



## Report of the Chief Executive

Council – 21 June 2018

### Senior Management Structure

<b>Purpose:</b>	To agree a new Senior Management Structure for the Council
<b>Policy Framework:</b>	Senior Staffing Structure
<b>Consultation:</b>	Corporate Management Team, Access to Services, Finance, Legal.
<b>Recommendation(s):</b>	<p>It is recommended that:</p> <ol style="list-style-type: none"><li>1. The posts of Director of Resources, Director of People, Chief Social Services Officer, Chief Education Officer and Head of Financial Services &amp; Service Centre are removed from the establishment</li><li>2. The post of Deputy Chief Executive is established and advertised</li><li>3. The post of Director of Social Services is established and advertised</li><li>4. The post of Director of Education is established and advertised</li><li>5. The post of Head of Financial Services &amp; Service Centre is replaced by the post of Chief Finance Officer and is advertised</li><li>6. The spans of control for the Chief Operating Officer (currently vacant) be amended and appointed from existing Heads of Service</li><li>7. The post of Head of Legal, Democratic Services and Business Intelligence is replaced by the post of Chief Legal Officer and the incumbent is slotted into that post.</li><li>8. The post of Deputy Chief Finance Officer is established and advertised.</li><li>9. The post of Deputy Chief Legal Officer is established and the incumbent is slotted into that post.</li><li>10. The Place Directorate is amended as outlined in Para. 6.</li></ol>
<b>Report Author:</b>	Phil Roberts
<b>Finance Officer:</b>	Paul Cridland
<b>Legal Officer</b>	Lucy Moore
<b>Access to Services Officer:</b>	Sherill Hopkins

## **1. Introduction**

- 1.1 On 7<sup>th</sup> April 2016 Council agreed the current senior management structure. This structure is attached as **Appendix 1**. At that time the Chief Executive indicated that further changes would be necessary and that reports would need to be brought to Council in due course.
- 1.2 The main drivers for change for the current review are as follows
- The need to make savings in year as identified in the budget
  - The need to ensure resilience in the senior management structure, including retention of key senior staff members.
  - The need to manage the impact and pressures of regional working
  - The need to ensure clear lines of accountability

## **2. Main considerations**

- 2.1 The current management structure comprises three directors who report directly to the Chief Executive. There is no current deputy in place and directors undertake the task on a rotational basis. This needs simplification to ensure clear accountability.
- 2.2 The Revenue budget 2018/19 approved by Council identified savings to be made in the senior management structure. The proposals in this report achieve savings in the range of £274,804 to £289,007.
- 2.3 The current Director of Resources was appointed on an interim basis following the retirement of the former Director, Mike Hawes. The main functions of the directorate are to provide all back office support services and to ensure that there is a corporate grip across the Council.
- 2.4 The Council also has an ambitious transformation programme, Sustainable Swansea, which drives the digital, commissioning and commercial projects to modernise the organisation and improve efficiency. This is managed by the Resources Directorate.
- 2.5 The regional collaboration agenda occupies a significant proportion of the time of the current Chief Executive. This is likely to remain the case for the foreseeable future, irrespective of the specific direction the Welsh Government takes in respect of local government reform. The Chief Executive takes the lead role for ERW and Western Bay as well as being an executive member of the City Deal Joint Committee.
- 2.6 The Council needs to strengthen its management capacity to ensure that the regional collaboration agenda can be taken forward proactively by Swansea whilst the organisation manages its ambitious programmes based around the corporate priorities. Lines of accountability need to be strengthened as the Council moves forward.

- 2.7 The imminent departure of the Director of People provides an opportunity to review the senior management structure. The introduction of this post has helped to foster more collaborative working practices between education and social care. Any proposal to delete this post from the establishment would need to be accompanied by appropriate arrangements to ensure continued collaborative working between directorates. This would be a key function of the Deputy Chief Executive.
- 2.8 The functions and responsibilities of the Head of Legal, Democratic Services and Business Intelligence and Head of Financial Services & Service Centre have been reviewed. The posts should appropriately be set at Chief Officer level to reflect these responsibilities and functions.

