

## GWŶS Y CYNGOR

Rydych dan wŷs trwy hyn i ddod i gyfarfod CYNGOR DINAS A SIR ABERTAWA i'w gynnal yn Siambr y Cyngor, Neuadd y Ddinas, Abertawe Dydd Iau, 7 Ebrill 2016 am 5.00 pm

Cynigir trafod y materion canlynol:

1. Ymddiheuriadau am absenoldeb.
2. Datgeliadau o fuddiannau personol a rhagfarnol.  
[www.abertawe.gov.uk/DatgeliadauBuddiannau](http://www.abertawe.gov.uk/DatgeliadauBuddiannau)
3. Rhyddid er Anrhydedd Dinas a Sir Abertawe i Mel Nurse. 1 - 3
4. Strwythur Uwch-reolwyr. 4 - 25
5. Gwahardd y cyhoedd. 26 - 29
6. Prif Swyddog Gwasanaethau Cymdeithasol - Ymddeoliad Cynnar. 30 - 34



Patrick Arran  
Pennaeth Gwasanaethau Cyfreithiol a Democrataidd  
Canolfan Ddinesig  
Abertawe  
**Dydd Mercher, 30 Mawrth 2016**  
I: Bob Aelod o'r Cyngor

## Report of the Leader of the Council

Extraordinary Council – 7 April 2016

### HONORARY FREEDOM OF THE CITY & COUNTY OF SWANSEA TO MEL NURSE

<b>Purpose:</b>	To consider whether to confer the honorary freedom of the City & County of Swansea
<b>Policy Framework:</b>	None
<b>Reason for Decision:</b>	To bestow the Honorary Freedom of the City and County of Swansea to Mel Nurse
<b>Consultation:</b>	Legal, Finance and Access to Services. Group Leaders and Deputies have also been consulted.
<b>Recommendation(s):</b>	It is recommended that:  1) The Council confer Honorary Freedom of the City & County of Swansea on Mel Nurse in recognition of his contribution to sport and the city, specifically his key involvement and leadership in saving Swansea City Football Club.
<b>Report Author:</b>	Jo-anne Cutler
<b>Finance Officer:</b>	Carl Billingsley
<b>Legal Officer:</b>	Stephanie Williams
<b>Access to Services Officer</b>	Rhian Millar

#### 1. Introduction

Mel Nurse was born on October 11, 1937 and grew up in Alice Street, Cwmdru, where an incredible seven residents would go on to play for Wales including John and Mel Charles, Len O'Shea, Ernie Jones and Jackie Roberts.

At the age of 15 he decided to become a footballer and four clubs wanted to sign him but he wanted to stay in Swansea.

His playing career included playing for Swansea Town (1955—1962), Middlesbrough (1962—1965), Swindon Town (1965—1968), Swansea City (1968---1971) and many of the Welsh league teams.

He scored 257 league appearances in two stints for Swansea, the former centre-back also put in 12 appearances for Wales.

Mr Nurse invested in property and owned many of the B&B's along Oystermouth Road, Swansea as well as many properties in the city. He currently runs the Seahaven Hotel.

After finishing his career as a football player, he became a Director of the football club, and continued to support the club through financial difficulties, and at times, personally paying the bills and wages.

In 2002, Mr Nurse, known as 'Mr Swansea' to many fans used his business know-how and his personal financial support, to set up a consortium to save Swansea City Football Club from financial extinction and bought the club's debts to save it from administration.

Mr Nurse has been a player of distinction, passionate supporter and a vital saviour to Swansea City, his beloved home town football club. Mr Nurse is a true local hero who has played a vital role in the current success of Swansea City.

## **2. Section 249 of the Local Government Act 1972.**

2.1 Under section 249 of the Local Government Act the Council may by a resolution passed by not less than two thirds of the members voting thereon, admit to be an Honorary Freeman person of distinction and persons who have, in the opinion of the Council rendered eminent service to the County.

2.2 In the past similar honours have been bestowed by the Council and its predecessors on The Welsh Guards, The Royal Welsh Regiment (Royal Welch Fusiliers) and its antecedent regiments, HM Coastguard, RNLi, former President Jimmy Carter, the late Lord Callaghan, the late John Charles, HMS Scott, The Archbishop of Canterbury, 1<sup>st</sup> The Queen's Dragoon Guards, and more recently 215 (City of Swansea) Squadron.

## **3. Ceremony Arrangements**

3.1 It is proposed that the ceremony will be held at an ceremonial meeting of the Council to be held at the Council Chamber, The Guildhall, Swansea on at 4.00 p.m. on 28 April 2016.

## **4. Equality and Engagement Implications**

4.1 None.

**5. Financial Implications**

The cost of the proceedings, including a Freedom Scroll, will be met from the Corporate Promotions budget.

**6. Legal Implications**

The power to grant Honorary Freedom of the City and County of Swansea is contained in Section 249 [5] of the Local Government Act 1972.

**Background Papers:** None

**Appendices:** None

# Agenda Item 4.

## Report of the Chief Executive & Director of Place

Extraordinary Council – 7 April 2016

### SENIOR MANAGEMENT STRUCTURE

<b>Purpose:</b>	To propose a senior Management Structure that is fit for purpose.
<b>Policy Framework:</b>	None.
<b>Reason for Decision:</b>	To allow consultation to proceed.
<b>Consultation:</b>	Legal, Finance and HR.
<b>Recommendation(s):</b>	<ol style="list-style-type: none"><li>1) Approve the structure, subject to the consultation below, as detailed in the report</li><li>2) Authorise the Chief Executive to consult all affected staff</li><li>3) Subject to (2) identifying no significant change authorise the Chief Executive to implement the structure.</li><li>4) Note the reduction of senior posts and the consequent annual full year saving of just over £300k.</li><li>5) Require the Chief Executive to report back on any 'change costs' and the allocation of duties 'post' consultation.</li></ol>
<b>Report Author:</b>	Phil Roberts
<b>Finance Officer:</b>	Ben Smith
<b>Legal Officer:</b>	Tracey Meredith
<b>H.R. Officer:</b>	Deb Yeates

#### 1. Background.

The current Chief Executive, Jack Straw, will leave on 30<sup>th</sup> May 2016. Council on 26<sup>th</sup> November 2015 resolved that an interim Chief Executive be appointed on an internal basis ring fenced to the existing Directors

On 28<sup>th</sup> January 2016 Council appointed a Chief Executive for the period 1<sup>st</sup> June 2016 until 31<sup>st</sup> May 2017 in accordance with the Local Authorities (Standing Orders) (Wales) Regulations 2006 as amended. The resolution was made in order to provide a level of stability leading up to the local government elections in 2017 after which a permanent appointment can be made. Until that time the Chief Executive will need to be appointed annually.

