

Meeting of:	<b>Senior Management Appointment Committee</b>
Date of Meeting:	<b>Tuesday, 06 December 2022</b>
Relevant Scrutiny Committee:	No Relevant Scrutiny Committee
Report Title:	Recruitment and Selection Arrangements for the Head of Resource Management and Safeguarding
Purpose of Report:	To ask the Committee to identify and confirm (following interview) a suitable candidate for appointment for the post of Head of Resource Management and Safeguarding
Report Owner:	L Carver, Director of Social Services
Responsible Officer:	L Carver, Director of Social Services
Elected Member and Officer Consultation:	Cabinet Member, Social Care & Health. M James - Lifecycle Manager
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"> <li>• This report sets out the final interview schedule for the above position.</li> <li>• Members are asked to identify and confirm (following interview) a suitable candidate for appointment.</li> <li>• A separate Part II report has been provided containing details of the shortlisted applicants at the Final Interview Stage including Application forms.</li> </ul>	

## **Recommendations**

1. To conduct interviews on Tuesday 6th December 2022 in relation to the post of Head of Resource Management and Safeguarding and to make a final determination to appoint a suitable candidate.
2. To delegate residual appointment details, as appropriate, to the Director of Social Services, if a suitable applicant is confirmed by members.

## **Reasons for Recommendations**

1. To ensure an appointment to the post is conducted in accordance with the Council's constitution.
2. To ensure that all Council functions are met within this area.

## **1. Background**

- 1.1 The Senior Management Appointment Committee met on 13th October 2022 and approved the arrangements to fill the position of Head of Resource Management and Safeguarding.
- 1.2 Members will recall that this position became vacant on 21st August 2022.
- 1.3 The purpose and remit of this Head of Service position were set out in a Cabinet report of the 6th February 2017 which facilitated a restructure in Social Services. The impact of the pandemic and the current shortages of care staff indicate that this post continues to be required. The grade, the terms and conditions along with the duties and responsibilities of the post will remain the same.
- 1.4 The role will continue to retain responsibility for substantial revenue budgets which are frequently under pressure, along with significant commissioning activities and be a member of the Social Services Directorate Management Team.
- 1.5 The Job Description and Person Specification can be seen in Appendix A.

## **2. Key Issues for Consideration**

- 2.1 In accordance with the prior approval of the Committee the post was advertised externally from 18th October 2022 to 8th November 2022.
- 2.2 Following an assessment process which included psychometric testing, an in-tray exercise and technical interview, the Director of Social Services, in consultation with colleagues also involved in that assessment, has identified candidate (s) that will be invited to the final interview stage with members. The details of those candidates are included in Part II of this report along with the application forms.
- 2.3 At the final interview stage, it is suggested that Members of this Committee interview the short listed applicant (s) and that Members then determine if any candidate is suitable for appointment to the post.
- 2.4 A list of the suggested questions and presentation topic will be circulated for consideration and determination by Members.
- 2.5 Interviews will be conducted under "Part II" provisions of Access to Information legislation.

- 2.6 Assessment forms will be provided at the Final Interview for Members to complete as part of the assessment.
- 2.7 Members are asked to delegate residual appointment details, as appropriate, to the Director of Social Services if a suitable applicant is confirmed by members.

### **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 a permanent appointment.
- 3.2 This post facilitates a number of collaborative and integrated arrangements with statutory and not statutory partners.
- 3.3 The Well-being of Future Generations (Wales) Act will be considered fully during this exercise.

### **4. Climate Change and Nature Implications**

- 4.1 There are no Climate Change and Nature Implications as a direct result of this report.

### **5. Resources and Legal Considerations**

#### **Financial**

- 5.1 The post is already included in the Social Services budget and so no additional funding is required.
- 5.2 For the information of members, the proposed Job Description and Person Specification were previously supplied to the Hay group who confirmed that the duties and responsibilities fall within the Council's published Head of Service grade/salary provisions.
- 5.3 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 Head of Service salary range of between £75,117 and £83,250.

#### **Employment**

- 5.4 There are no employment issues.

#### **Legal (Including Equalities)**

- 5.5 This recruitment process is compliant with Local Government, Employment and Equalities legislation.
- 5.6 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.