### **3. Proposals**

- 3.1 It is proposed that the post of Director of Resources post is deleted from the establishment and that a new post of Deputy Chief Executive/Director of Resources is created. The post would need to be advertised internally and externally a) in line with the Council's Constitution which states the requirement to publicly advertise a post for the appointment of a Chief Officer where the remuneration proposed is £100,000 or more per annum and b) to ensure that Council has the opportunity to appoint the best candidate.
- 3.2 It is proposed that the posts of Director of People, Chief Social Services Officer and Chief Education Officer are deleted from the establishment.
- 3.3 It is proposed that the posts of Director of Social Services and Director of Education are added to the establishment. Given the seniority of these positions the posts will also need to be advertised externally in line with the Council's Constitution which states the requirement to publicly advertise a post for the appointment of a Chief Officer where the remuneration proposed is £100,000 or more per annum.
- 3.4 It is proposed to amend the spans of control for the Chief Operating Officer (currently vacant) and appoint from existing Heads of Service across the wider directorate to provide additional resilience and assist in the delivery of a range of cross cutting reviews and internal and external projects and collaborations. The duties and the responsibilities of the resultant Head of Service post will be covered by the Chief Operating Officer, i.e. this post would not be filled by another employee.
- 3.5 It is proposed that post of Head of Legal, Democratic Services and Business Intelligence is deleted and that a new post of Chief Legal Officer is established and that the current incumbent is appointed into that post. It should be noted that Section 7 of the Local Government and Housing Act 1989, states that all appointments should be made on merit. This member of staff has clearly demonstrated her ability in the post. In addition, she has already undertaken the duties of the Chief Legal Officer post. It should be noted that if she were not to be appointed to this post, she would be in a potential redundancy situation. In this case, the Council would have to endeavour to find suitable alternative employment and the post of Deputy Chief Legal Officer would be deemed as such a post.

- 3.6 It is proposed that post of Head of Financial Services & Service Centre is deleted and that a new post of Chief Finance Officer is established. The post would need to be advertised internally and externally a) in line with the Council's Constitution which states the requirement to publicly advertise a post for the appointment of a Chief Officer where the remuneration proposed is £100,000 or more per annum and b) to ensure that Council has the opportunity to appoint the best candidate.
- 3.7 It is proposed that the post of Deputy Chief Finance Officer is established and advertised. It should be noted that this was approved as part of the 2018-19 budget setting by Council in March 2018.
- 3.8 It is proposed that the post of Deputy Chief Legal Officer is established and the incumbent is slotted into the post. It should be noted that this employee is currently acting as the Deputy Head of Legal on NJC terms and conditions. It should be noted that Section 7 of the Local Government and Housing Act 1989, states that all appointments should be made on merit. This member of staff has clearly demonstrated her ability in the post. In addition, she has already undertaken the duties required of the Deputy Chief Legal Officer post. It should be noted that if she were not to be appointed to this post, she would be in a potential redundancy situation. In this case, the Council would have to endeavour to find suitable alternative employment and the post of Deputy Chief Legal Officer would be deemed as such a post.
- 3.9 Role Profiles for the affected posts are attached at Appendices 4 to 10. These new posts have been evaluated and appointed on the appropriate grade in line with the approved Pay Policy of the Council.
- 3.10 These proposals have been put forward to the Independent Remuneration Panel for Wales at their meeting on 13<sup>th</sup> June 2018. Their decision will be verbally fed back to Council.

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

- 4.1 Subject to approval by the Independent Remuneration Panel for Wales and Council 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.

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

- 5.1 These proposals reduce the current Corporate Management Team from 10 to 9.

- 5.2 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. Therefore in terms of the posts of Deputy Chief Executive, Director of Social Services, Director of Education and Chief Finance Officer it is proposed that the posts are advertised and recruited to via external competition in line with the Council's Constitution. The current Chief Education Officer, Chief Social Services Officer and Head of Financial Services & Service Centre will be able to apply for these posts. However, it should be noted that in the event that they are not appointed to the posts, they will be in a potential redundancy situation in which case the Authority's Redeployment and Redundancy Policies will apply.
- 5.3 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.
- 5.4 Point 5.3 would apply to the current Head of Legal, Democratic Services and Business Intelligence and it is proposed that she be confirmed in the post of Chief Legal Officer on a permanent basis. This is on the basis that her performance in the Head of Service post has been satisfactory. The roles and responsibilities are sufficiently similar. This post is the designated Monitoring Officer.
- 5.5 Point 5.3 would also apply to the incumbent of the current Deputy Head of Legal who is on NJC terms and conditions. It is proposed that she be confirmed in the post of Deputy Chief Legal Officer on a permanent basis. This is on the basis that her performance in the Deputy Head of Legal post has been satisfactory. The roles and responsibilities are sufficiently similar. This post is the designated the Deputy Monitoring Officer.
- 5.6 The post of Deputy Chief Finance Officer will be advertised and recruited to via external competition.
- 5.7 The post of Chief Operating Officer be advertised to current Heads of Service within the Place Directorate. The duties and the responsibilities of the resultant Head of Service post will be covered by the Chief Operating Officer, i.e. this post would not be filled by an another employee.
- 5.8 Should other posts within the new senior structure be filled by existing employees; these employees will be confirmed in post and issued with new roles and responsibilities.
- 5.9 Following the Council meeting, the proposals will be confirmed in writing to the Senior Management Team 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 the Senior Management Team the outcome of the consultation.