The Director of Corporate Services will be leaving on 15 May 2016 and this further underlines the need for stability in the period leading up to the local government elections in 2017.

In setting the revenue budget for 2016/17 Council has agreed a target for management savings of £3 million rising to £5 million from 2017/18.

The combination of these issues necessitates a review of the Council's senior management structure which must be implemented as soon as possible to reduce the impact of instability on the organisation.

It is worth noting that in 2007 the structure at 1<sup>st</sup> and 2<sup>nd</sup> tier comprised 33 posts, in 2008 32 and presently 24. The key once again is to balance economy with the capacity and capability to be effective.

Finally whilst structure is an important component in establishing fitness for purpose other factors such as culture, values and clarity of priorities interact to determine ultimate performance.

## **2. Context.**

Local Authorities operate in a complex political, partnership and citizen focussed environment. This section of the report sets out some of the myriad of considerations. There are of course others.

### **2.1 Key considerations.**

Over the next two years,

- Budgets will continue to reduce dramatically in real terms , perhaps by 20% as austerity measures are reflected in future Revenue Support Grant settlements;
- Management savings must be made to contribute to meeting the budget targets. However, given the departure of 2 of the 4 most senior managers in the Authority there is a real need for stability for at least the next 12 months;
- The Council must ensure that resources are allocated in accordance with the established corporate priorities, namely
  - o Safeguarding
  - o Pupil Attainment
  - o Poverty
  - o City Centre and Economy
  - o Building Sustainable Communities
- The proposals for the reorganisation of local government in Wales are likely to become clearer following the Welsh Assembly elections in May this year;

- The Council's major transformation programme, Sustainable Swansea, must continue to be driven in order to transform services and modernise the organisation;
- The process of commissioning reviews is key to this and resources must be in place to ensure that the process and implementation of reviews is carried out effectively;

## 2.2 Organisational Context.

As stated earlier, structure is only one aspect of the organisation which contributes to fitness for purpose. However along with culture, values and others it is an important contributor to how we work and ultimately our performance.

The internal reasons for structural change are many but the key areas can be summarised;

- The need to deal with the imminent departures of the current Chief Executive and Director of Corporate Services, whilst maintaining the progress made in improving services and driving forward transformation;
- The financial environment is severe. The Council has set a challenging budget for 2016/17 and an ambitious Medium Term Financial Plan. This will need major focus and significant effort if it is to be managed effectively;
- To create a focus on themes, portfolios and priorities which promotes the **Team Swansea** approach between members and officers;
- Cabinet has agreed a new model for business support and senior management arrangements will need to change to deliver this.
- To create the capacity for National and Regional Collaborative working and to raise the profile of the City and the Council in Wales, UK, Europe and beyond;
- To further establish the Head of Service level as responsible for operational activity, performance and customer focus;
- Create capacity for change, and a focus on the Council's priorities;
- to further foster innovation at all levels of the organisation;

## 3. The Proposed Structure.

### 3.1 Overall.

There are four themes underlying the approach to structural re-organisation.

### **3.2 The need to maintain stability given the imminent departure of key officers**

The previous review of senior management structures established the Place and People Directorates. The changes have taken time to bed in but are now firmly embedded and bearing fruit. The recent inspections by ESTYN, CSSIW, WAO and the WLGA Peer Review all highlight the effectiveness of the corporate arrangements and the quality of services provided by the Council. The existing Head of Service structure in the People directorate has operated effectively and should for the time being be retained.

However, as highlighted above this situation is fragile for all councils and the financial challenges that face us need to be managed effectively with robust and experienced management at director level.

It is therefore proposed that the existing directorates of Place and People be retained and that a Director of Resources is appointed on an interim basis for a minimum period of 12 months. This post should carry the section 151 officer responsibility.

The Monitoring Officer function will remain with the Head of Legal & Democratic Services pending the implementation of the Business Support review.

### **3.3 The need to ensure that the Sustainable Swansea Programme is delivered.**

The Sustainable Swansea programme is central to transforming the organisation over the next 12-24 months. A transformation presence is needed on Executive Board with sufficient seniority to drive forward changes which may well encounter resistance from parts of the organisation.

It is therefore proposed that a Chief Officer for Transformation post is established as a member of the Executive Board.

A new model of business support has been agreed by Cabinet and we are now implementing this to modernise the Council. This has been driven by the current Corporate Director (Corporate Services) within a very tight timescale given the financial targets within the Sustainable Swansea programme for business support rationalisation. It will require a restructuring of the Heads of Service within the current Corporate Services directorate. The proposal is for the business change, information, ICT and project/programme management functions to be managed by the Chief Transformation Officer. The promotion of the digital agenda for the modernised delivery of customer services will be a key challenge for this post.

The post of Head of Legal & Democratic Services will be retained subject to further review as part of the business support implementation process and the duties will ultimately form one of the longer term replacement posts.



The delivery of transactional and back office services will be overseen by the Head of Services Centre.

The current review of Business Support has identified that in addition to establishing a Head of Services Centre to deliver central transactional services there will also need to be a Head of Service to oversee Business Intelligence and a Head of Strategy & Performance. These posts will undertake the functions currently carried out by the Head of Legal & Democratic Services, the Head of Communications & Customer Engagement, the Head of HR & OD, the Head of Commercial Services and the Head of Information & Business Change.

In addition resources must be in place to deliver the implementation of the commissioning reviews that are currently in progress; specifically in the areas of Adult Social Services and Education. This is being addressed by increasing the capacity at Principal Officer level through the Transformation Fund.

The most advanced commissioning review to date is that of Cultural Services and the implementation of this will be challenging. It will require almost the full time attention of the Head of Cultural Services and inevitably lead to further changes in the management structure when it is fully implemented.

