

Meeting of:	<b>Senior Management Appointment Committee</b>
Date of Meeting:	<b>Friday, 07 July 2023</b>
Relevant Scrutiny Committee:	No Relevant Scrutiny Committee
Report Title:	Recruitment and Selection Arrangements for the Head of Digital
Purpose of Report:	To set out the recruitment and selection arrangements for the post of Head of Digital
Report Owner:	Tom Bowring, Director of Corporate Resources
Responsible Officer:	Tom Bowring, Director of Corporate Resources
Elected Member and Officer Consultation:	The Council's Strategic Leadership Team, Corporate Resources Directorate Management Team and direct line reports to the Director of Corporate Resources have been consulted on proposals to create the post of Head of Digital. Cabinet will also be considering a report relating to this post at its meeting on 6 <sup>th</sup> July, 2023.
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>• The report sets out the recruitment and selection arrangements proposed for the position of Head of Digital</li> <li>• The report recommends that delegated authority be granted to the Director of Corporate Resources, in consultation with the Head of HR &amp; OD and the Leader to progress: <ul style="list-style-type: none"> <li>• advertising this position,</li> <li>• progressing the necessary arrangements for long-listing and any necessary assessment of candidates in advance of shortlisting,</li> <li>• drawing up a final short-list for interview, the interview of which will be undertaken by a future meeting of this Committee, and to,</li> <li>• agree costings and resource requirements relating to the processes required to pursue the recruitment and selection process.</li> </ul> </li> </ul>	

## **Recommendations**

1. It is recommended that Senior Management Appointments Committee approve the recruitment and selection arrangements at this meeting of the Committee as described in the body of this report.
2. It is recommended that delegated authority be granted to the Director of Corporate Resources, in consultation with the Head of HR and Leader to progress:
  - a. advertising this position,
  - 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 position is a new post which relates to the structure, capacity and ways of working for the Corporate Resources directorate that will be subject to Cabinet consideration at its meeting of 6th July, 2023.
- 1.2 This new service area reflects the draft Digital Strategy, reflecting the need for a senior lead for digital for the Council. This new Head of Service will be responsible for overseeing the delivery of the digital strategy. This service area will be formed from the existing ICT, Customer Relations and Business Improvement departments/teams. No immediate changes to the team structure or any existing roles beneath the new Head of Service are proposed.
- 1.3 It is now, therefore, necessary to commence the recruitment process and progress arrangements for the permanent appointment to this post 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 post (both internally and externally) as soon as practically possible. It is likely that this process will commence in July 2023.
- 2.2 The current version of the Job Description and Person Specification is attached.

- 2.3** In order to expedite recruitment, the Committee is requested to delegate responsibility for agreeing the following to the Director of Corporate Resources in consultation with the Head of HR and Leader;
- 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.
- 2.6** Given the time of year and seniority of the post, the following timeline is being worked towards. Consideration is being given to the assessment arrangements, including involving external advisory participants and a series of internal stakeholder panels alongside a formal long-listing interview.
- 10<sup>th</sup> July – 16<sup>th</sup> August - Advertising of position to maximise exposure  
w/c 21<sup>st</sup> August – finalise shortlisting of candidates  
4<sup>th</sup> September – Candidate Assessment Centre  
8<sup>th</sup> September – Senior Management Appointments Committee

The above timescales maybe subject to change, depending on availability of candidates.

### **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 one permanent appointment.
- 3.2** The Well-being of Future Generations (Wales) Act will be considered fully during this exercise and the overall proposals for changes to the ways of working and structure of the directorate have been developed to ensure the Council is in a strong position to realise the ambitions of the Corporate Plan and Annual Delivery Plan. The Directorate is a key enabler for the delivery of the Council's wellbeing objectives and the Head of Digital position is inextricably linked with the capacity and capability to devise, develop and deliver the Council's strategic agenda.
- 3.3** The new directorate structure is intended to put the Council in a strong position in the longer-term, with existing resources being repurposed to provide a sustainable structure. The new operating model demonstrates an integrated

approach to service delivery, with complementary areas of the organisation working together collaboratively to deliver key pieces of work.