5.11 As a result of these proposals, the Council's Constitution will need to be updated to reflect the new management structure and delegations. These will be reported back to Council in due course.

## **6. Place Directorate**

6.1 In addition it is proposed to make changes to the Place Directorate structure to provide resilience and make a significant contribution to the senior staff savings target. These are:-

- The deletion of the Head of Housing and Public Protection
- The deletion of the Head of Corporate Building and Property services
- The creation of a Head of Housing and Public Health
- The creation of the Head of Property Services
- The creation of the Head of Building Services

6.2 It is proposed that these three new posts are filled via internal recruitments from existing third tier officers within the Services Areas and the substantive posts deleted. Appointments would be made in the normal fashion via the Appointments Committee.

6.3 The above would generate savings of in the region of £160,795 (partially HRA related) with the exact figure dependant on the posts to be deleted and the outcome of the job evaluation process of the amended roles. See **Appendix 3a** for a copy of the financial information.

6.4 The post of Chief Operating Officer be advertised to current Heads of Service within the Place Directorate. The duties and the responsibilities of the resultant Head of Service post will be covered by the Chief Operating Officer, i.e. this post would not be filled by an another employee. This will result in additional savings in range of £88,767 to £102,970.

## **7. Equality and Engagement Implications**

7.1 The Council is subject to the Public Sector Equality Duty (Wales) and must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

Our Equality Impact Assessment process ensures that we have paid to regard to the above.

An EIA screening has been completed with the agreed outcome that a full EIA report is not required due to the internal nature of the roles. However, all roles will be assessed for Welsh language skills in line with the relevant standards.

