

Report of the Chief Executive

Council – 23 March 2017

SENIOR MANAGEMENT STRUCTURE – RESOURCES DIRECTORATE

Purpose:	To propose a senior Management Structure following the retirement of the Corporate Director (Resources) at the end of May 2017.
Policy Framework:	None.
Reason for Decision:	To allow consultation to proceed.
Consultation:	Legal, Finance and HR.
Recommendation(s):	<ol style="list-style-type: none">1. Approve the structure, subject to the consultation below and as detailed in the report.2. Authorise the Chief Executive to consult all affected staff.3. Subject to 2 above identifying no significant changes, authorise the Chief Executive to implement the structure.
Report Author:	Phil Roberts
Finance Officer:	Mike Hawes
Legal Officer:	Debbie Smith
H.R. Officer:	Deb Yeates

1. Background.

- 1.1 The current Corporate Director (Resources), Mike Hawes, will retire on 31 May 2017.
- 1.2 On 7 April 2016, pending the departure of the then Director of Corporate Services, Council approved a structure which incorporated the role of the Chief Finance/Section 151 Officer with the Director Post to create the interim role of Corporate Director (Resources).
- 1.3 That report also set out proposals to revise significantly the Heads of Service Posts within the new Resources Directorate in line with proposals developed to implement the outcome of the Business Support Commissioning Review.

- 1.4 Issues that arose subsequent to the report being approved by Council involving the post of Head of Legal Services, not fully resolved until November 2016, meant that there was limited scope to implement new structures before that date. Subsequent to those issues being resolved, the Council proceeded to appoint to the substantive post of Chief Transformation Officer in August 2016.
- 1.5 Given the imminent retirement of the current Director, the opportunity has arisen to review the structure as originally approved. This requirement has been given added impetus by the failure to appoint to the combined post of Director/Section 151 Officer at the end of January 2017.

2. Key considerations.

2.1 The current agenda

2.1.1 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;
- There remains the need to create stability within the Resources Directorate.
- Proposals for Local Government reform through the potential for regionalised service delivery mechanisms and the governance implications makes it essential that the Council maintains a strong core governance function and is able to lead in the development of future service structures.
- The Council must ensure that resources are allocated in accordance with the established corporate priorities, namely;
 - Safeguarding
 - Pupil Attainment
 - Poverty
 - City Centre and Economy
 - Building Sustainable Communities
- The Council's major transformation programme, *Sustainable Swansea – Fit for the Future*, must continue to be driven in order to transform services and modernise the organisation;
- The process of commissioning reviews, including the new cross-cutting 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.

2.2.1 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.

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

- The need to deal with the imminent departure of the current Corporate Director (Resources), whilst maintaining the progress made in improving services and driving forward transformation;
- The need to make adequate and permanent arrangements to fulfil the statutory role of the Section 151 Officer is crucial. The financial environment is severe. The Council has set a challenging budget for 2017/18 and an ambitious Medium Term Financial Plan. This will need major focus and significant effort if it is to be managed effectively;
- To maintain corporate grip and governance and to maintain the excellent working relationships the Council has with regulatory bodies
- Cabinet has agreed a new model for business support and senior management arrangements will need to encompass 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;

3. The Proposed Structure.

3.1 Overall

3.1.1 This report recognises the difficulty that the Council is likely to encounter in recruiting to a combined post of Corporate Director/Resources/Section 151 Officer.

3.1.2 However, it has to be recognised that it is essential that the Council appoints to the Statutory Section 151 Officer post prior to the current postholder retiring.

3.1.3 The structure proposed also recognises the significant governance issues that are likely to arise from a number of potential activities including proposals for the regionalisation of services, possibly through Joint Committees, and regionalisation work which will be necessitated by the proposed City Deal.

3.1.4 To this extent the proposed structure seeks to keep and develop the key governance roles of Section 151 Officer and Monitoring Officer of the Council at Head of Service level within the Council with both roles forming part of the Corporate Management Team of the Council.

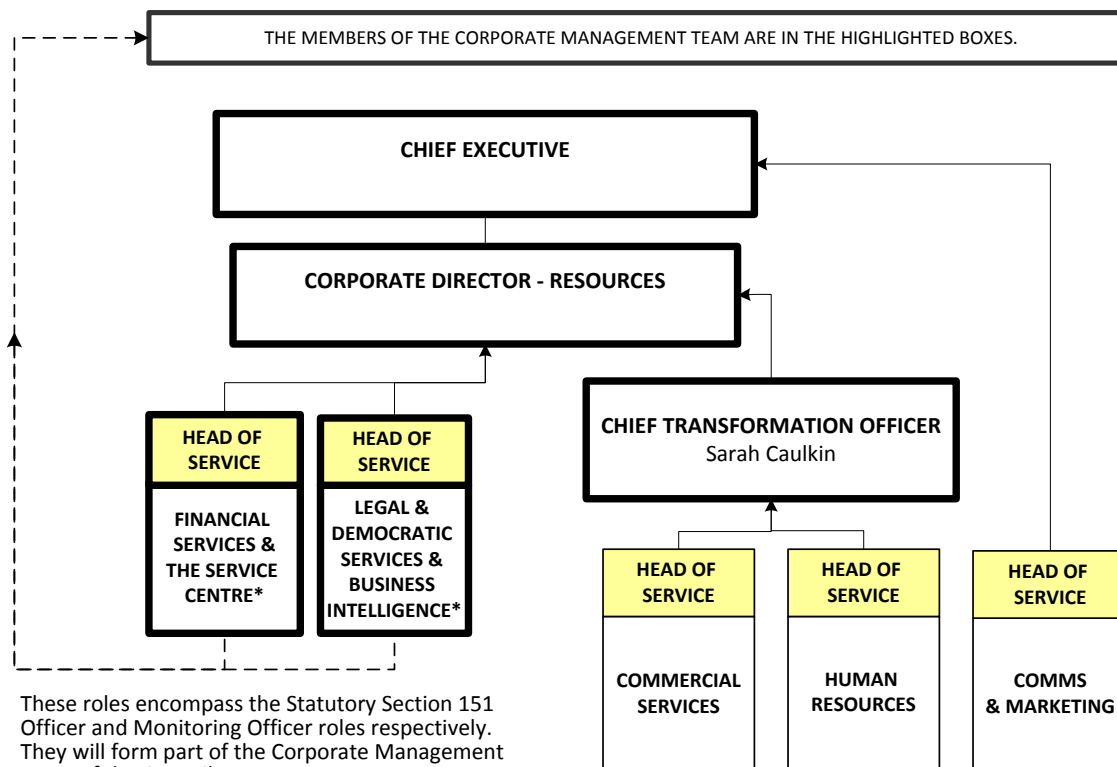
3.1.5 In line with Sustainable Swansea principles, it is intended to incorporate into those roles key elements of the Business Support commissioning review outcomes, particularly around development of The Service Centre and Business Intelligence layers of the new model.