#### **3.4 The need to make savings in management costs**

In approving the revenue budget the Council has set a target for management savings of £3 million for 2016/17, rising to a cumulative £5m by 2017/18. This target must be met if we are to avoid further reductions to front line services.

The need for stability in the senior management structure is recognised. However, whilst the review will impact on the broader management cadre in the organisation, it is essential that reductions are made at the most Senior Management level to contribute towards this testing target.

An Interim Director for Place has been appointed. It is proposed that the post of Chief Operations Officer is not filled and that the Director of Place will continue to be responsible for Corporate Building and Property Services, albeit with appropriate acting up arrangements at the tier below the Heads of Service. This will save one senior post.

The implementation of the Business support Review will result in a reduction of two posts from the Corporate Service Directorate.

Overall the number of senior posts will reduce from 24 to 21 with a financial saving of £306,000 including on costs in a full year (and excluding all initial restructuring and transition costs)

### 3.5 The need to retain the focus on delivering services and priorities

It is essential that resources are allocated in the most efficient way to deliver the corporate priorities of the Council, namely;

- Safeguarding
- Pupil Attainment
- Poverty
- City Centre and Economy
- Building Sustainable Communities

Progress in social care and education must be maintained. There are no proposals to change the senior management structure for social services.

The Head of Poverty & Prevention post should be retained, albeit with a review of the functions within that service.

The post of Chief Education officer should be maintained. The current Head of Service structure in education will in time need to change as a consequence of the review of Business Support and the centralisation of financial strategy and operations.

The key corporate priority for the Place Directorate remains the regeneration of the City Centre and the wider City economy. Substantial progress has been made towards achieving this objective over the last 12 months. It is proposed that the post of Head of Economic Regeneration and Planning is renamed Head of City Regeneration and Planning. Additional resources will need to be allocated to City Regeneration at the management layer below the Head of Service and this issue is currently being addressed by the Executive Board. The regeneration of the City Centre will be one of the personal objectives of the Chief Executive for the first twelve months in post.

An emerging element of the Building Sustainable Communities priority is the delivery of affordable housing through the More Homes project. This will have a significant resource requirement, require structural change in Housing and Corporate Building Services and will need to be a personal objective for the Interim Director of Place.

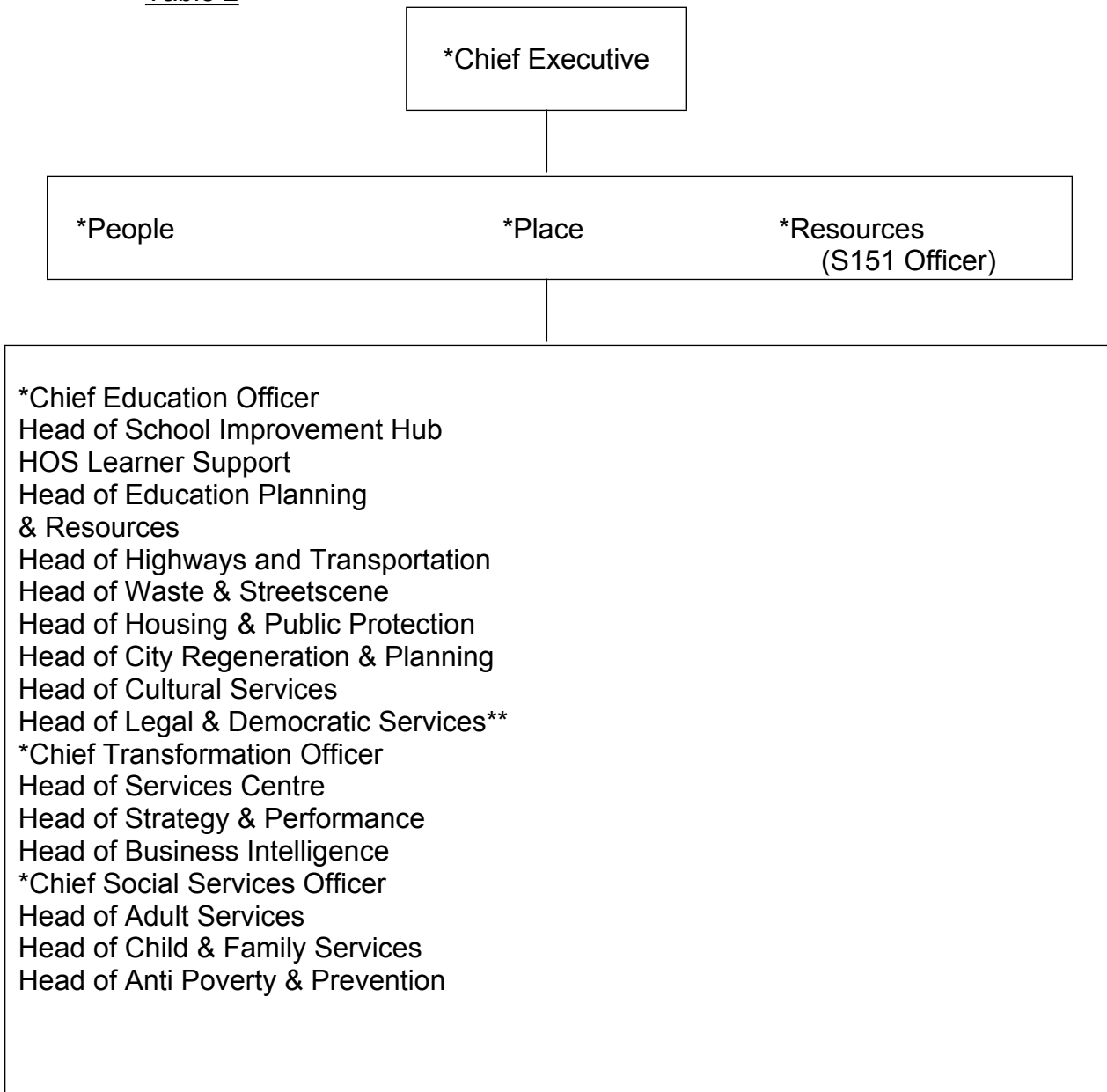
Table 1 details the themes and strategic leads for the Chief Executive and Directors of People, Place and Resources