## **8. Financial Implications**

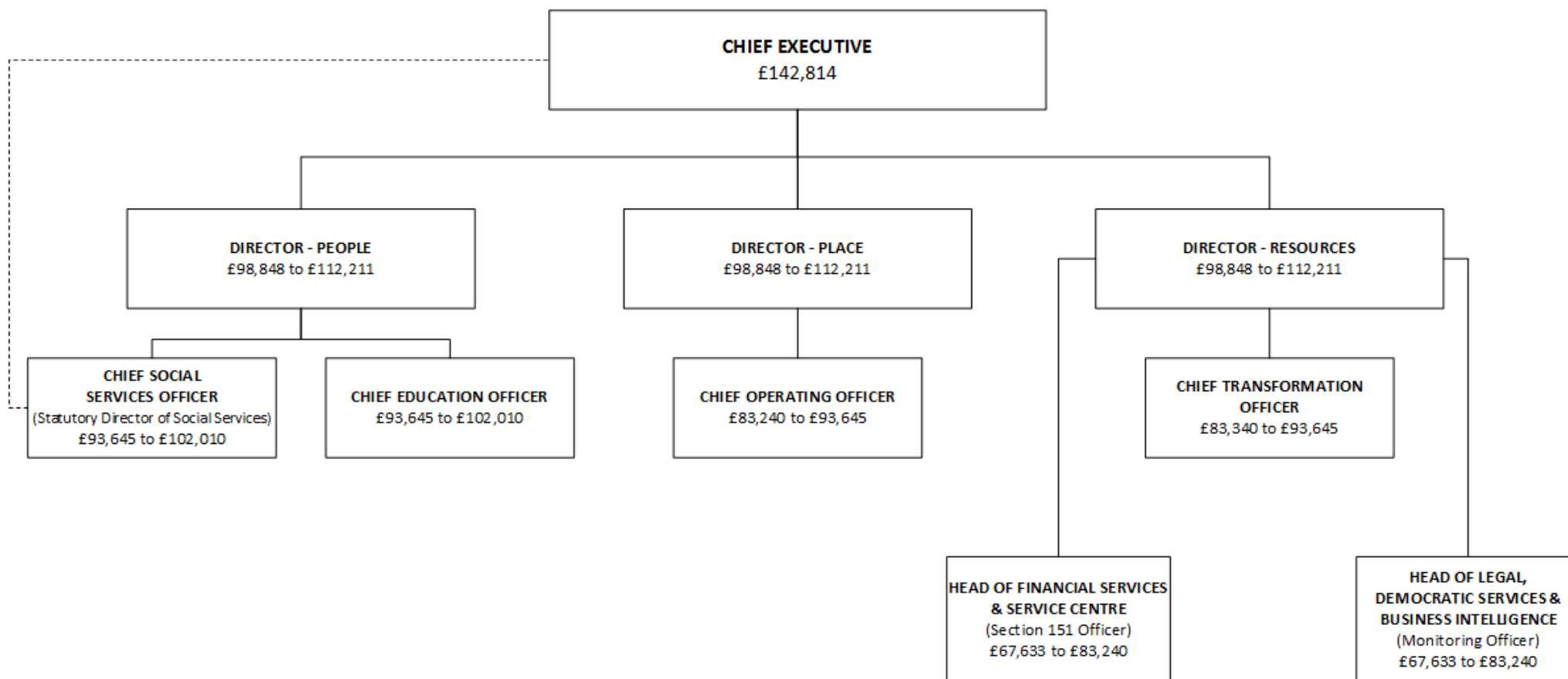
- 8.1 There will be salary savings in the range of £274,804 to £289,007 which includes salary on costs. See **Appendices 3 and 3a** for a copy of the financial implications.
- 8.2 These savings will be utilised to help contribute to reducing the Council's overall budget pressures and future funding gap.
- 8.3 It should be noted that all costs are at the current pay scales. There is a pending national JNC Chief Officer Pay Award for 2018-19 for which the employers have made a final offer of 2%. All existing and revised costs shown would change by the final pay award once agreed. Therefore, total savings would thus increase slightly post that pay award.
- 8.4 It should be noted that as a consequence of having to advertise externally there will be a cost arising as a result of that process which will have to be met from the savings identified above in the first year.

**Background Papers:** None

### **Appendices:**

- Appendix 1 - Current Corporate Management Structure
- Appendix 2 - Proposed Corporate Management Structure
- Appendix 3 & 3a - Financial Information
- Appendix 4 - Role Profile – Deputy Chief Executive/Director of Resources
- Appendix 5 - Role Profile – Director of Education
- Appendix 6 - Role Profile – Director of Social Services
- Appendix 7 - Role Profile – Chief Finance Officer (S151 Officer)
- Appendix 8 - Role Profile – Chief Legal Officer (Monitoring Officer)
- Appendix 9 - Role Profile – Deputy Chief Finance Officer
- Appendix 10 - Role Profile – Deputy Chief Legal Officer