3.2 Proposed Structure

3.2.1 This report recognises the clear need to move to a Senior Staffing structure at Head of Service Level within Resources Directorate that mirrors the operational requirements of the *Sustainable Swansea - Fit for the Future* Commissioning Review but also recognises the importance of the statutory roles of Section 151 Officer and Monitoring Officer within the Council.

3.2.2 As such, it is proposed that the Senior Officer structure in respect of the Resources Directorate is configured as follows:-

RESOURCES DIRECTORATE SENIOR MANAGEMENT TEAM - PROPOSED STRUCTURE : MARCH 2017



* These roles encompass the Statutory Section 151 Officer and Monitoring Officer roles respectively. They will form part of the Corporate Management Team of the Council. They will report to the Chief Executive for statutory purposes only.

3.2.3 The proposed structure allows for the Head of Communications and Marketing to report directly to the Chief Executive based on the need for that function to cover authority wide activities.

3.2.4 Details of the proposed service responsibilities for the Chief Transformation Officer and proposed Heads of Service are given at Appendix 1 to this report.

4. Next Steps.

- 4.1 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 May 2017.
- 4.2 Subject to Council approval it will be necessary to advertise and recruit to the post of Corporate Director (Resources).

5. HR & Legal Implications.

- 5.1 These proposals reduce the current senior management structure from 24 (April 2016) posts to 23.
- 5.2 In terms of the post of Corporate Director (Resources) it is proposed that the post is advertised and recruited to via external competition in line with the Council's Constitution.
- 5.3 It is proposed that the current Acting Head of Legal and Democratic Services is confirmed in the post of Head of Legal and Democratic Services and Business Intelligence on a permanent basis. This is on the basis that her performance whilst in the interim post was satisfactory. This post is the designated Monitoring Officer.
- 5.4 It is proposed that the current Chief Finance and Deputy Section 151 Officer is confirmed in the post of Head of Financial Services and Service Centre on a permanent basis. This is on the basis that he ultimately undertook the role of the Head of Financial Services and his performance during this period was satisfactory. This post is the Council's Section 151 Officer.
- 5.5 It should be noted that the Council's constitution clearly states that the requirement to publicly advertise a post for the appointment of a Chief Officer only applies where the remuneration proposed is £100,000 or more per annum. Furthermore, it should also be noted that Section 7 of the Local Government and Housing Act 1989, states that all appointments should be made on merit. These members of staff have both clearly demonstrated their ability in the posts.
- 5.6 All other posts are currently filled by existing employees albeit proposed roles and responsibilities will change. These employees will be confirmed in the posts and issued with revised Role Profiles.
- 5.7 Appendix 1 to this report details proposed service responsibilities for the Heads of Service impacted.
- 5.8 The Director Role Profile is at Appendix 2 and a generic Role Profile for the Heads of Service at Appendix 3. These will be updated following consultation.

- 5.9 Following the Council meeting, the proposals will be confirmed in writing to all Directors and Heads of Service and formal consultation will then commence. 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.
- 5.10 At the end of the consultation period, the Chief Executive will formally inform all Heads of Service of the outcome of the consultation.
- 5.11 All proposed Head of Service posts will be evaluated and appointed on the appropriate grade for Heads of Service in line with the approved pay policy of the Council.
- 6. Financial Implications.**
- 6.1 These proposals can be accommodated within existing budget provision but will not result in the overall level of savings identified as potentially occurring in the report approved by Council on 7 April 2016.

Background Papers: None

Appendices:

Appendix 1 - Proposed Service responsibilities – Chief Transformation Officer and Heads of Service

Appendix 2 – Role Profile – Corporate Director of Resources

Appendix 3 – Role Profile - Generic Heads of Service for Resources Directorate

APPENDIX 1

PROPOSED SERVICE RESPONSIBILITIES : CHIEF TRANSFORMATION OFFICER AND HEADS OF SERVICE		
SERVICE AREA	REPORTING TO	FUNCTIONS
Corporate Director (Resources)	Chief Executive	Strategic Delivery Unit, Local Government reorganisation Strategic Industrial Relations Sustainable Swansea
Chief Transformation Officer	Director	ICT Unified Communications & Telephony Digital Sustainable Swansea Change Management Organisational Development and Training Customer Services Information Governance and SIRO
Head of Legal and Democratic Services & Business Intelligence	Director	Legal Services Coroners Service Democratic Services Cabinet/Council support which includes; <ul style="list-style-type: none"> ➤ Cabinet Office ➤ Mayoral Support ➤ Elections and Electoral Registration Corporate Complaints Equalities Scrutiny
Head of Communications & Marketing	Chief Executive	News Services Marketing Customer Engagement Design Print CMT support
Head of Human Resources	Chief Transformation Officer	Human Resources Operations Pay and Grading HR Policy & Strategy Health & Safety and Well Being
Head of Commercial Services	Chief Transformation Officer	Procurement Commercial Team (new opportunities development / development of commercial culture) Commissioning Development and Support (lead on input into the procurement design - from commercial perspective - and commissioning reviews) Corporate Commercial Strategy
Head of Financial Services & the Service Centre	Director	Accountancy Services (Revenue and Capital) Treasury Management/Pensions investment and accounting Internal Audit & Fraud investigation Service Centre which includes; <ul style="list-style-type: none"> ➤ Payables, Receivables and Cashiers ➤ Employee Services ➤ Pensions Administration Revenue and Benefits Performance Management and Reporting



