of resources across the Council through the annual budget setting process and ensuring value for money and continuous improvement throughout the system.
- This role has overall responsibility for all of the Council's professional and support services and platforms (e.g. customers services), performance improvement, programme delivery, performance and financial management, assurance and governance arrangements.
- The role will lead and direct the strategic delivery of a range of professional and advisory activities for the council ensuring they fully support the delivery of the Corporate Plan and support the effective operational delivery of services.
- The role will ensure that all professional and advisory services, including finance, procurement, business management, ICT and digital, policy, business transformation and programme management, legal and democratic and HR and OD functions support the strategy by delivering high quality, customer-focused services.
- The Director of Corporate Resources will lead the effective governance of the authority through development of corporate governance arrangements, risk management, reporting frameworks and corporate decision-making arrangements.
- They will oversee the development of a medium-term financial strategy and the annual budgeting process to ensure financial balance and a monitoring process to ensure its delivery. They will also ensure the Council's statutory responsibilities are delivered effectively within the remit of the role, specifically S151 and Monitoring Officer responsibilities, either directly or through delegation.
- The Director will provide leadership, management and direction to corporate transformation and change programmes. The Director will work with leadership colleagues and service teams to drive transformational change and improvement activity across the organisation and deliver organisational and service changes on time and to budget.

LEADERSHIP RESPONSIBILITIES

- To contribute towards the corporate management and leadership of the Council as a member of the Senior Executive Leadership Team, ensuring policy objectives are achieved and services planned, commissioned and delivered in an efficient and effective way.
- To act as lead Director on corporate areas of activity, policy and organisational development as required.
- To support the delivery of the Council's budget priorities and the effective use of the Council resources.
- To develop a culture of collaborative working relationships with colleagues from other agencies to ensure the effective delivery of services and management of resources.

STRATEGIC RESPONSIBILITIES

- To oversee an integrated suite of enabling services (finance, legal, ICT, policy, business transformation, HR, procurement etc.), that drives how the Council manages its finances, people, assets and third parties in support of the Council's Corporate Plan and so that they can deliver day to day and improve when its required.
- Developing and implementing the annual finance and business planning processes that enables the leadership team to set objectives and performance standards for the Council in line with the Corporate Plan.
- Curating and leading an integrated monthly performance management process that tests delivery against budget, objectives and performance standards as well as other relevant measures. The Director will also lead an integrated monthly assurance process that tests the Council's compliance with key statutory and other regulatory requirements.
- Acting as the client or client-side advisor for all corporate contracts and providing professional leadership for all commercial matters in the Council, providing advice, guidance and support to the Chief Executive and Members in their dealings with wholly owned and third-party commercial entities. This may include the effective and efficient running of the commercial activities of the Council, including the provision of specific operational services to partners and customers.

SERVICE RESPONSIBILITIES

- To co-ordinate the translation of the Council's vision and Corporate Plan into a framework of coherent and aligned strategies across the Council's support services
- To provide high-quality advice and insight for the Cabinet regarding the most effective models for support services to facilitate the outcomes stated in the

Council's Corporate Plan and their delivery together with other emerging priorities

- To take a lead role in the scoping and implementation of any alternative service delivery models for support services
- To lead the efficiency agenda across the Council ensuring synergies are identified and realised. Specifically to lead on the financial planning, HR, procurement, digital and business transformation delivery plan elements of the agenda.
- To identify and make the most of existing and potential synergies across the work of the Council's support service areas, plus those of existing or potential partner organisations, to deliver improved outcomes
- To assess the strategic and organisational impact of growing service demand, increased financial pressures and a commitment to the provision of improving services; and to advise on all of the options (including innovative responses) and associated implications
- To promote a strong culture of performance management across the Council and Resources Directorate to ensure high levels of performance, the meeting of performance targets and the continuous improvement and development of services.
- Effective co-ordination of resources across support services, improving service performance, whilst achieving budget control.
- Provide assurance to Cabinet, Chief Executive and Members that the quality of advice offered in relation to key strategic choices is of the highest quality. Ensuring compliance with legal, regulatory and best practice principles in the delivery of support service provision.
- To ensure that there are clear communications and well defined accountabilities within the Directorate.
- To explore opportunities to improve the effectiveness and efficiency of services through collaboration and partnership working and by pursuing external funding to support Directorate activities.
- To ensure a responsive customer focused approach in the delivery of services.
- To ensure that the principles of equality of opportunity are integrated and actively pursued across the Council and within the Directorate.
- To perform any other duties imposed by law, or which the Chief Executive may reasonably require.

DIRECTOR OF PLACE ROLE PROFILE & RESPONSIBILITIES

MAIN PURPOSE OF POST

- The Director of Place is responsible for setting clear and measurable priorities to create and share prosperity in the Vale of Glamorgan and achieve the Council's Corporate Plan. This will be done by defining and orchestrating a portfolio of activities to enhance town centres and neighbourhoods, so they are resilient, sustainable, inclusive, equitable, economically productive, and support good health and wellbeing.
- The role will identify opportunities to deliver the Council's strategic agenda and find means of realising the full value of those opportunities through direct action, securing the necessary resource, adapting policy, commissioning, clienting, and partner working.
- The role will work constructively and proactively with other areas of the Council and partners on the very highest quality of business planning, service design, investment and project implementation to ensure a relentless focus on delivering the strategic agenda and optimising the financial, economic, social and environmental return on investment for the Council and the people of the Vale of Glamorgan.
- It will achieve economic and physical growth of the region and ensure that the Council achieves its objectives in relation to carbon reduction and improvement of environmental outcomes.
- The Director of Place will play a lead role, alongside the Chief Executive, in ensuring the Council is an active partner in the Cardiff Capital Region and all initiatives and opportunities that emerge from regional and national collaboration.
- The role will lead the Council's approach to economic development, ensuring the economic foundations for improved lives in the Vale.
- The Director of Place will lead the Council's response to the climate emergency by reducing carbon emissions. This will be achieved through collaborative plans with support from businesses, partners and others to limit the climate crisis.