## **6. Background Papers**

Appendix A - Head of Resource Management and Safeguarding JD and PS

# Head of Resource Management and Safeguarding

## Job Description



<b>Job Title</b>	Head of Resource Management and Safeguarding	
<b>Post Reference</b>	V/CS/AA001	
<b>Grade</b>	Chief Officer (Head of Service)	
<b>Directorate</b>	Social Services	
<b>Location</b>	Dock Office, Barry	
<b>Responsible to</b>	Director of Social Services	
<b>Our Values:</b>	<b>Behaviour</b>	<b>What it means to us</b>
<b>AMBITIOUS</b>	Forward thinking, embracing new ways of working and investing in our future.	Ambitious is about challenging ourselves as individuals and as an organisation to do better and to change where required.
<b>OPEN</b>	Open to different ideas and being accountable for the decisions we take.	Open is about how we are transparent in our actions, decisions and communications ensuring openness and honesty with our colleagues, customers and communities.
<b>TOGETHER</b>	Working together as a team that engages with our customers and partners, respects diversity and is committed to quality services.	Together is about the ability of an individual to embrace teamwork, to share a common goal with colleagues and to work in collaboration with others.
<b>PROUD</b>	Proud to serve our communities and to be part of the Vale of Glamorgan Council.	Proud is about recognising the importance of highly valued and essential public services we provide to communities and individuals and the satisfaction someone gains in carrying out their role to the best of their ability.

### A Main Purpose of Post

- 1 Act as the Council's Head of Service for Resources Management, Safeguarding & Performance Division.
- 2 As a key member of the Social Services Management Team, contribute to the effective strategic management of the Social Services Directorate and promote and represent the work of the Council and our partner agencies.
- 3 Act as the Head of Service for the following service areas:
  - Safeguarding;
  - Performance (including Complaints);
  - Commissioning and Resources;



## Head of Resource Management and Safeguarding Job Description (continued)



- Training and Staff Development;
- Services for Carers;
- Reshaping Services and Collaborative Working; and
- Regional Working.

4 Deputise for the Director as required.

5 Deliver services that are effective, efficient and economic, that address the needs of the people of the Vale of Glamorgan, which are congruent with the Council's objectives and the Reshaping Services agenda.

6 Work with and support Cabinet Members, Scrutiny Members and all Elected Members in their Ward roles.

7 Work in partnership with other Council Services and external organisations to achieve common objectives in accordance with the Corporate Plan, Community Strategy and Directorate Plan.

### **B Corporate Responsibilities and Objectives**

8 Contribute to the effective strategic management of the Council and the Directorate of Social Services and promote and represent the work of the Council and our partner agencies.

9 Manage services and work with others in order to achieve improved performance and a culture of continuous improvement and encourage creativity and innovation in service delivery.

10 Manage services in line with the Council's performance management framework, to ensure high levels of performance, the meeting of performance targets and the continuous improvement and development of services.

11 Place the customer at the heart of service delivery, promoting a high standard of customer care and service delivery, and dealing with complaints rapidly and fairly.

12 Facilitate and participate in the introduction of policies, procedures and practice guided by themes of customer focus, integrity, continuous improvement, involvement and fairness.

13 Ensure a responsive citizen-focused approach in the planning, commissioning and delivery of services.

14 Plan, manage and control Service budgets, ensuring that services are provided cost effectively, with accountability to the Director of Social Services for ensuring that the budget is effectively controlled within the cash limits available.

15 Remain aware of changes in the external environment, which will affect the services including national and local trends, legislation and policy change.

16 Advise and inform elected members and prepare strategic plans / reports and ensure that all plans and reports arising from the Division are written to a high standard, ensuring that corporate requirements are met.

17 Attend and contribute to meetings of the Cabinet, Scrutiny and other Council meetings as appropriate.

18 Implement and comply with all corporate plans and strategies, including the Human Resources Strategy, Workforce Plan, Communications Strategy and Medium Term Financial Plan.