ROLE PROFILE

POST TITLE:	Corporate Director
DIRECTORATE:	Resources
FAMILY:	Corporate Management and Leadership
REPORTING TO:	Chief Executive
SALARY	£98,848 to £112,211
POST NO:	RE0001
DATE:	March 2017

PURPOSE	
To provide strategic leadership for the Council and the organisation in the assigned Directorate; to lead and support thematic delivery of corporate strategies, plans, strategic programmes and projects for the Council. To influence regional and national public sector services agenda.	
KEY RESPONSIBILITIES	
RESPONSIBLE FOR:	Corporate Services which includes; <ul style="list-style-type: none"> ➤ Communications & Marketing; ➤ Financial Services & Service Centre; ➤ Legal & Democratic Services and Business Intelligence; ➤ Commercial Services; ➤ Human Resources
THEMES:	Efficiency, Effectiveness, Performance, Delivery, Governance; Regionalisation; Financial strategy and performance
STRATEGIC PROGRAMMES & PROJECTS:	<ul style="list-style-type: none"> ➤ Transformation Agenda ➤ Sustainable Swansea – Fit for the Future ➤ Capital Development, Investment & Risk Management ➤ Regeneration Agenda for the City
STRATEGIC LEAD:	Financial Strategy, Workforce Planning, Information Management, Performance Management, Delivery, Customer Care, Organisational Development, Improvement Plan, Scrutiny; Governance

ROLE ACCOUNTABILITY	END RESULT
Leadership	
To provide strategic leadership on Corporate Plans, Strategies and priorities and to lead internal portfolios, programmes and external partnerships and initiatives	<ul style="list-style-type: none"> ➤ Strategic leadership for the Council's portfolios, programmes and projects ➤ The Council's view is effectively represented on national and regional fora and partnerships ➤ Leadership on corporate change and transformation
Corporate Management	
To provide Directorate lead on corporate decision making fora to ensure sustainable delivery of the services within the assigned Directorate	<ul style="list-style-type: none"> ➤ Participation in Executive Management decision making ➤ Completed strategic corporate and business plans ➤ Clear aims and objectives disseminated across all services ➤ Local, regional and national plans considered in future corporate planning
Policy	
Develop and oversee the implementation of Corporate strategies and policies. Influence and contribute to regional and national strategies, policies and plans on behalf of the Council.	<ul style="list-style-type: none"> ➤ Statutory and legislative requirements effectively translated into Corporate and Service policies and strategies ➤ Regional and national policy across the public sector influenced ➤ Council policies developed and implemented
Professional advice and guidance	
Support and provide advice to the Chief Executive, Members and other internal and external stakeholders in area of expertise and context of business requirements	<ul style="list-style-type: none"> ➤ Chief Executive and Members supported ➤ Chief Officers/Heads of Service/Senior Managers supported ➤ Stakeholders supported
Resources & Financial Management	
<p>Lead, set, monitor and control the budgets and resources for the Directorate</p> <p>Overall responsibility for Directorate budget and resourcing to meet Corporate objectives</p>	<ul style="list-style-type: none"> ➤ Effective financial, asset and resource management of the Directorate ➤ Resource planning is effective for the Directorate ➤ Budget targets planned and met, variances identified and remedial action taken ➤ All resources effectively employed/ deployed ➤ Contracts outcomes achieved to plan

ROLE ACCOUNTABILITY	END RESULT
Compliance	
<p>Ensure appropriate legislative and regulatory compliance mechanisms are in place for the Directorate</p>	<ul style="list-style-type: none"> ➤ Statutory and regulatory compliance on behalf of the Council is met ➤ Professional and regulatory standards monitored and met ➤ Council risk is identified and mitigated
Customer and Citizen Focus	
<p>Provide an environment that supports the development of new ways of working and support innovation that focuses on the customer/citizen; ensure customer/citizen satisfaction</p>	<ul style="list-style-type: none"> ➤ New models of delivery considered/ supported to achieve value for money and efficiencies ➤ Customer/Citizen needs prioritised and met
Performance Management	
<p>Ensure Directorate KPIs and standards are set in place for each service and responsible officers have adequate resources to deliver performance outcomes</p>	<ul style="list-style-type: none"> ➤ Performance targets met ➤ Outcomes identified and met ➤ Key risks mitigated and issues resolved ➤ Corrective actions implemented ➤ Statutory requirements and external standards satisfied ➤ Improvements identified and planned
People Management	
<p>Lead, manage, develop and motivate the services and teams within the Directorate, and support cross functional/cross agency teams. Support regular Directorate workforce planning activities to ensure the sustainability of the Directorate workforce.</p>	<ul style="list-style-type: none"> ➤ Positive climate ➤ Capable and knowledgeable staff ➤ Directorate Workforce and Training Plans in place ➤ Appraisal mechanisms maximised to ensure optimal performance ➤ Council and HR policies/procedures met
NATURE OF CONTACTS	
<ul style="list-style-type: none"> ➤ Represent the Council/Directorate/Service ➤ Substantial knowledge and experience of navigating the political environment at regional and national level. ➤ External organisations including government bodies, local and regional partnerships. ➤ Lead consultation groups at all levels – providing advice, informing and influencing their approach and decisions. ➤ Internal and External Customers – engage and interact with, provide expert response to complex/sensitive queries, give advice and inform and influence decisions. ➤ External providers and suppliers – Outcomes reviewed and managed effectively, remedial action taken as required at the appropriate level. ➤ Colleagues, management, Directors, Members and external organisations -supporting future corporate planning, reporting and presenting options to assist and inform decision making 	

WORKING ENVIRONMENT

Mainly office based with travel to various locations for external meetings. May be required to travel to other sites, including outdoor sites.