**Table 1**

<p><b><u>Chief Executive</u></b></p> <p><u>Themes</u></p> <ul style="list-style-type: none"> <li>Partnership (LSB)</li> <li>Regional/National working</li> <li>External relations</li> <li>Governance</li> <li>Performance</li> <li>City Regeneration and profile</li> </ul> <p><u>Strategic Leads</u></p> <ul style="list-style-type: none"> <li>Head of Paid Service</li> <li>Principal Policy Adviser</li> <li>Member Relations</li> <li>Communications</li> <li>Single Integrated Plan</li> <li>Political Interface.</li> </ul>	<p><b><u>Director People</u></b></p> <p><u>Themes</u></p> <ul style="list-style-type: none"> <li>Smarter City</li> <li>Fairer City</li> <li>Safer City</li> <li>Healthier City</li> </ul> <p><u>Strategic Leads</u></p> <ul style="list-style-type: none"> <li>Protection of the Vulnerable</li> <li>Children &amp; Young People</li> <li>Healthy Cities</li> <li>Safer Communities</li> <li>Service Integration</li> <li>Poverty and Inclusion</li> <li>Communities First</li> <li>Education Improvement (inc ERW)</li> <li>City of Learning</li> </ul>
<p><b><u>Director – Place</u></b></p> <p><u>Themes</u></p> <ul style="list-style-type: none"> <li>Greener City</li> <li>Richer City</li> <li>Better Environment</li> </ul> <p><u>Strategic Leads</u></p> <ul style="list-style-type: none"> <li>Regeneration of City &amp; Region</li> <li>More Homes</li> <li>Energy</li> <li>Transport Strategy</li> <li>Sustainability</li> <li>Worklessness</li> <li>City of Sport</li> <li>City of Culture</li> <li>Housing</li> <li>Planning</li> <li>Waste</li> <li>Streetscene</li> </ul>	<p><b><u>Director Resources (S151 Officer)</u></b></p> <p><u>Themes</u></p> <ul style="list-style-type: none"> <li>Transformation</li> <li>Efficiency</li> <li>Effectiveness</li> <li>Performance</li> <li>Delivery</li> <li>Governance</li> </ul> <p><u>Strategic Leads</u></p> <ul style="list-style-type: none"> <li>Financial Strategy</li> <li>Workforce Planning</li> <li>Information Management</li> <li>Performance Management</li> <li>Delivery</li> <li>Customer Care</li> <li>Organisational Development</li> <li>Improvement Plan</li> <li>Scrutiny</li> <li>Asset Management</li> <li>Health &amp; Safety</li> </ul>

Table 2 details the proposed structure

Table 2



\* = Executive Board Members.

\*\* pending the implementation of the business Support Review

The Council must appoint to key statutory roles, dependent on appointments made these could vary but it is presently assumed,

Section 151 Officer	-	Director of Resources
Monitoring Officer	-	Head of Legal & Democratic Services
Social Services	-	Chief Social Services Officer
Education	-	Chief Education Officer
CYP	-	Director People

In simple terms the responsibilities will remain as follows,

Tier A Chief Exec. + Directors	Thematic management Relationship management National/Regional Work
Tier B. Tier A plus Chief Education Officer Chief Social Services Officer Chief Transformation Officer	Executive Board Responsible for strategic management.
Tier C. HOS & 'Chiefs'	Operational Management/Performance.

#### **4. Next Steps.**

Subject to approval by Council today it will be necessary to undertake a 30 day consultation with affected staff. Should the consultation result in proposals for substantive alterations to these proposals a further report will be brought to Council. If not the process of implementing the new structure will commence thereafter. The target implementation date is currently 1<sup>st</sup> June 2016.

#### **5. HR & Legal Implications.**

These proposals reduce the current senior management structure from 24 posts to 21.

If adopted by Council an appropriate process will need to be adopted to populate the new structure.

It is proposed that the current Head of Finance and Delivery and Section 151 officer is appointed to the Interim post of Director of Resources.

It is proposed that the post of Chief Transformation Officer is immediately advertised internally and externally and that until the appointment is made the Chief Executive appoints an existing Head of Service to act up in this post.

It is proposed that the posts of Head of Service Centre, Head of Strategy and Head of Business Intelligence are ring fenced to the existing heads of service in Corporate Services.

Role profiles and person Specifications at this level are generic. The Director profile is at Appendix 2 and Head of Service at Appendix 3. These will be updated following consultations including the new Chief Officer role profile.

Following the Council meeting, the proposals will be confirmed in writing to all Directors and Heads of Service and formal consultation commenced. Although not legally required, good practice would suggest a consultation period of 30 days in which written responses can be sent to the Chief Executive.

At the end of the consultation period, the Chief Executive formally inform all Heads of Service of the outcome of the consultation.

Following this, the slotting and matching process will be undertaken on the basis of roles being either identical or at least 60% similar and on the same grade.

A number of individual posts are placed at risk as a consequence of these proposals. These include the Heads of Service for Commercial Services, Communications & Customer Engagement, Information & Business Change and Human Resources & OD.

If more than one employee claims an appropriate match to a post, then an internal competitive interview is held. This will be via the Appointments Panel.

Displaced staff will be issued with their contractual notice and placed on the Redeployment Register. Under the Authority's Redeployment Policy every effort will be made for such staff to be redeployed into another post within the Authority.

If redeployment is not found within the Authority for any displaced staff, they would be made redundant at the end of their notice period and in which case, the Authority's Redundancy Policy in force at that time will apply. These employees will have the right of appeal against the decision to terminate their employment on the grounds that

- The Council's redundancy procedure has been incorrectly applied
- the selection criterion has been unfairly applied in their case
- they have been overlooked for existing suitable alternative employment.

Any reporting requirements with redundancies should be complied with appropriately.

## **6. Financial Implications.**

Excluding on costs, the current top structure costs £2,088,000. The proposed longer term structure will cost £1,861,000 i.e. a saving of £227,000 (£306,000 including on costs). This is considered to strike an appropriate balance between making a significant contribution to overall senior staff savings whilst retaining the necessary strategic capacity and capability at the most senior level to lead at a time of great change.

The above comparison is based on top of all pay scales. The actual cost will be less than the above figure in the short to medium term.

There is a national pending Chief Officer pay award of 1% per annum for each of the next two years. This has not been taken into account in the above figures but is incidental to, and slightly adds to the overall projected full year savings.