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

**4.1** There are no climate change or nature implications as a result of this report.

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

### **Financial**

- 5.1** It is requested that approval for costs associated with the recruitment exercise is delegated to the Director of Corporate Resources in consultation with the Head of Human Resources and the Leader.
- 5.2** 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 Head of Service salary range of between £77,747 and £86,164.
- 5.3** The cost of recruitment will be met from existing budgets. The costs of the Head of Digital post will be met from the Corporate Resources budget, following the award of a cost pressure for additional capacity made as part of the 2023/24 revenue budget setting process.

### **Employment**

**5.4** The employment issues are described in the body of this report.

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

- 5.5** The recruitment process will be 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 Digital Job Description and Person Specification

## Head of Digital Job Description and Person Specification

<b>Job Title</b>	Head of Digital
<b>Post Reference</b>	TBC
<b>Grade</b>	Head of Service
<b>Directorate</b>	Resources
<b>Location</b>	Civic Offices & Remote Working
<b>Responsible to:</b>	Director of Corporate Resources
<b>Responsible for:</b>	ICT, Business Improvement, Customer Relations

<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 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

## **Job Description:**

As the Head of Digital, you will:

### **Strategic Direction:**

- Lead the ongoing development and implementation of the digital strategy that contributes to the transformation programme and aligns with the Council's Corporate Plan and Annual Delivery Plan; exploring and implementing innovative digital solutions that improve our efficiency, enhance customer experience, and deliver value for money.
- Develop and maintain a comprehensive digital roadmap, in line with the needs and aspirations of the Council and our local community.
- Ensure effective delivery of digital projects and programs, including the development of project management methodologies and processes.
- Develop and implement business improvement strategies that support the delivery of high-quality services, including identifying opportunities for process improvements, automation, and new technologies.
- Drive process improvements and customer service enhancements by identifying opportunities to enhance digital interactions and customer experience.
- Champion a customer-focused culture across the organisation, ensuring that digital services are designed and delivered to meet the needs and expectations of our diverse communities, and align with our core values of being open, together, proud, and ambitious.

### **Leadership:**

- Lead and manage ICT, Business Improvement, and Customer Relations teams, inspiring and driving forward a customer-focused, values driven culture across the service area.
- Deliver an operating model to support the digital strategy and digital transformation program, ensuring that all systems and technologies are fit for purpose, and that the teams have the necessary skills and resources to deliver against the digital roadmap.
- Create and communicate clarity of direction and purpose for staff at all levels in the context of the strategic aims and ambitions of the Council. Lead, direct and inspire people within the Corporate Resources Directorate and across the Council to deliver great results. Ensure processes are in place for identifying and developing talent at all levels.
- Promote a strong culture of performance management to ensure high levels of performance, the meeting of performance targets and the continuous improvement and development of services.
- Look for opportunities within directorate to innovate and transform the operation of the functions to deliver continuous improvement and evolve the functions to meet the changing opportunities and challenges faced by the Council.
- Through own behaviours, be a role model for the leadership behavioural competencies; promoting and supporting the embedding of the Council's values and behavioural competencies throughout all levels of the organisation to build the organisation's culture.

- Work with colleagues to establish and embed an organisation culture that supports and promotes the right behaviours and performance to ensure the delivery of outcomes that meet the Corporate Plan and strategic objectives of the Council.

### **Operational Excellence:**

- Foster strong relationships with internal and external stakeholders, such as Senior Leaders, elected members, key partners, and service users.
- Collaborate with colleagues across the organisation to identify opportunities for digital innovation and transformation.
- Develop and maintain a strong network of industry contacts, keeping up to date with the latest developments in digital technology and best practice. You will be at the forefront of emerging digital trends and will identify opportunities for their application within the organisation.
- Ensure that all digital services are developed and delivered in accordance with relevant legislation (e.g. GDPR) and best practice standards.
- Ensure compliance with relevant legislation and best practice standards, keeping abreast of emerging trends and technologies to drive innovation and transformation, whilst managing the risks associated with digital activities.
- Provide expert advice and guidance on digital matters to the senior leadership team and elected members, ensuring they are informed and engaged with digital transformation activities.
- Monitor and report on the performance of digital and change initiatives, using data to track progress, celebrate success and identify further opportunities for improvement.