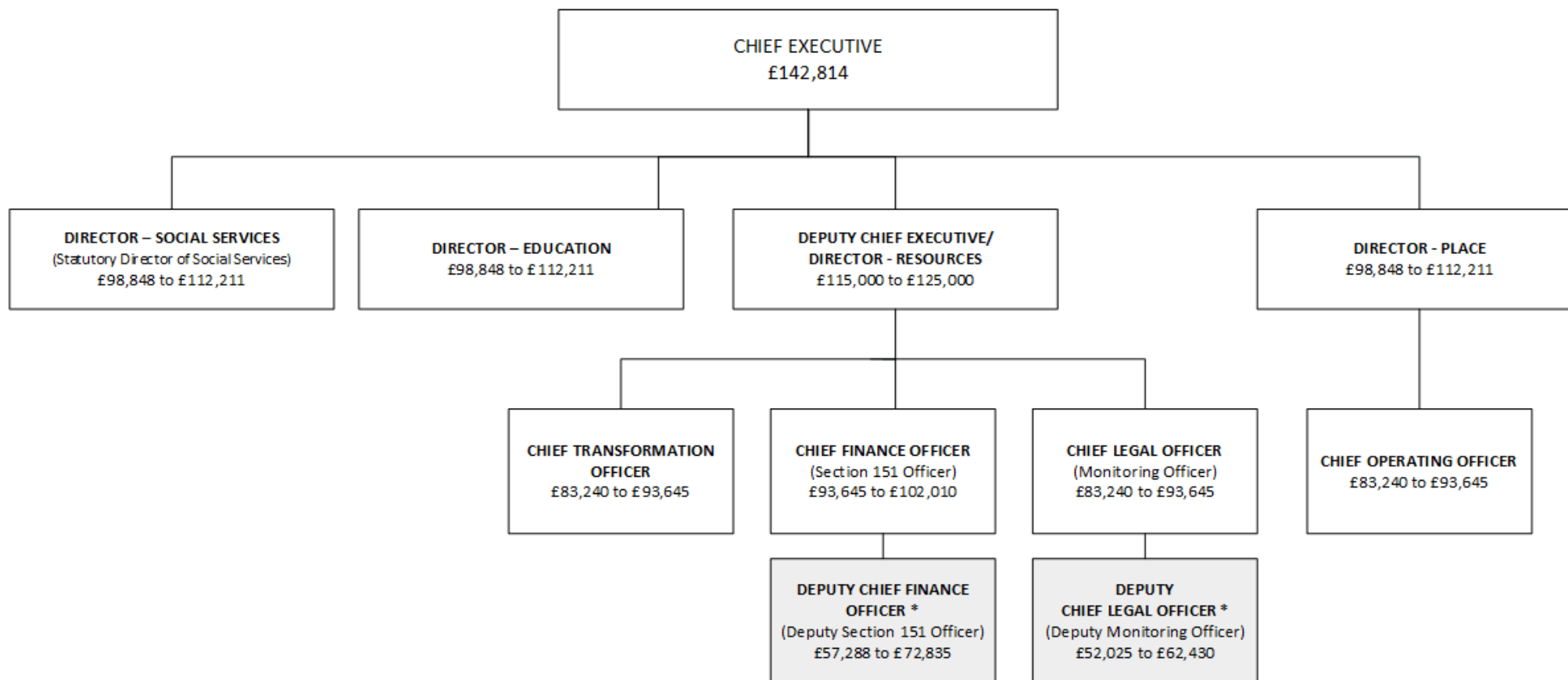
**CORPORATE MANAGEMENT TEAM - CURRENT STRUCTURE : MAY 2018**



1st May 2018



**CORPORATE MANAGEMENT TEAM - PROPOSED STRUCTURE : JUNE 2018**



\* The Deputy Chief Finance Officer and Deputy Chief Legal Officer are not part of the Corporate Management Team. However, they will be required to deputise for their respective Chief Officers in their absence.

June 2018



## APPENDIX 3

<b>CORPORATE MANAGEMENT TEAM : FINANCIAL INFORMATION</b>	
<b>CURRENT STRUCTURE</b>	<b>SALARY (MID POINT)</b>
Chief Executive	£ 142,814
Director - People	£ 104,560
Director - Place	£ 104,560
Director - Resources	£ 104,560
Chief Social Services Officer	£ 98,848
Chief Education Officer	£ 98,848
Chief Transformation Officer	£ 88,443
Chief Operating Officer (budget not currently specifically identified)	
Head of Legal, Democratic Services & Business Intelligence	£ 75,436
Head of Financial Services & Services Centre	£ 75,436
Deputy Finance Officer/Capital Support (temporary arrangements in place)	£ 125,000
Deputy Head of Legal (NJC post)	£ 62,918
<b>TOTAL</b>	<b>£ 1,081,423</b>
<b>SALARY ON COSTS</b>	<b>£ 394,719</b>
<b>TOTAL SALARY COSTS</b>	<b>£ 1,476,142</b>
<b>PROPOSED STRUCTURE</b>	<b>SALARY (MID POINT)</b>
Chief Executive	£ 142,814
Deputy Chief Executive/Director of Resources	£ 120,000
Director - Social Services	£ 104,560
Director - Education	£ 104,560
Director - Place	£ 104,560
Chief Operating Officer	£ 88,443
Chief Finance Officer	£ 98,848
Chief Legal Officer	£ 88,443
Chief Transformation Officer	£ 88,443
Deputy Chief Finance Officer	£ 65,031
Deputy Chief Legal Officer	£ 57,228
<b>TOTAL</b>	<b>£ 1,062,930</b>
<b>SALARY ON COSTS</b>	<b>£ 387,969</b>
<b>TOTAL SALARY COSTS</b>	<b>£ 1,450,899</b>
<b>TOTAL SAVINGS (INCLUDING ON COSTS)</b>	<b>£ 25,243</b>
<b>TOTAL SAVINGS FROM PLACE REVIEW</b>	<b>£ 160,794.54</b>
<b>TOTAL OVERALL SALARY SAVINGS</b>	<b>£ 186,037.49</b>

**N.B.** The Chief Operating Officer post will cover one of the proposed Heads of Service posts and therefore there will be additional savings within the Place Directorate in the range of £88,767 to £102,070.