Any costs of change resulting from the appointment process will be reported separately and financed from the Contingency Fund or Restructuring Reserve as has previously been the case.

**Background Papers:** None.

- Appendices:**
- A – Job Descriptions and Person Specification Director and Head Of Service.
  - B - Structure diagrams before and after implementation of business support review.



## JOB DESCRIPTION

### DEPARTMENT:

DIVISION/SECTION/UNIT:

Directorate

TITLE:

Corporate Director

POST NO:

SALARY:

£95,000 to £110,000

RESPONSIBLE TO:

Chief Executive

### 1. MAIN PURPOSE OF JOB

- 1.1 To be a member of the Corporate Management Team, responsible with the Chief Executive for the corporate and strategic management of the Authority.
- 1.2 To ensure the effective working of the Authority in achieving corporate objectives, support the work of the Cabinet and Elected Members generally, lead on agreed corporate responsibilities and projects, lead partnership working and be responsible at strategic level for functions and services within the assigned Directorate.

### 2. OUTLINE OF DUTIES

- 2.1 As a member of the Corporate Management Team, participate in the corporate and strategic management of the Authority, working to ensure the Authority is pursuing a coherent and practical strategy in line with political priorities.
- 2.2 To support the work of the Cabinet Members collectively and individually by providing policy advice for areas of assigned responsibility and overseeing the achievement of Cabinet decisions.
- 2.3 To take a leadership role for assigned areas of corporate responsibility and corporate projects.
- 2.4 To take a lead in proactively developing and supporting partnership with other organisations, reflecting corporate or directorate responsibilities.
- 2.5 To lead the strategic management of the assigned Directorate/Services, ensuring achievement of annual Corporate Plan Targets, a proactive



approach to strategic planning, the provision of Directorate and business unit plans, continuous improvement and the provision of management systems, processes and structures in line with corporate policies.

- 2.6 To provide leadership to Heads of Service and their Service Units within the assigned Directorate/Services through the setting of objectives and performance indicators, the allocation of resources, the monitoring of achievement, identification of variances and remedial action, mentoring and role modelling and proactive use of the individual performance appraisal systems.
- 2.7 Other duties consistent with the level of the post as agreed with the Chief Executive.

### **3. HEALTH & SAFETY RESPONSIBILITIES**

- 3.1 To undertake the Health and Safety responsibilities within the HASAWA 1974.
- 3.2 Employees have a duty of care;
  - i) to take reasonable care for the health and safety of both themselves whilst at work and of other persons who may be affected by their acts or omissions (by what they do or do not do).
  - ii) to co-operate with the employer so as to enable the duty imposed on them to be performed or complied with.
  - iii) not to interfere with, or misuse, anything provided for their health, safety or welfare.

### **4. GENERAL DUTIES**

- 5.1 To assist in the development of initiatives, e.g. Investors in People; Performance Management and Appraisal; Continuous Professional Development, etc.
- 5.2 To ensure that all activities are operated in accordance with Equal Opportunities.

**REVIEW DATE/RIGHT TO VARY**

This Job Description is as currently applies and will be reviewed regularly as part of the Performance/Appraisal process, and may be subject to other variance. You may be required to undertake other tasks that can be reasonably assigned to you which is within your capability and grade.

<b>SIGNATURE OF EMPLOYEE</b>	<b>SIGNATURE OF LINE MANAGER</b>
Signed:.....	Signed: .....
Name: .....	Name:.....
Date: .....	Date:.....



## PERSON SPECIFICATION

<b>POST TITLE:</b>	Corporate Director	<b>POST NO:</b>	
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<b>DEPARTMENT:</b>		<b>SECTION:</b>	Directorate
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### **REQUIREMENTS FOR SAFE AND EFFECTIVE PERFORMANCE**

<b>EXPERIENCE, KNOWLEDGE &amp; QUALIFICATIONS:</b>	<ol style="list-style-type: none"> <li>1. Substantial, successful experience in a senior management role in a large and complex organisation.</li> <li>2. A high general standard of education (e.g. degree or equivalent).</li> <li>3. Good understanding of the context of Local Government and of the issues faced.</li> <li>4. Track record in performance management of public facing services with clear examples of challenging achievement.</li> <li>5. Evidence of on-going management development.</li> </ol>
<b>SKILLS &amp; ABILITIES:</b>	<ol style="list-style-type: none"> <li>1. Political sensitivity including understanding of the roles of Elected Members and the ability to support this effectively.</li> <li>2. Able to work effectively as part of a team, contributing to shared goals, supporting colleagues and leading areas of collective responsibility.</li> <li>3. Proven ability to work in partnership with other organisations.</li> <li>4. Excellent written, verbal and presentation skills.</li> <li>5. Strong interpersonal skills, and able to win confidence and influence others.</li> <li>6. Good understanding of the principles of strategic management and performance management, together with proven practical ability.</li> </ol>

<p><b>PERSONAL ATTRIBUTES:</b></p>	<ol style="list-style-type: none"> <li>1. Ability to lead by example and support colleagues through mentoring and performance appraisal.</li> <li>2. High standard of personal integrity and discretion.</li> <li>3. A proactive approach.</li> <li>4. High levels of energy and stamina</li> </ol>
<p><b>DESIRABLE:</b></p>	<ol style="list-style-type: none"> <li>1. Social Services and/or Housing qualification, preferably both.</li> <li>2. Successful experience of the management of large and complex projects and general knowledge of project management methodologies.</li> <li>3. Formal high level management qualification, i.e. MBA.</li> </ol>
<p><b>COMMITMENT TO EQUAL OPPORTUNITIES:</b></p>	<p>Candidates should have a knowledge of the Council's Equal Opportunities Policy, and an appreciation of how the policy affects Council procedures and practices.</p>
<p><b>SPECIAL REQUIREMENTS:</b></p>	<p>None</p>



## JOB DESCRIPTION

### DIRECTORATE:

SERVICE UNIT:

TITLE:

Head of Service

POST NO:

GRADE:

Band 1 to 3

RESPONSIBLE TO:

Corporate Director -

### 1. MAIN PURPOSE OF JOB

- 1.1 Operational responsibility for a business unit consisting of a defined group of functions and services ensuring that the services operate within the Council's policies and strategies to achieve the objectives and performance to achieve the objectives and performance standards set for the unit within the resources allocated
- 1.2 The Head of Service will have devolved responsibility for their operations under the strategic leadership of the Corporate Director and within the framework for political decision making and delegations.