PROCEDURAL CONTEXT

The role's impact will be on Directorate issues, and may include compliance with legal and statutory frameworks, and will extend to influence on matters of corporate or national importance. Role will also include:

- Influencing the development of external policy frameworks, national and regional initiatives and programmes; taking the lead role in interpreting them in the Council context.
- Supporting the Council and the Chief Executive in delivering corporate strategies/plans and policies
- Leading the development of plans, policies and systems - integrating these plans into business planning for short, medium and longer term situations.
- Lead/support the implementation of Corporate Change Programmes and Projects.
- Deputise for the Chief Executive.

KEY FACTS AND FIGURES

Manage a number of Services – additional services/functions may be integrated into the Directorate from time to time.

Responsible for Directorate budget and strategic planning and control – overall responsibility for budget monitoring and deployment of resources for the Directorate.

INDICATIVE QUALIFICATIONS

- A relevant degree is desirable and/or Chartered membership of an appropriate professional body (CCAB) is mandatory.
- Post graduate level professional qualification
- Relevant Degree

WORK KNOWLEDGE

- Proven track record in public sector organisations, with significant political acumen at the regional and national level.
- In depth technical, professional and legislative knowledge across specific areas of expertise – ability to present on specific areas at highest levels to influence policy and decision making
- In depth management experience, including extensive project / programme management/sponsoring experience.
- Thorough understanding of the Council, and the wider local, Regional, National and international context to develop and implement strategies, policies and standards.

EQUIPMENT AND ASSOCIATED SKILLS

- Standard Office equipment.
- ICT literate in standard office software.
- Associated professional software applications where appropriate.



COMPETENCIES

A NOTE ON COMPETENCIES

Mandatory competencies have been designed to ensure that officers in the Executive Management and Leadership family are fully aware of their responsibilities in these areas.

COMPULSORY REQUIREMENTS FOR HEALTH AND SAFETY COMPLIANCE

All Directors have statutory duties under Health and Safety Legislation and responsibilities placed on them in the Authority's Corporate Health and Safety Policy.

1. The Director shall, while at work, take reasonable care for the health, safety and wellbeing of themselves and of other persons who may be affected by their acts or omissions
2. The Director shall comply with the provisions of the Health and Safety at Work etc Act 1974, and regulations made under that Act relevant to their work activities
3. The Director shall fulfil their responsibilities for health and safety as detailed in the City and County of Corporate Health and Safety Policy and its arrangements and additionally be responsible collectively for delivering the responsibilities of CMT.
4. The Director shall take action to ensure that all persons delivering work under their direction comply with the provisions of the Health and Safety at Work etc Act 1974, and regulations made under that Act, and that employees fulfil their responsibilities for health and safety as detailed in the City and County of Swansea Health and Safety Policy.

COMPULSORY REQUIREMENTS FOR EQUALITY AND DIVERSITY (EQUALITY ACT 2010)

The City and County of Swansea, as a public body, has legal obligations under the Equality Act 2010 and Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 that includes the Public Sector Equality Duty.

Managers must:

1. have knowledge and understanding of the legislation and public sector duties so that both are considered in their work to ensure legislative compliance.
2. ensure that all corporate work (including priorities, strategies and plans) fully complies with the requirements of all equality legislation

COMPULSORY REQUIREMENTS FOR THE WELSH LANGUAGE ACT

The authority has obligations to meet the requirements of the Welsh Language Act 1993 and the Welsh Language (Wales) Measure 2011. This is achieved through implementing policies and standards regarding the Welsh Language, as outlined in the authority's Welsh Language Standards Compliance Plan (or as amended from time to time).

Managers must:

1. understand their obligations within the remit of their own role in order to implement the Plan and ensure compliance with legislation
2. ensure that all corporate strategies and plans fully comply with the requirements of Welsh language legislation and standards as implemented via the authority's Compliance Plan

COMPULSORY REQUIREMENTS FOR INTRODUCING CHANGE AND NEW WAYS OF WORKING

The Council is experiencing an unprecedented period of change and budget pressures that are having a profound impact on the organisation. Change has become the norm rather than the exception, and is now embedded into 'business as usual'. In order to support this, the following competencies have been defined in order to assist employees and managers with understanding their role and responsibilities within this context:

Managers must:

1. demonstrate commitment to the Council's new ways of working, providing a positive, engaging and supportive environment that initiates and enables innovative and sustainable working practices that deliver high quality services for our citizens
2. embrace change through actively and flexibly participating in and adapting to new ways of working with our workforce and citizens, as agreed through formal consultation with Trades Unions and HR Policies and procedures

SAFEGUARDING

All Directors, Chief Officers and Heads of Service – through their Management Teams – are jointly responsible for ensuring that all the statutory requirements in terms of safeguarding and promoting the welfare of children and adults receive due consideration. This includes the quality, content and frequency of training provided and maintaining sufficient staff training records.



ROLE PROFILE SPECIFIC BEHAVIOURS

A NOTE ON BEHAVIOURAL COMPETENCIES

The Corporate Management and Leadership family role profiles have been designed to reflect the new Corporate Senior Management Structure for 2013. This is a generic competency framework designed to introduce the concept of behavioural competencies in a flexible format in the first instance. An example of the flexibility of the behaviours may be that some Corporate Services HOS will have more strategic involvement than others, depending on the remit of their role; whereas other Heads of Services will have more affinity with community and citizen engagement behaviours. The competency framework will be piloted for 12 months and then reviewed.