LEADERSHIP RESPONSIBILITIES

- To contribute towards the corporate management and leadership of the Council as a member of the Senior Executive Leadership Team, ensuring policy objectives are **achieved and services planned, commissioned and delivered in an efficient and effective way.**
- **To act as lead** Director on corporate areas of activity, policy and organisational development as required.
- To support the delivery of the Council's budget priorities and the effective use of the Council resources.
- To develop a culture of collaborative working relationships with colleagues from other agencies to ensure the effective delivery of services and management of resources.

STRATEGIC RESPONSIBILITIES

- To provide, with Senior Executive Leadership Team colleagues, leadership of the physical, social, technical and economic regeneration of the Vale of Glamorgan.
- To lead conceptualisation and delivery of the strategic vision as it relates to the future of the Vale, creating and delivering strategic and effective regeneration programmes to drive progress.
- To ensure effective leadership and delivery of all economic development activities whether through programme or project management to secure successful transformational change across the region.
- To embed appropriate governance, programme management and stewardship for delivery of capital programmes.
- To ensure partnerships are created, developed and maintained across the region and nationally in order to generate resources and opportunities which will secure growth and raise aspirations and opportunities.
- To determine the best models of service delivery, which deliver a high quality customer experience and achieves high quality performance as measured by national and other relevant benchmarking data. And where this involves change to the current delivery model, to then support the change for the organisation and staff in an effective manner.
- To build a cohesive management team and Directorate that supports and delivers the Council's vision to regenerate the Vale.
- To be an advocate for the Council, promoting and enhancing the Authority's image, forming strategic alliances and developing effective working relationships on a local, regional and national basis.

- To promote the Council's values and equal opportunities with communities, businesses and staff, through personal example, integrity, engaged leadership, open commitment and clear action.

SERVICE RESPONSIBILITIES

- Providing guidance and support to Elected Members to help them translate their political priorities into initiatives that deliver the intended outcomes for residents.
- Providing direction and leadership of economic, social and physical regeneration programmes across the Vale of Glamorgan by gathering and interpreting intelligence and ensuring strategies align to grant specifications.
- Leading the sourcing of partners and negotiating contracts that continually achieve value for money for the Council.
- Delivering excellent client, management and contract oversight of all external service providers, ensuring appropriate delivery levels are met.
- Working collaboratively with counterparts in neighbouring Authorities to drive forward regional regeneration and renewal plans.
- Providing clear leadership and management direction to achieve the operational delivery of the following services:
 - Area regeneration
 - Spatial planning and policy
 - Development Management
 - Strategic transportation strategy, planning and policy
 - Environmental sustainability and Climate Change
 - Business Support, Enterprise and Inward Investment
 - Major Project Management
- Developing comprehensive three-year service plans for each area that will underpin and support of the achievement of the Corporate Plan. Establishing governance procedures, clear objectives and performance monitoring for the above.
- Actively involving all parts of the community – individuals, community groups, businesses and organisations and working closely with regional bodies and government agencies.
- Setting and meeting exacting standards for regeneration, economic development, environmental quality and urban design, sustainable development issues, community engagement, environmental awareness, planning services, strategic

transport, programme and project management, inward investment and partnership development, all of which should be continuously monitored and reviewed.

- The delivery of services in support of:
 - Seeking funding opportunities
 - Making submissions for external funding bids
 - Managing the tender process against each project
 - Project management, including setting objectives, milestones and timetables and establishing the requirements and systems of monitoring these.
 - Putting in place training and support activities for the community and partners involved
 - Ensuring the integrity and quality of systems.
- Taking responsibility for ensuring that the co-ordination and integration of regeneration initiatives is taken forward and ensuring effective support is available.
- Ensuring compliance with any relevant statutory powers and enactments in particular with relation to statutory town planning functions.
- Setting the policy and strategic priorities for development and planning.
- Commissioning the delivery of outcomes through property use and transactions, capital works and economic development activities.
- Providing strategic leadership for the Council's strategies in relation to private and rented sector housing supply.
- Increasing jobs and boosting opportunities in the local economy by working with contractors committed to local job creation and encouraging them to use local labour.
- Ensuring all policy including the statutory planning policy framework supports the delivery of the Council's strategic agenda for inclusive economic growth.
- Continually looking for opportunities to increase 'inclusive growth' by working across the Council to enhance the skills and employability of residents and to develop its socio-economic strategies.
- Marketing and promoting the County in compelling ways to attract visitors, investors and businesses.
- Championing sustainability and ensure that regeneration plans and the maintenance of the physical environment support the development of a carbon neutral environment.
- Leading the Council's relationship with neighbouring Authorities, regional bodies and government agencies in the development of both County wide and Regional

regeneration and renewal plans.

- Providing leadership for defined expertise/professional disciplines to ensure that the Council accesses best practice and delivers quality outcomes for customers.
- To perform any other duties imposed by law, or which the Chief Executive may reasonably require.