This will mean that the total overall savings will be in the range of £274,804 to £289,007.

**APPENDIX 3a**

<b>PLACE DIRECTORATE</b>	
<b>CURRENT STRUCTURE</b>	<b>SALARY (MID POINT)</b>
Head of Corporate Building & Property Services	£ 75,436
Head of Housing & Public Protection	£ 75,436
Head of Waste, Cleansing & Parks	£ 75,436
Head of Highways & Transportation	£ 75,436
Head of Cultural Services	£ 75,436
Head of Planning & City Regeneration	£ 75,436
Grade 12 Senior Manager - top of grade	£ 50,631
Grade 12 Senior Manager - top of grade	£ 50,631
Grade 12 Senior Manager - top of grade plus supplement	£ 60,757
<b>TOTAL</b>	<b>£ 614,635</b>
<b>SALARY ON COSTS</b>	<b>£ 224,342</b>
<b>TOTAL SALARY COSTS</b>	<b>£ 838,977</b>
<b>PROPOSED STRUCTURE</b>	<b>SALARY (MID POINT)</b>
Head of Property Services *	£ 65,031
Head of Building Services *	£ 65,031
Head of Housing & Public Health *	£ 65,031
Head of Waste, Cleansing & Parks	£ 75,436
Head of Highways & Transportation	£ 75,436
Head of Cultural Services	£ 75,436
Head of Planning & City Regeneration	£ 75,436
<b>TOTAL</b>	<b>£ 496,837</b>
<b>SALARY ON COSTS</b>	<b>£ 181,346</b>
<b>TOTAL SALARY COSTS</b>	<b>£ 678,183</b>
<b>TOTAL SALARY SAVINGS (INCLUDING ON COSTS)</b>	<b>£ 160,795</b>
* The grades of these posts are subject to Job Evaluation	

**N.B.** The Chief Operating Officer post will cover one of the proposed Heads of Service posts and therefore there will be additional savings within the Place Directorate in the range of £88,767 to £102,070.



## Role Profile

<b>Post Title:</b>	Deputy Chief Executive/Director of Resources
<b>Directorate:</b>	Resources
<b>Family:</b>	Corporate Management and Leadership
<b>Reporting to:</b>	Chief Executive
<b>Salary</b>	£115,000 - £125,000
<b>Post No:</b>	
<b>Date:</b>	June 2018

### Purpose

The post holder will provide leadership and guidance to the senior management team regarding the allocation of resources, risk management, change management and leadership behaviours. The post holder will support the Chief Executive in setting the overall strategic direction of the organisation. They will work collaboratively with the leadership team and with Members. They will ensure that cultural change is delivered by instilling in their leadership team purpose and responsibility.

### Key Responsibilities

<b>Responsible for:</b>	<ul style="list-style-type: none"> <li>➤ Deputise for the Chief Executive when needed.</li> <li>➤ Resources and Financial Strategy</li> <li>➤ Corporate grip</li> <li>➤ ICT, HR, legal and democratic services</li> <li>➤ Transformation</li> <li>➤ Regionalisation oversight</li> <li>➤ Partnerships and the Public Service Board</li> <li>➤ Corporate Planning and Performance Management</li> <li>➤ Industrial relations</li> </ul>
<b>Themes:</b>	Efficiency, Effectiveness, Performance, Delivery, Governance; Regionalisation; Financial strategy and performance
<b>Strategic Programmes &amp; Projects:</b>	<ul style="list-style-type: none"> <li>➤ Transformation Agenda</li> <li>➤ Sustainable Swansea – Fit for the Future</li> <li>➤ Capital Development, Investment &amp; Risk Management</li> <li>➤ Regeneration Agenda for the City</li> </ul>
<b>Strategic Lead:</b>	Financial Strategy, Workforce Planning, Information Management, Performance Management, Delivery, Customer Care, Organisational Development, Improvement Plan, Scrutiny; Governance