## Head of Resource Management and Safeguarding Job Description (continued)



### **C Operational Responsibilities**

- 19 Develop, lead and manage the Social Services Directorate function in relation to Safeguarding and Performance, Commissioning and Resources, Staff Development and Training, Residential Services and Collaborative Working and achieve the appropriate and agreed quality standards for the Division.
- 20 Provide and promote clear leadership and performance management within the service, ensuring the effective performance of all managers.
- 21 Maximise income and external funding opportunities in line with Council Policy.
- 22 Provide leadership and professional supervision / support to Operational Managers and other relevant staff in line with Council policy and regularly review and address their performance, training and development needs to achieve Directorate and Council priorities and aims.
- 23 Facilitate effective communication within the Division and other services and organisations, consulting stakeholders and Trade Unions.
- 24 Develop and maintain operational procedures to assist and guide staff to meet both statutory and Council policy requirements.
- 25 Oversee the management of sickness absence within the Service.
- 26 Ensure compliance with the Council's Financial Regulations, Standing Orders, Policies and Procedures.
- 27 Implement the principles of the Council's Equal Opportunity Policy while carrying out the above duties.
- 28 Adhere to Health and Safety legislation / relevant Council policies and procedures and to take reasonable care for the health and safety of yourself and other persons who may be adversely affected by your acts / omissions.
- 29 Implement the principles of the Council's Environment Policy while carrying out the above duties.
- 30 Report without delay any safeguarding concerns to the appropriate safeguarding officer.
- 31 Such other duties and responsibilities commensurate with the grade and in accordance with the general character of the job as may reasonably be required by the Chief Officer from time to time.

### **D Council-Wide Responsibilities**

- 32 Ensure compliance with the Council's Financial Regulations, Standing Orders, Policies and Procedures.
- 33 To implement the principles of the Council's Equal Opportunity Policy whilst carrying out the above duties.
- 34 To adhere to Health and Safety legislation / relevant Council policies and procedures and to take reasonable care for the health and safety of yourself and other persons who may be adversely affected by your acts / omissions.
- 35 To implement the principles of the Council's Environment Policy while carrying out the above duties.
- 36 To report without delay any safeguarding concerns to the appropriate safeguarding officer.
- 37 Such other duties and responsibilities commensurate with the grade and in accordance with the general character of the job as may reasonably be required by the Chief Officer from time to time.

# Head of Resource Management and Safeguarding Person Specification



<b>1. Experience</b>	<p><b>ESSENTIAL</b></p> <ul style="list-style-type: none"> <li>● Minimum 5 years experience of successfully managing at a senior level</li> <li>● Experience working in or with Social Care</li> <li>● Experience in either Commissioning, Safeguarding or Business Performance</li> <li>● Experience at a senior level of collaborative planning/working with other statutory, voluntary or private sector organisations</li> <li>● Experience of managing and mentoring staff</li> <li>● Extensive financial and resource management experience</li> <li>● Experience of working effectively across a range of agencies and professional boundaries</li> <li>● A track record of success in planning and delivering organisational change at a strategic and operational level</li> </ul>	<p><b>DESIRABLE</b></p>	<p><b>ASCERTAINED BY</b></p> <ul style="list-style-type: none"> <li>● Application Form</li> <li>● Interview</li> <li>● References</li> </ul>
<b>2. Knowledge</b>	<p><b>ESSENTIAL</b></p> <ul style="list-style-type: none"> <li>● Strong understanding of government policy and the key strategic initiatives and partnership frameworks within Social Services.</li> <li>● An excellent understanding of implications of the Social Services and Well-being Act 2014.</li> <li>● Demonstrable understanding of corporate governance principles.</li> </ul>	<p><b>DESIRABLE</b></p> <ul style="list-style-type: none"> <li>● Knowledge of project management principles</li> </ul>	<p><b>ASCERTAINED BY</b></p> <ul style="list-style-type: none"> <li>● Application Form</li> <li>● Interview</li> <li>● References</li> </ul>
<b>3. Skills and Aptitudes</b>	<p><b>ESSENTIAL</b></p> <ul style="list-style-type: none"> <li>● Excellent oral and written communication skills</li> <li>● Capacity to think strategically, prioritise effectively and to present effectively at senior decision-making levels</li> <li>● Effective people and performance management skills</li> <li>● Ability to negotiate and influence outcomes consistent with meeting the needs of the service users in the most effective and efficient way</li> </ul>	<p><b>DESIRABLE</b></p> <ul style="list-style-type: none"> <li>● Proven ability to understand and manage complex issues and environments</li> <li>● Ability to deal with the media</li> <li>● Spoken or written Welsh Language</li> </ul>	<p><b>ASCERTAINED BY</b></p> <ul style="list-style-type: none"> <li>● Application Form</li> <li>● Interview</li> <li>● References</li> </ul>