### **General Duties**

- Ensure a responsive customer focused approach in the planning, commissioning, and delivery of services.
- Explore opportunities to improve the effectiveness and efficiency of services through collaboration and partnership working.
- Facilitate and participate in the introduction of policies, procedures, and practice to support the achievement of the objectives of the Council.
- Ensure that the principles of equality of opportunity are integrated and actively pursued both within the Directorate and in all areas of service provision.
- Ensure continuing compliance with Council policy, procedure and legislation including those related to the management of employees, health and safety, customer relations, safeguarding, information, equalities, the environment, and those specifically set out in Financial and Contract Procedure Rules.

In addition to the duties set out above, the postholder will be required to undertake such additional duties which may result from changing circumstances, but which may not of necessity change the general character or level of responsibility accorded to the post.

Person Specification

		Essential	Desirable	Ascertained by
1.	Experience	<ul style="list-style-type: none"> <li>• Significant experience of delivering successful digital transformation within a large, complex organisation, ideally at a senior level.</li> <li>• Experience of managing IT, project delivery, and customer service functions, with a strong understanding of the relationship between these areas.</li> <li>• Significant experience of leading mixed discipline teams, demonstrating ability to build a customer-focused culture of innovation, improvement, and effectiveness.</li> <li>• Experience of building high performing teams and providing inspirational leadership to the wider organisation that drive a high-performance culture.</li> <li>• Strong commercial acumen, with experience of managing budgets and supplier relationships.</li> </ul>	<ul style="list-style-type: none"> <li>• Local Government and/or Public Sector experience.</li> <li>• Experience of working with Elected Members and of dealing with politically sensitive issues.</li> <li>•</li> </ul>	<p>Application Form</p> <p>Interview</p>



		Essential	Desirable	Ascertained by
2.	Knowledge	<ul style="list-style-type: none"> <li>• Excellent knowledge of digital technologies and trends, and the ability to identify opportunities for their application within the Authority.</li> <li>• Excellent knowledge of project management methodology, with experience of leading large-scale, complex digital initiatives.</li> <li>• A good understanding of relevant legislation and best practice standards in managing the risk of digital projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of the current Local Government landscape and the challenges facing Local Authorities in Wales.</li> </ul>	Application Form Interview
3.	Skills and aptitudes	<ul style="list-style-type: none"> <li>• A strategic thinker, with the ability to develop and implement innovative digital strategies that support the achievement of organisational objectives.</li> <li>• Excellent leadership skills, able to provide clarity to your team on the vision and purpose of their work.</li> <li>• Strong track record of building and nurturing productive working relationships, able to influence at the most senior levels both inside and outside the organisation.</li> <li>• Highly effective communication skills, able to influence others with impact and professional credibility, with the ability to communicate complex technical information to non-technical stakeholders</li> <li>• Dedicated to professional development and keeping abreast of digital trends</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	Application Form Interview

		Essential	Desirable	Ascertained by
4.	Qualifications and training	<ul style="list-style-type: none"> <li>Relevant L7/Degree Qualification or equivalent experience</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	Application Form
5.	Attitude and motivation	<ul style="list-style-type: none"> <li>Highly motivated senior leader, able to act as a role model to team members and peers.</li> <li>Adaptable and flexible to meet a variety of challenges.</li> <li>An inspiring leader, able to engage team members to deliver exception performance in a challenging environment.</li> <li>Innovative, change champion, who is happy to challenge the status quo to deliver on strategic objectives and solve problems.</li> <li>A passionate role model of the values of the Council.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	Interview
6.	Other (please specify)	<ul style="list-style-type: none"> <li>Personal and professional credibility</li> <li>Drive, energy, and enthusiasm to sustain an extensive agenda.</li> <li>Capacity to work outside of normal office hours and attend evening meetings as and when required.</li> <li>Ability to drive/travel throughout the Vale or between locations as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Ability to speak / learn Welsh</li> </ul>	Application Form Interview