### 2. SPECIFIC DUTIES

(Refer to attached information sheet.)

### 3. OUTLINE OF DUTIES

- 3.1 Seek to achieve the aims of the Improvement Plan through focusing on improvements to performance, customer satisfaction and 'one council' working.
- 3.2 Within Council policies and strategies, and statutory requirements, undertake operational management for the assigned functions and services.
- 3.3 To negotiate via the Corporate Director the objectives, performance standards and resources for the unit and to be responsible for delivering the objectives and standards within the allocated resources - ensuring the pro-active identification of performance and resource problems.

- 3.4 To agree with the Corporate Director a business plan for the unit.
- 3.5 To implement and support management systems, processes and structures in line with corporate policies.
- 3.6 To ensure the effective development of technology, business processes and working practices across the service unit.
- 3.7 To ensure a high standard of service to customers is secured, seeking continuously to improve on this and that customer complaints and Member enquiries are dealt with effectively within corporate guidelines.
- 3.8 To ensure the effective management of the resources including budgets, assets and people.
- 3.9 To lead staff, recruit, regularly appraise and develop, discipline as required and ensure effective performance management of all teams and individuals within the unit.
- 3.10 To participate in and, when required, lead corporate projects as agreed with the Corporate Director, including active membership of corporate working groups.
- 3.11 To work co-operatively with other Heads of Service, Directors and Members for the greater good of the Council.
- 3.12 To seek and build partnerships with other organisations, the not-for-profit and the private sectors to achieve the Council's goals.
- 3.13 Where appropriate, to be the Proper/Statutory Officer for the assigned function.
- 3.14 Other duties consistent with the level of post as agreed with the Corporate Director.

#### **4. HEALTH & SAFETY RESPONSIBILITIES**

- 4.1 To undertake the Health and Safety responsibilities within the HASAWA 1974.
- 4.2 Employees have a duty of care;
  - iv) to take reasonable care for the health and safety of both themselves whilst at work and of other persons who may be affected by their acts or omissions (by what they do or do not do).
  - v) to co-operate with the employer so as to enable the duty imposed on them to be performed or complied with.
  - vi) not to interfere with, or misuse, anything provided for their health, safety or welfare.

**5. GENERAL DUTIES**

- 5.3 To assist in the development of initiatives, e.g. Investors in People; Performance Management and Appraisal; Continuous Professional Development, etc.
- 5.4 To ensure that all activities are operated in accordance with Equal Opportunities.

**REVIEW DATE/RIGHT TO VARY**

This Job Description is as currently applies and will be reviewed regularly as part of the Appraisal/Development & Performance Review process, and may be subject to other variance. You may be required to undertake other tasks that can be reasonably assigned to you which is within your capability and grade.

**DATE PREPARED/ISSUED:** November 2012

<b>SIGNATURE OF EMPLOYEE</b>	<b>SIGNATURE OF LINE MANAGER</b>
Signed:.....	Signed: .....
Name: .....	Name:.....
Date: .....	Date:.....



## PERSON SPECIFICATION

<b>POST TITLE:</b>	Head of Service	<b>POST NO:</b>	
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<b>DEPARTMENT:</b>		<b>SECTION:</b>	
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### REQUIREMENTS EXPERIENCE, KNOWLEDGE AND QUALIFICATIONS

- Successful experience in a management role in a large and complex organisation
- A good general standard of education
- understanding of the context of a local government and the issues faced
- Track record in performance management of public facing services with clear examples of challenging achievement

### SKILLS AND ABILITIES

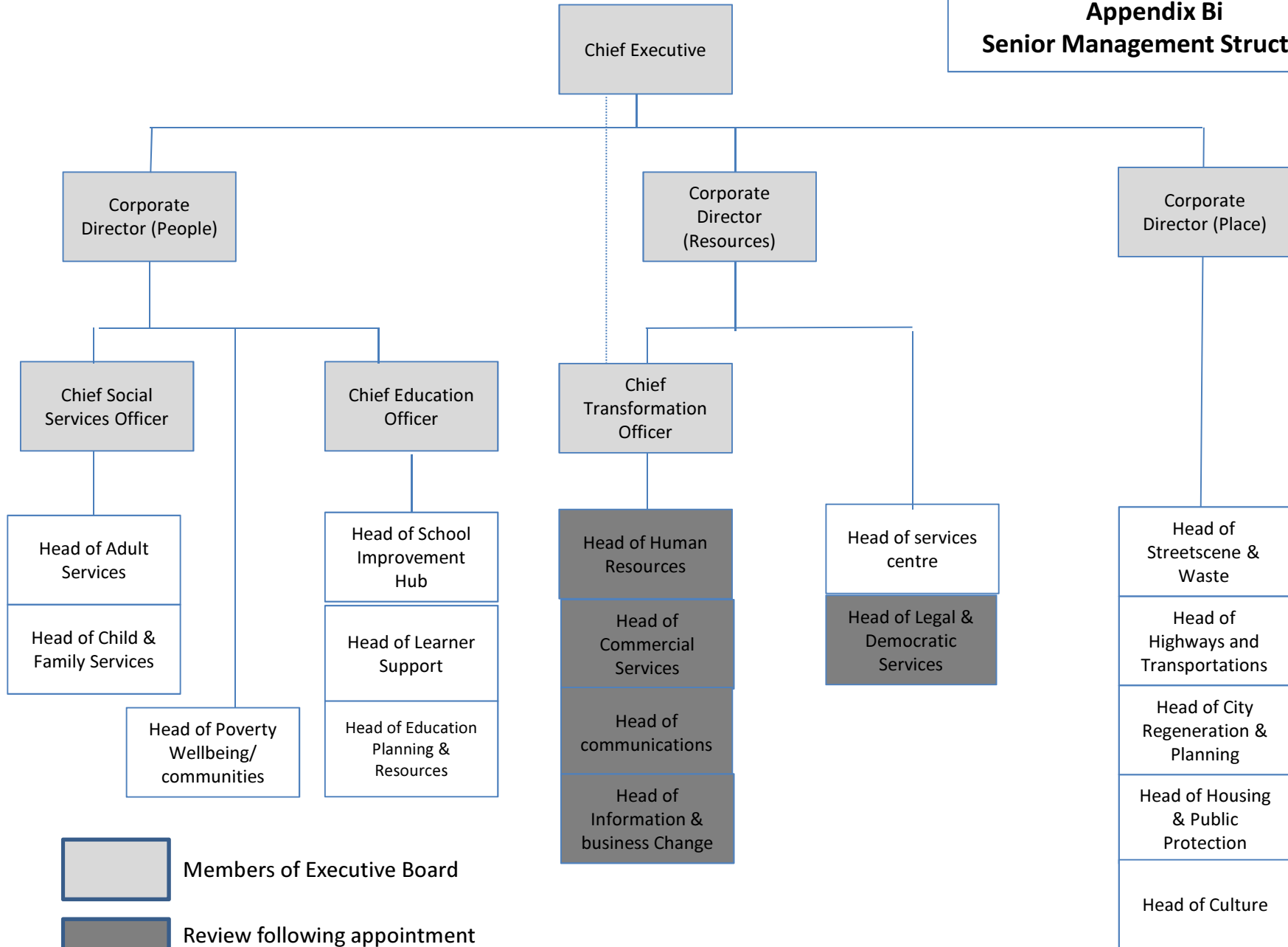
- Political sensitivity including understanding of the roles of elected Members and ability to support this effectively
- Able to lead a team
- Good communication skills
- Effective inter-personal skills, able to win confidence and influence others
- Good understanding of the principles of performance management, together with a proven practical ability
- Able to manage large and complex budgets
- Good general understanding of IT and personal IT skills
- Able to lead by example and support colleagues through mentoring and performance appraisal
- High standard of personal integrity and discretion
- A pro-active approach
- High levels of energy and stamina