# Head of Resource Management and Safeguarding Person Specification (continued)

	<ul style="list-style-type: none"> <li>● Effective organisational skills</li> <li>● Numerical, literacy and reasoning skills</li> <li>● Clear understanding and proven ability to manage all aspects of risk</li> <li>● Excellent interpersonal and influencing skills both within and across organisational and professional boundaries</li> <li>● Proven track record in producing coherent and accessible service plans and progress reports</li> </ul>		
<p><b>4. Qualifications and Training</b></p>	<p><b>ESSENTIAL</b></p> <ul style="list-style-type: none"> <li>● Degree or equivalent</li> <li>● Ability to demonstrate lifelong learning and continuous development</li> </ul>	<p><b>DESIRABLE</b></p> <ul style="list-style-type: none"> <li>● Masters or equivalent</li> <li>● Management qualification</li> </ul>	<p><b>ASCERTAINED BY</b></p> <ul style="list-style-type: none"> <li>● Certificates</li> </ul>
<p><b>5. Attitude, Motivation &amp; Personal Attributes</b></p>	<p><b>ESSENTIAL</b></p> <ul style="list-style-type: none"> <li>● Ability to represent the Council at the most senior level</li> <li>● Able to prioritise and work to deadlines</li> <li>● Can work effectively with people with diverse skills, abilities and experience</li> <li>● Commitment to team working</li> <li>● Self motivated, proactive and innovative</li> <li>● Demonstrate a confident, assertive but empowering style of leadership</li> <li>● Drive for results</li> <li>● Resilience</li> <li>● Championing innovation and change, with a focus on citizens and value</li> </ul>	<p><b>DESIRABLE</b></p> <ul style="list-style-type: none"> <li>● Flexible and adaptable</li> </ul>	<p><b>ASCERTAINED BY</b></p> <ul style="list-style-type: none"> <li>● Application Form</li> <li>● Interview</li> <li>● References</li> </ul>

# The Vale of Glamorgan Council

## About us



In 2021 we published our Culture Book. This book was designed as an alternative to an employee handbook, as a guide to 'how we do things around here' with a focus on the ethos of the organisation - our vision and values.

It reminds us, and tells future employees, who we are, what we do, how we do it and why we do it. Our culture is defined through the contribution of every single one of us. It illustrates what it means to be an employee of the Council through shared values, beliefs, and behaviours. Sharing our stories in this book brings these things to life and gives us the opportunity to reflect on the way in which we are influenced by our four organisational values: Ambitious, Proud, Open, Together.

### About our vision

Councils play a pivotal role in ensuring essential services reach every member of our society and our Corporate Plan sets out an ambitious agenda for the Vale of Glamorgan Council for until 2025.

Our plan places great emphasis on collaboration and working in partnership. It is only by working together, listening and respecting each other that we can successfully meet the many challenges facing our communities and public services today. Our commitment to partnership working is wide ranging, including working with families, children and young people, our partners in health, the police and the fire service as well as other public sector bodies, the third sector, town and community councils and our communities.

In delivering our plan and building on what we have already achieved we are confident we can successfully deliver the Council's vision of - 'Strong Communities with a Bright Future'.

### About the Vale

The Vale of Glamorgan is home to the most southerly point in Wales. It includes vibrant towns, rural villages, and is fringed by the spectacular Heritage Coast.

Barry is a vibrant coastal town with a bustling High Street and the Goodsheds and Innovation Quarter - a shopping, eating and relaxing destination. Barry Island is famous for golden beaches, family amusements, and its colourful beach huts.

Penarth sits opposite Cardiff Bay and is an elegant seaside town with a Victorian pier, Art Deco Pavilion, and modern Marina. Splendid parks link the coast to the traditional town centre with its independent shops and arcade.

Cowbridge is considered one of Wales' most fashionable places and features independent shops and cafés, historic buildings and a Physic Garden. Nearby are historic castles and the beautiful countryside beyond is home to award-winning food and drink producers.

The historic market town of Llantwit Major is packed with interesting buildings and a fine collection of Celtic carved stones at St. Illtud's Church. Nearby, 14 miles of unspoilt Glamorgan Heritage coastline offer cliff-top walks and beaches fit for rockpooling, surfing and sandcastles.

Penarth



Cowbridge



Llantwit Major



The Heritage Coast