BEHAVIOUR 1

Job Knowledge and Professionalism

Purpose	Directors have a clear understanding of their roles and responsibilities, and carry them out professionally and ethically on behalf of the Council
1	Believes in the ethos of public service; leads and inspires others by setting an example of highest standards, striving for best practice; and represents the Council professionally and ethically locally, regionally and nationally
2	Effectively leads and exemplifies the Council's corporate culture and values; creates a positive environment where innovation and achievement can thrive
3	Provides impartial professional advice and guidance to the Council in areas of strategy, policy and delivery of Council services
4	Effectively supports the development and implementation of Council strategies and programmes
5	Effectively deals with difficult/controversial issues directly with others, providing leadership to find a way forward

BEHAVIOUR 2

Planning and Organising

Purpose	Directors are able to effectively plan and organise own/service and directorate team productivity to make effective decisions on behalf of the Service/Directorate/Council.
1	Ensures strategies, plans and procedures are put into place and managed appropriately within the internal (Council's) and external (regional/ national/ European) context
2	Accepts responsibility and is accountable for own decision making and judgement
3	Understands the political climate and future horizon, and responds appropriately on behalf of Service/Council
4	Promotes and aligns decisions to Council priorities within the Council's Corporate Risk Framework, providing consistent guidance to others to assist decision making
5	Creates and effectively communicates organisational goals for implementing vision,

BEHAVIOUR 3 Decision Making	
Purpose	Directors demonstrate skill in reading situations, and makes accurate decisions in the interests of the Service/Directorate/Council.
1	Takes responsibility for own and team/s decisions and effectively manages risk
2	Proactively steps up to responsibility for team/service when required, even in the face of opposition
3	Demonstrates willingness to take calculated risks and ability to make difficult decisions without all of the available information
4	Actively seeks creative solutions to difficult problems even when under pressure, and ensures solutions are implemented effectively
5	Objectively evaluates and aligns decision making with corporate / service objectives
BEHAVIOUR 4 Building Working Relationships	
Purpose	Directors work collaboratively and successfully with others, demonstrating an understanding of the internal and external political context.
1	Advocates, lobbies and influences key external players in the political context ethically and professionally on behalf of the Service/Council
2	Utilises consultation ethically and professionally and shares information appropriately to break down barriers between people and groups
3	Is diplomatic and sensitive to the political context, and works collaboratively in ways that are compatible with political goals
4	Actively initiates and supports cross-sectoral innovation, collaboration and partnership working as 'business as usual'
5	Develops effective, ethical, political relationships to achieve Council priorities
BEHAVIOUR 5 Communicating and Influencing	
Purpose	To ensure Directors communicate effectively and use their influence ethically and professionally in the interests of the Council and its citizens
1	Communicates clearly and openly, conveying clear and concise messages and adapting content and style to help others to understand what is meant
2	Establishes an atmosphere of open communication and transparency across the service/directorate/ organisation
3	Promotes equality and diversity through appropriate communication procedures across the service/directorate/organisation
4	Promotes the Council's strategies, plans, initiatives and programmes effectively through appropriate media and marketing channels
5	Influences and negotiates ethically and effectively at all levels, internally and externally, on behalf of the Council's aims and objectives.

BEHAVIOUR 6 Customer and Citizen Focus	
Purpose	Directors demonstrate enthusiasm and willingness to serve the community in their role, in behalf of the Council
1	Demonstrates ability to meaningfully consult and engage with stakeholders to identify and implement service improvement, and strives to meet expectations
2	Proactively champions the needs of customers through creating a culture of high quality customer service delivery
3	Objectively evaluates the needs of different groups, translating into appropriate action
4	Demonstrates ability to initiate and implement new and innovative services for customers
5	Ensures that Council services are delivered effectively to meet current and future client/customer needs.
BEHAVIOUR 7 Delivering the Service	
Purpose	Directors understand the Council's team work ethic and are committed to the service delivery and performance outcomes
1	Initiates and supports cross-sector and/or portfolio working; seeks establish and maintain effective partnerships and collaborative working
2	Demonstrates accountability for and supports innovation and improvement initiatives to ensure current service and future sustainability.
3	Effectively identifies and measures performance requirements for the Directorate/Service, ensuring effective delivery of outcomes.
4	Creates a positive team environment by encouraging achievement and commitment to the delivery of quality outcomes for service users
5	Ensures effective performance measures and mechanisms are adhered to across the Directorate/Service to achieve the efficiency agenda
BEHAVIOUR 8 Information, Finance and Resources	
Purpose	Directors understand the governance rules and regulations of the Council for effective management of the resources and assets of the Council.
1	Understands the strategic framework to develop financial plans and efficiency agenda for the Service/Directorate/Council
2	Objectively and fairly provides appropriate support and development opportunities to improve knowledge and understanding of financial and resource management processes
3	Utilises effective and ethical negotiations and influencing to agree the allocation of financial resources internally and externally
4	Effectively evaluates the financial performance of the Directorate/Service, projects and programmes
5	Provides objective professional and expert advice to improve knowledge and understanding of the Council's financial, asset and resource management processes

BEHAVIOUR 9	
Programme and Project Management	
Purpose	Directors are able to co-ordinate, manage and deliver projects and programmes, support and manage change, to meet Council aims and objectives
1	Utilises resources to ensure programme/ project delivery, providing opportunities for Service/Directorate/Council to develop appropriate knowledge and skills to ensure effective and sustainable delivery.
2	Consistently applies Council's Project/Programme management methodology, monitoring control, and programme/project assurance and reporting mechanisms and procedures effectively.
3	Works collaboratively at strategic level to identify programmes/projects and associated risks, aligning outcomes to Corporate Priorities, ensuring programme and project governance as required.
4	Provides effective leadership to ensure that all project/programme outcomes are achieved (on time and within budget)
5	Demonstrates commitment to achieving agreed project/ programme outcomes through effective management and mitigation of project, programme and Corporate risk
BEHAVIOUR 10	
People and Performance	
Purpose	Directors understand the requirements to ensure that the right people are in the right place at the right time to deliver Council services and Corporate priorities
1	Accepts responsibility for all aspects of the Service/Directorate's development and performance through implementation of effective HR and workforce development mechanisms
2	Actively engages and collaborates across agency boundaries internally and externally to develop an effective and sustainable public sector workforce
3	Actively engages with local/regional and national political agenda for promoting performance excellence (representing the Council at national/international level)
4	Effectively leads on workforce planning, workforce development, succession planning and service/business planning activities for the Service/Directorate/Council
5	Works proactively to achieve service efficiencies and improvements through effective allocation, deployment and development of assets/resources