### DESIRABLE

- professional or technical qualification relevant to a core business of the business unit
- Successful project management experience and general knowledge of project management methodologies
- Understanding of the range of approaches to procurement and experience of contract letting and management.

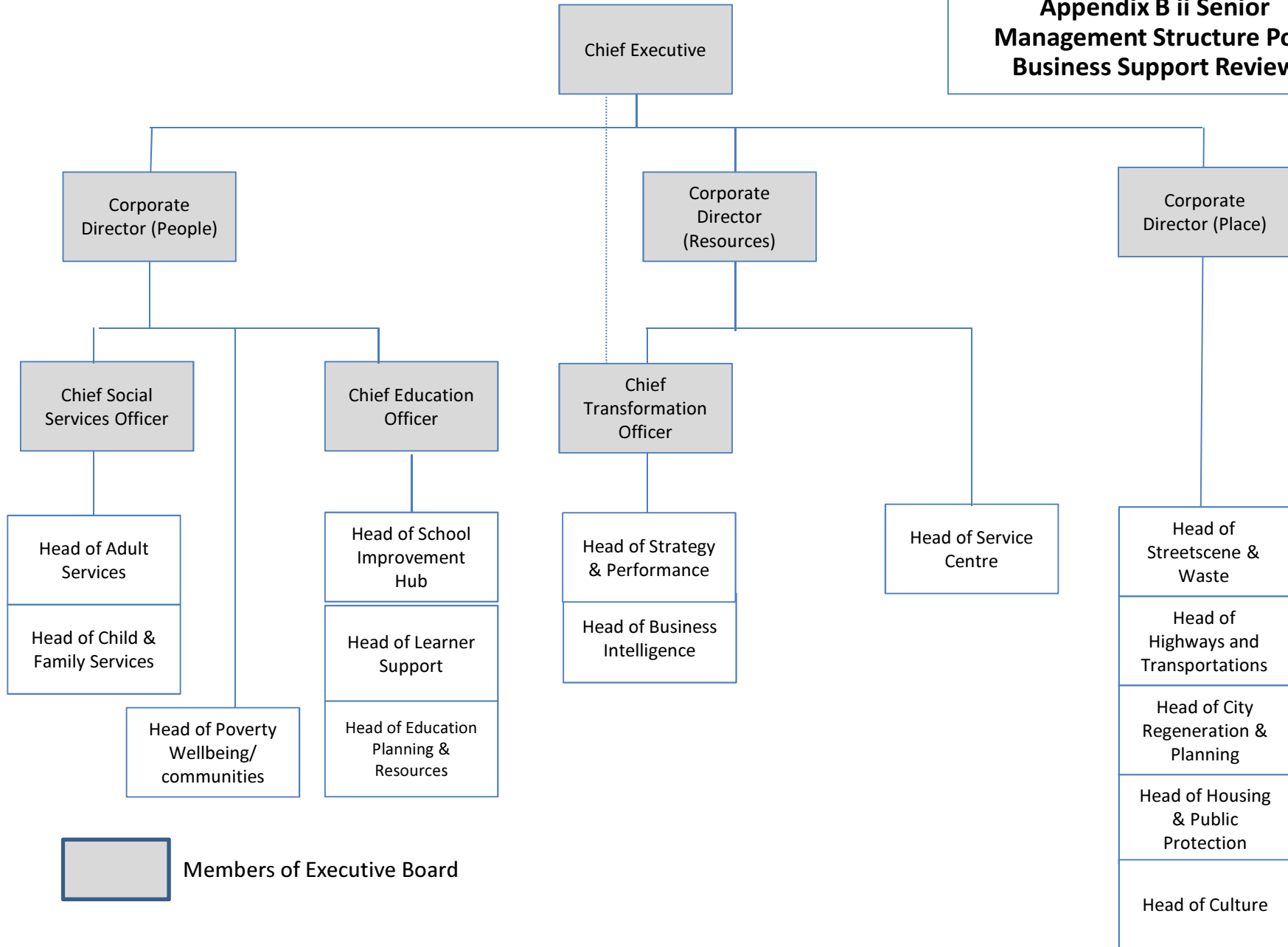


**Appendix Bi  
Senior Management Structure**



- Members of Executive Board
- Review following appointment of Chief Transformation Officer