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

Role Accountability	End Result
<b>Compliance</b>	
Ensure appropriate legislative and regulatory compliance mechanisms are in place for the Directorate	<ul style="list-style-type: none"> <li>➤ Statutory and regulatory compliance on behalf of the Council is met</li> <li>➤ Professional and regulatory standards monitored and met</li> <li>➤ Council risk is identified and mitigated</li> </ul>
<b>Customer and Citizen Focus</b>	
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	<ul style="list-style-type: none"> <li>➤ New models of delivery considered/ supported to achieve value for money and efficiencies</li> <li>➤ Customer/Citizen needs prioritised and met</li> </ul>
<b>Performance Management</b>	
Ensure Directorate KPIs and standards are set in place for each service and responsible officers have adequate resources to deliver performance outcomes	<ul style="list-style-type: none"> <li>➤ Performance targets met</li> <li>➤ Outcomes identified and met</li> <li>➤ Key risks mitigated and issues resolved</li> <li>➤ Corrective actions implemented</li> <li>➤ Statutory requirements and external standards satisfied</li> <li>➤ Improvements identified and planned</li> </ul>
<b>People Management</b>	
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.	<ul style="list-style-type: none"> <li>➤ Positive climate</li> <li>➤ Capable and knowledgeable staff</li> <li>➤ Directorate Workforce and Training Plans in place</li> <li>➤ Appraisal mechanisms maximised to ensure optimal performance</li> <li>➤ Council and HR policies/procedures met</li> </ul>
<b>Nature Of Contacts</b>	
<ul style="list-style-type: none"> <li>➤ Represent the Council/Directorate/Service</li> <li>➤ Substantial knowledge and experience of navigating the political environment at regional and national level.</li> <li>➤ External organisations including government bodies, local and regional partnerships.</li> <li>➤ Lead consultation groups at all levels – providing advice, informing and influencing their approach and decisions.</li> <li>➤ Internal and External Customers – engage and interact with, provide expert response to complex/sensitive queries, give advice and inform and influence decisions.</li> <li>➤ External providers and suppliers – Outcomes reviewed and managed effectively, remedial action taken as required at the appropriate level.</li> <li>➤ Colleagues, management, Directors, Members and external organisations -supporting future corporate planning, reporting and presenting options to assist and inform decision making</li> </ul>	
<b>Working Environment</b>	
Mainly office based with travel to various locations for external meetings. May be required to travel to other sites, including outdoor sites.	

<b>Procedural Context</b>
<p>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:</p> <ul style="list-style-type: none"> <li>➤ Influencing the development of external policy frameworks, national and regional initiatives and programmes; taking the lead role in interpreting them in the Council context.</li> <li>➤ Supporting the Council and the Chief Executive in delivering corporate strategies/plans and policies</li> <li>➤ Leading the development of plans, policies and systems - integrating these plans into business planning for short, medium and longer term situations.</li> <li>➤ Lead/support the implementation of Corporate Change Programmes and Projects.</li> <li>➤ Deputise for the Chief Executive.</li> </ul>
<b>Key Facts &amp; Figures</b>
<p>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.</p>
<b>Indicative Qualifications</b>
<p>Substantial relevant experience of the public sector/local and national government political environment and/or</p> <ul style="list-style-type: none"> <li>➤ Post graduate level professional qualification</li> <li>➤ Relevant Degree</li> <li>➤ Chartered membership of appropriate professional body will be required in some areas of expertise</li> </ul>
<b>Work Knowledge</b>
<ul style="list-style-type: none"> <li>➤ Proven track record in public sector organisations, with significant political acumen at the regional and national level.</li> <li>➤ 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</li> <li>➤ In depth management experience, including extensive project / programme management/sponsoring experience.</li> <li>➤ Thorough understanding of the Council, and the wider local, Regional, National and international context to develop and implement strategies, policies and standards.</li> </ul>
<b>Equipment &amp; Associated Skills</b>
<ul style="list-style-type: none"> <li>➤ Standard Office equipment.</li> <li>➤ ICT literate in standard office software.</li> <li>➤ Associated professional software applications where appropriate.</li> </ul>

## 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 & Safety Compliance

Swansea Council, 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	Description
	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	Description
	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,

<b>BEHAVIOUR 3 Decision Making</b>	
<b>Purpose</b>	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
<b>BEHAVIOUR 4 Building Working Relationships</b>	
<b>Purpose</b>	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
<b>BEHAVIOUR 5 Communicating and Influencing</b>	
<b>Purpose</b>	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.