ROLE PROFILE

POST TITLE:	Head of Service
DIRECTORATE:	Resources
FAMILY:	Corporate Management & Leadership
REPORTING TO:	See Appendix 1 of the report
SALARY BAND & SALARY:	To be determined
POST NO:	RE
DATE:	March 2017

PURPOSE
To determine the strategic planning and operational delivery of a full Service / Business Unit within the Resources Directorate.
KEY RESPONSIBILITIES
See Appendix 1 of the report

ROLE ACCOUNTABILITY	END RESULT
Corporate Management	
Overall responsibility for the management and control of Service projects / cases, policies and initiatives to meet Corporate and business plan objectives	<ul style="list-style-type: none"> • Service teams' objectives disseminated/ interpreted to meet Corporate Priorities • Business plan objectives set and outcomes met • Professional and regulatory standards met
Policy	
Assist the Director with the development and implementation of strategies, policies, procedures and standards for the Service and set and/or contribute to wider strategies and plans	<ul style="list-style-type: none"> • Service policies and strategies set • Policy implementation is monitored and reviewed • Regional and national agenda integral to policy development and implementation
Planning	
Support corporate planning and lead on strategic service/business planning.	<ul style="list-style-type: none"> • Strategic corporate planning mechanisms supported • Service business plans implemented and monitored and reviewed to timescales • Clear service aims and objectives disseminated across all teams • Local, regional and national plans considered/integrated in business plan
Professional Guidance and Support	
Support and provide advice to senior officers and politicians, team members and direct reports, and other internal and external stakeholders in area of expertise/business context	<ul style="list-style-type: none"> • Members, Chief Executive, Directors, Chief Officers are supported • Managers and teams supported • Stakeholders supported
Resources & Financial Management	
Overall responsibility for service budget and for resourcing the delivery of service in order to meet service/corporate objectives	<ul style="list-style-type: none"> • Corporate Financial Probity is maintained (<i>S151 Officer</i>) • Effective financial management and probity is maintained for the service • Budget targets planned and met • All resources effectively employed/ deployed for service efficiency • Contracts planned, established and monitored – remedial actions taken
Compliance	
Identify professional and regulatory requirements and best practice for the service and lead the development and the implementation of appropriate compliance standards	<ul style="list-style-type: none"> • Professional and regulatory standards monitored and met • Best practice trends identified and implemented where appropriate • Implications/risks assessed and advice given • Proposals and plans in place to protect the Council position

ROLE ACCOUNTABILITY	END RESULT
Customer Focus	
Support teams to deliver service improvement and innovation to maximise customer satisfaction and optimise service delivery	<ul style="list-style-type: none"> • New models of delivery considered and implemented to achieve value for money and efficiencies • Customer needs prioritised and met • Customer complaints dealt with fairly and effectively
Performance management	
Responsibility for taking action to support delivery of outcomes and monitoring KPIs internally and externally at a senior level. Set and deliver performance targets and standards for own service	<ul style="list-style-type: none"> • Service reporting mechanisms in place • Key risks and issues identified and mitigated • Corrective actions implemented • Service and own performance targets met • Statutory requirements and external standards satisfied • Improvements identified and planned
Representation	
Put Council case from a service / corporate view and inform and influence outcomes both internally and externally	<ul style="list-style-type: none"> • Council view effectively represented at all levels • Council case understood and promoted effectively locally, regionally and nationally • Beneficial outcomes negotiated appropriately
People Management	
Lead, manage, develop and motivate the service, teams (internal and external). Undertake regular workforce/succession planning activities to ensure the sustainability of the service	<ul style="list-style-type: none"> • Positive climate • Capable and knowledgeable staff • Achievement of service/work objectives • Service Workforce and Training Plans in place • Council and HR policies and procedures met
NATURE OF CONTACTS	
<ul style="list-style-type: none"> • Represent the Service / Directorate / Council internally and externally. • Substantial knowledge and experience of navigating the political environment. • External organisations including government bodies, local and regional partnerships. • Lead consultation groups at all levels – providing advice, informing and influencing their approach and decisions. • Internal and External Customers – engage and interact with, provide expert response to complex/sensitive queries, give advice and inform and influence decisions. • External providers and suppliers – Outcomes reviewed and managed effectively, remedial action taken as required at the appropriate level. • Support colleagues, managers, Directors, Members and external organisations within own specialist remit. • Consult and communicate with wide range of groups and senior individuals internally and externally to explain situations, give advice, inform and influence their approach and decisions • Colleagues, management, Directors, Members and external organisations, including government bodies – support future corporate planning, deliver reports, present options and inform and influence decision making . 	