**Appendix B ii Senior Management Structure Post Business Support Review**



# Agenda Item 5.

## Report of the Head of Legal & Democratic Services

Extraordinary Council – 7 April 2016

### EXCLUSION OF THE PUBLIC

<b>Purpose:</b>	To consider whether the Public should be excluded from the following items of business.	
<b>Policy Framework:</b>	None.	
<b>Reason for Decision:</b>	To comply with legislation.	
<b>Consultation:</b>	Legal.	
<b>Recommendation(s):</b>	It is recommended that:	
<b>1)</b>	The public be excluded from the meeting during consideration of the following item(s) of business on the grounds that it / they involve(s) the likely disclosure of exempt information as set out in the Paragraphs listed below of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007 subject to the Public Interest Test (where appropriate) being applied.	
	<b>Item No.</b>	<b>Relevant Paragraphs in Schedule 12A</b>
	6	14 & 16
<b>Report Author:</b>	Democratic Services	
<b>Finance Officer:</b>	Not Applicable	
<b>Legal Officer:</b>	Patrick Arran – Head of Legal & Democratic Services (Monitoring Officer)	

#### 1. Introduction

- 1.1 Section 100A (4) of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007, allows a Principal Council to pass a resolution excluding the public from a meeting during an item of business.
- 1.2 Such a resolution is dependant on whether it is likely, in view of the nature of the business to be transacted or the nature of the proceedings that if members of the public were present during that item there would be disclosure to them of exempt information, as defined in section 100I of the Local Government Act 1972.

#### 2. Exclusion of the Public / Public Interest Test

- 2.1 In order to comply with the above mentioned legislation, **Council / Cabinet / Committee** will be requested to exclude the public from the meeting during consideration of the item(s) of business identified in the recommendation(s) to the report on the grounds that it / they involve(s) the likely disclosure of

exempt information as set out in the Exclusion Paragraphs of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007.

- 2.2 Information which falls within paragraphs 12 to 15, 17 and 18 of Schedule 12A of the Local Government Act 1972 as amended is exempt information if and so long as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
- 2.3 The specific Exclusion Paragraphs and the Public Interest Tests to be applied are listed in **Appendix A**.
- 2.4 Where paragraph 16 of the Schedule 12A applies there is no public interest test. Councillors are able to consider whether they wish to waive their legal privilege in the information, however, given that this may place the Council in a position of risk, it is not something that should be done as a matter of routine.

### **3. Financial Implications**

- 3.1 There are no financial implications associated with this report.

### **4. Legal Implications**

- 4.1 The legislative provisions are set out in the report.
- 4.2 Councillors must consider with regard to each item of business set out in paragraph 2 of this report the following matters:
  - 4.2.1 Whether in relation to that item of business the information is capable of being exempt information, because it falls into one of the paragraphs set out in Schedule 12A of the Local Government Act 1972 as amended and reproduced in Appendix A to this report.
  - 4.2.2 If the information does fall within one or more of paragraphs 12 to 15, 17 and 18 of Schedule 12A of the Local Government Act 1972 as amended, the public interest test as set out in paragraph 2.2 of this report.
  - 4.2.3 If the information falls within paragraph 16 of Schedule 12A of the Local Government Act 1972 in considering whether to exclude the public members are not required to apply the public interest test but must consider whether they wish to waive their privilege in relation to that item for any reason.

**Background Papers:** None

## Public Interest Test

No.	Relevant Paragraphs in Schedule 12A
<b>12</b>	<b>Information relating to a particular individual.</b>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 12 should apply. His view on the public interest test was that to make this information public would disclose personal data relating to an individual in contravention of the principles of the Data Protection Act. Because of this and since there did not appear to be an overwhelming public interest in requiring the disclosure of personal data he felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>
<b>13</b>	<b>Information which is likely to reveal the identity of an individual.</b>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 13 should apply. His view on the public interest test was that the individual involved was entitled to privacy and that there was no overriding public interest which required the disclosure of the individual's identity. On that basis he felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>
<b>14</b>	<b>Information relating to the financial or business affairs of any particular person (including the authority holding that information).</b>
	<p>The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 14 should apply. His view on the public interest test was that:</p> <ul style="list-style-type: none"> <li>a) Whilst he was mindful of the need to ensure the transparency and accountability of public authority for decisions taken by them in relation to the spending of public money, the right of a third party to the privacy of their financial / business affairs outweighed the need for that information to be made public; or</li> <li>b) Disclosure of the information would give an unfair advantage to tenderers for commercial contracts.</li> </ul> <p>This information is not affected by any other statutory provision which requires the information to be publicly registered.</p> <p>On that basis he felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.</p>
<b>15</b>	<b>Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the</b>

	<b>Crown and employees of, or office holders under, the authority.</b>
	The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 15 should apply. His view on the public interest test was that whilst he is mindful of the need to ensure that transparency and accountability of public authority for decisions taken by them he was satisfied that in this case disclosure of the information would prejudice the discussion in relation to labour relations to the disadvantage of the authority and inhabitants of its area. On that basis he felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.
<b>16</b>	<b>Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.</b>
	No public interest test.
<b>17</b>	<b>Information which reveals that the authority proposes:</b> <b>(a) To give under any enactment a notice under or by virtue of which requirements are imposed on a person; or</b> <b>(b) To make an order or direction under any enactment.</b>
	The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 17 should apply. His view on the public interest test was that the authority's statutory powers could be rendered ineffective or less effective were there to be advanced knowledge of its intention/the proper exercise of the Council's statutory power could be prejudiced by the public discussion or speculation on the matter to the detriment of the authority and the inhabitants of its area. On that basis he felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.
<b>18</b>	<b>Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime</b>
	The Proper Officer (Monitoring Officer) has determined in preparing this report that paragraph 18 should apply. His view on the public interest test was that the authority's statutory powers could be rendered ineffective or less effective were there to be advanced knowledge of its intention/the proper exercise of the Council's statutory power could be prejudiced by public discussion or speculation on the matter to the detriment of the authority and the inhabitants of its area. On that basis he felt that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider this factor when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.
<b>18c</b>	The deliberations of a Standards Committee or of a sub committee of a Standards Committee established under the provisions of the Local Government Act 2000 in reaching any finding of a matter referred to it.

# Agenda Item 6.

By virtue of paragraph(s) 14 of Schedule 12A  
of the Local Government Act 1972  
as amended by the Local Government (Access to  
Information) (Variation) (Wales) Order 2007.

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