WORKING ENVIRONMENT
Mainly office based with travel to various locations for external meetings. May be required to travel to other sites, including outdoor sites.
PROCEDURAL CONTEXT
<ul style="list-style-type: none"> • Lead the development of plans, policies and systems within the context of regulatory and legislative frameworks and integrating these plans into business planning for short, medium and longer term situations. • Influence the development of external policy frameworks and developments; take the lead role in interpreting them in the Council context. • The output of the role's impact will be on service issues and will also often extend to influence on matters of corporate or national importance. • Undertake critical analysis, provides expert point of view and advice, negotiates results and influences decisions in Council and external forums. • Lead in the planning process for business planning, budgets, resources and development of policies and procedures in short, Mid and longer term planning situations. • Lead/support the implementation of Corporate Change Projects. • Provide expert point of view and advice, negotiates results and influences decisions at appropriate level.
WORK KNOWLEDGE
<ul style="list-style-type: none"> • In depth technical, professional and legislative knowledge across specific areas within the service. • Thorough understanding of the Council in a local. Regional and National context to develop and implement policies and standards. • Ability to provide expert specialist advice and inform and influence outcomes across the service/Directorate. • Proven track record in public sector organisations, with ability to demonstrate political acumen internally and externally. • In depth technical, professional and legislative knowledge across specific areas within the Service/statutory regulatory function. • In depth management experience, including extensive project / programme management applicable to the Service/organisation.
EQUIPMENT AND ASSOCIATED SKILLS
<ul style="list-style-type: none"> • Standard Office equipment. • ICT literate in standard office software. • Associated professional software applications where appropriate.
INDICATIVE QUALIFICATIONS
<p>Substantial relevant experience of the public sector/local government political environment and/or</p> <ul style="list-style-type: none"> • Relevant Degree • Post graduate level professional qualification • Chartered membership of appropriate professional body will be required in some areas of expertise. • Fully qualified Accountant to meet the requirements of Section 151 Officer and substantial relevant experience of the public sector/Local Government political environment. <i>This applies to the Head of Financial Services & Service Centre only</i>
KEY FACTS AND FIGURES
<ul style="list-style-type: none"> • Manage diverse functions in one full service area – additional functions may be integrated into the service from time to time. • Responsible for service budget and service planning and control – budget monitoring and deployment of resources. • Monitor and control service/corporate budgets.



COMPETENCIES

A NOTE ON COMPETENCIES

Mandatory competencies have been designed to ensure that officers in the Corporate Management and Leadership family are fully aware of their responsibilities in these areas.

COMPULSORY REQUIREMENTS FOR HEALTH AND SAFETY COMPLIANCE

All Heads of Service have statutory duties under Health and Safety Legislation and responsibilities placed on them in the Authority's Corporate Health and Safety Policy. The level of responsibility and accountability is described in the following statements:

1. The Head of Service shall, while at work, take reasonable care for the health, safety and wellbeing of themselves and of other persons who may be affected by their acts or omissions
2. The Head of Service shall comply with the provisions of the Health and Safety at Work etc Act 1974, and regulations made under that Act relevant to their work activities
3. The Head of Service shall fulfil their responsibilities for health and safety as detailed in the City and County of Corporate Health and Safety Policy and its arrangements
4. The Head of Service shall take action to ensure that all persons delivering work under their direction comply with the provisions of the Health and Safety at Work etc Act 1974, and regulations made under that Act, and that employees fulfil their responsibilities for health and safety as detailed in the City and County of Swansea Health and Safety Policy

COMPULSORY REQUIREMENTS FOR EQUALITY AND DIVERSITY (EQUALITY ACT 2010)

The City and County of Swansea, as a public body, has legal obligations under the Equality Act 2010 and Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 that includes the Public Sector Equality Duty.

Managers must:

1. have knowledge and understanding of the legislation and public sector duties so that both are considered in their work to ensure legislative compliance
2. ensure that their statutory function/service complies with the requirements of all equality legislation.

COMPULSORY REQUIREMENTS FOR THE WELSH LANGUAGE ACT

The Authority has obligations to meet the requirements of the Welsh Language Act 1993 and the Welsh Language (Wales) Measure 2011.

This is achieved through implementing policies and standards regarding the Welsh Language, as outlined in the authority's Welsh Language Standards Compliance Plan (or as amended from time to time).

Managers must:

1. understand their obligations within the remit of their own role in order to implement the Plan and ensure compliance with legislation
2. ensure that their statutory function/Service complies with the requirements of Welsh language legislation and standards as implemented via the authority's Compliance Plan

COMPULSORY REQUIREMENTS FOR INTRODUCING CHANGE AND NEW WAYS OF WORKING

The Council is experiencing an unprecedented period of change and budget pressures that are having a profound impact on the organisation. Change has become the norm rather than the exception, and is now embedded into 'business as usual'. In order to support this, the following competencies have been defined in order to assist employees and managers with understanding their role and responsibilities within this context:

Managers must:

3. demonstrate commitment to the Council's new ways of working, providing a positive, engaging and supportive environment that initiates and enables innovative and sustainable working practices that deliver high quality services for our citizens
4. embrace change through actively and flexibly participating in and adapting to new ways of working with our workforce and citizens, as agreed through formal consultation with Trades Unions and HR Policies and procedures

SAFEGUARDING

All Directors, Chief Officers and Heads of Service – through their Management Teams – are jointly responsible for ensuring that all the statutory requirements in terms of safeguarding and promoting the welfare of children and adults receive due consideration. This includes the quality, content and frequency of training provided and maintaining sufficient staff training records.



ROLE PROFILE SPECIFIC BEHAVIOURS

A note on Behavioural Competencies

The Corporate Management and Leadership family role profiles have been designed to reflect the new Corporate Senior Management Structure for 2013. This is a generic competency framework designed to introduce the concept of behavioural competencies in a flexible format in the first instance. An example of the flexibility of the behaviours may be that some Corporate Services HOS will have more strategic involvement than others, depending on the remit of their role; whereas other Heads of Services will have more affinity with community and citizen engagement behaviours. The competency framework will be piloted for 12 months and then reviewed.

BEHAVIOUR 1

Job Knowledge and Professionalism

Purpose	Heads of Service have a clear understanding of their roles and responsibilities, and carry them out professionally and ethically on behalf of the Council
1	Believes in the ethos of public service; leads and inspires others by setting an example of highest standards, striving for best practice; and represents the Council professionally and ethically locally, regionally and nationally
2	Effectively leads and exemplifies the Council's corporate culture and values; creates a positive environment where innovation and achievement can thrive
3	Provides impartial professional advice and guidance to the Council in areas of strategy, policy and delivery of Council services
4	Effectively supports the development and implementation of Council strategies and programmes
5	Effectively deals with difficult/controversial issues directly with others, providing leadership to find a way forward

BEHAVIOUR 2

Planning and Organising

Purpose	Heads of Service are able to effectively plan and organise own/service and directorate team productivity to make effective decisions on behalf of the Service/Directorate/Council.
1	Ensures strategies, plans and procedures are put into place and managed appropriately within the internal (Council's) and external (regional/ national/ European) context
2	Accepts responsibility and is accountable for own decision making and judgement
3	Understands the political climate and future horizon, and responds appropriately on behalf of Service/Council
4	Promotes and aligns decisions to Council priorities within the Council's Corporate Risk Framework, providing consistent guidance to others to assist decision making
5	Creates and effectively communicates organisational goals for implementing vision,

BEHAVIOUR 3	
Decision Making	
Purpose	Heads of Service demonstrate skill in reading situations, and makes accurate decisions in the interests of the Service/Directorate/Council.
1	Takes responsibility for own and team/s decisions and effectively manages risk
2	Proactively steps up to responsibility for team/service when required, even in the face of opposition
3	Demonstrates willingness to take calculated risks and ability to make difficult decisions without all of the available information
4	Actively seeks creative solutions to difficult problems even when under pressure, and ensures solutions are implemented effectively
5	Objectively evaluates and aligns decision making with corporate / service objectives
BEHAVIOUR 4	
Building Working Relationships	
Purpose	Heads of Service work collaboratively and successfully with others, demonstrating an understanding of the internal and external political context.
1	Advocates, lobbies and influences key external players in the political context ethically and professionally on behalf of the Service/Council
2	Utilises consultation ethically and professionally and shares information appropriately to break down barriers between people and groups
3	Is diplomatic and sensitive to the political context, and works collaboratively in ways that are compatible with political goals
4	Actively initiates and supports cross-sectoral innovation, collaboration and partnership working as 'business as usual'
5	Develops effective, ethical, political relationships to achieve Council priorities
BEHAVIOUR 5	
Communicating and Influencing	
Purpose	To ensure Heads of Service communicate effectively and use their influence ethically and professionally in the interests of the Council and its citizens
1	Communicates clearly and openly, conveying clear and concise messages and adapting content and style to help others to understand what is meant
2	Establishes an atmosphere of open communication and transparency across the service/directorate/ organisation
3	Promotes equality and diversity through appropriate communication procedures across the service/directorate/organisation
4	Promotes the Council's strategies, plans, initiatives and programmes effectively through appropriate media and marketing channels
5	Influences and negotiates ethically and effectively at all levels, internally and externally, on behalf of the Council's aims and objectives.

BEHAVIOUR 6 Customer and Citizen Focus	
Purpose	Heads of Service demonstrate enthusiasm and willingness to serve the community in their role, in behalf of the Council
1	Demonstrates ability to meaningfully consult and engage with stakeholders to identify and implement service improvement, and strives to meet expectations
2	Proactively champions the needs of customers through creating a culture of high quality customer service delivery
3	Objectively evaluates the needs of different groups, translating into appropriate action
4	Demonstrates ability to initiate and implement new and innovative services for customers
5	Ensures that Council services are delivered effectively to meet current and future client/customer needs.
BEHAVIOUR 7 Delivering the Service	
Purpose	Heads of Service understand the Council's team work ethic and are committed to the service delivery and performance outcomes
1	Initiates and supports cross-sector and/or portfolio working; seeks establish and maintain effective partnerships and collaborative working
2	Demonstrates accountability for and supports innovation and improvement initiatives to ensure current service and future sustainability.
3	Effectively identifies and measures performance requirements for the Directorate/Service, ensuring effective delivery of outcomes.
4	Creates a positive team environment by encouraging achievement and commitment to the delivery of quality outcomes for service users
5	Ensures effective performance measures and mechanisms are adhered to across the Directorate/Service to achieve the efficiency agenda
BEHAVIOUR 8 Information, Finance and Resources	
Purpose	Heads of Service understand the governance rules and regulations of the Council for effective management of the resources and assets of the Council.
1	Understands the strategic framework to develop financial plans and efficiency agenda for the Service/Directorate/Council
2	Objectively and fairly provides appropriate support and development opportunities to improve knowledge and understanding of financial and resource management processes
3	Utilises effective and ethical negotiations and influencing to agree the allocation of financial resources internally and externally
4	Effectively evaluates the financial performance of the Directorate/Service, projects and programmes
5	Provides objective professional and expert advice to improve knowledge and understanding of the Council's financial, asset and resource management processes

BEHAVIOUR 9	
Programme and Project Management	
Purpose	Heads of Service are able to co-ordinate, manage and deliver projects and programmes, support and manage change, to meet Council aims and objectives
1	Utilises resources to ensure programme/ project delivery, providing opportunities for Service/Directorate/Council to develop appropriate knowledge and skills to ensure effective and sustainable delivery.
2	Consistently applies Council's Project/Programme management methodology, monitoring control, and programme/project assurance and reporting mechanisms and procedures effectively.
3	Works collaboratively at strategic level to identify programmes/projects and associated risks, aligning outcomes to Corporate Priorities, ensuring programme and project governance as required.
4	Provides effective leadership to ensure that all project/programme outcomes are achieved (on time and within budget)
5	Demonstrates commitment to achieving agreed project/ programme outcomes through effective management and mitigation of project, programme and Corporate risk
BEHAVIOUR 10	
People and Performance	
Purpose	Heads of Service understand the requirements to ensure that the right people are in the right place at the right time to deliver Council services and Corporate priorities
1	Accepts responsibility for all aspects of the Service/Directorate's development and performance through implementation of effective HR and workforce development mechanisms
2	Actively engages and collaborates across agency boundaries internally and externally to develop an effective and sustainable public sector workforce
3	Actively engages with local/regional and national political agenda for promoting performance excellence (representing the Council at national/international level)
4	Effectively leads on workforce planning, workforce development, succession planning and service/business planning activities for the Service/Directorate/Council
5	Works proactively to achieve service efficiencies and improvements through effective allocation, deployment and development of assets/resources