<b>BEHAVIOUR 6</b> <b>Customer and Citizen Focus</b>	
<b>Purpose</b>	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.
<b>BEHAVIOUR 7</b> <b>Delivering the Service</b>	
<b>Purpose</b>	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
<b>BEHAVIOUR 8</b> <b>Information, Finance and Resources</b>	
<b>Purpose</b>	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

<b>BEHAVIOUR 9</b>	
<b>Programme and Project Management</b>	
<b>Purpose</b>	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
<b>BEHAVIOUR 10</b>	
<b>People and Performance</b>	
<b>Purpose</b>	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

<b>Post Title:</b>	Director of Education
<b>Directorate:</b>	Education
<b>Family:</b>	Corporate Management & Leadership
<b>Reporting to:</b>	Chief Executive
<b>Salary Band &amp; Salary:</b>	Director, £98,848 to £112,211
<b>Post No:</b>	
<b>Date:</b>	June 2018

### Purpose

To be the Council's statutory responsible officer for the Education Service and to determine the strategic planning and operational delivery of Education Services.

### Key Responsibilities

<b>Responsible for:</b>	<ul style="list-style-type: none"> <li>➤ Education Achievement &amp; Partnership Teams</li> <li>➤ Education Planning &amp; Resources Teams</li> <li>➤ Vulnerable Learner Teams</li> <li>➤ Local and regional partnerships relating to lifelong learning and skills</li> </ul>
<b>Service Areas:</b>	<ul style="list-style-type: none"> <li>➤ Education – Schools</li> <li>➤ Ethnic Minority Achievement Unit (EMAU)</li> <li>➤ Music Service</li> <li>➤ Regional working and school improvement</li> <li>➤ ICT &amp; E-Learning</li> <li>➤ Education Performance, Planning &amp; Resources</li> <li>➤ Capital build and Band B programme</li> <li>➤ Catering &amp; Cleaning</li> <li>➤ School Governor &amp; Student Services</li> <li>➤ SEN and ALN provision</li> <li>➤ EOTAS provision</li> <li>➤ Provision for Looked After Pupils and Virtual School</li> </ul>

<b>Role Accountability</b>	<b>End Result</b>
<b>Statutory and regulatory</b>	
Responsible officer for the Council in key statutory function/s and/or for delivery of cross cutting Services and/or delivery of services through regional arrangements	<ul style="list-style-type: none"> <li>• Statutory and regulatory function is monitored and maintained to current legislative requirements</li> <li>• Legislative and statutory changes are influenced and planned appropriately</li> <li>• Cross-cutting service delivery</li> </ul>
<b>Corporate Management</b>	
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"> <li>• Service teams objectives disseminated/ interpreted to meet Corporate Priorities</li> <li>• Business plan objectives set and outcomes met</li> <li>• Professional and regulatory standards met</li> </ul>
<b>Planning</b>	
Support corporate planning and lead on strategic Directorate planning. Lead the development and management of business plans in line with corporate strategies and plans	<ul style="list-style-type: none"> <li>• Support strategic corporate planning mechanisms</li> <li>• Service and directorate business plans implemented and monitored and reviewed to timescales</li> <li>• Clear directorate aims and objectives disseminated across all teams</li> <li>• Local, regional and national plans considered/integrated in business plan</li> </ul>
<b>Policy</b>	
Development 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"> <li>• Directorate policies and strategies set</li> <li>• Policy implementation is monitored and reviewed</li> <li>• Regional and national agenda integral to policy development and implementation</li> </ul>
<b>Professional Guidance and Support</b>	
Support and provide advice to other Directors and Chief Executive, Members, managers and other internal and external stakeholders in area of expertise/business context	<ul style="list-style-type: none"> <li>• Members, Chief Executive and other Directors supported</li> <li>• Managers supported</li> <li>• Stakeholders supported</li> </ul>
<b>Resources/Finance Management</b>	
Lead, set, monitor and control the budgets and resources for the directorate. Overall responsibility for resourcing the delivery of the service in order to meet Corporate objectives	<ul style="list-style-type: none"> <li>• Effective financial management and probity demonstrated for the directorate</li> <li>• Resource planning is effective for the directorate</li> <li>• Budget targets planned and met</li> <li>• All resources effectively employed / deployed</li> <li>• Contracts planned, established and monitored</li> </ul>
<b>Compliance</b>	
Ensure appropriate legislative and regulatory compliance mechanisms are in place for the Directorate	<ul style="list-style-type: none"> <li>• Statutory and regulatory compliance on behalf of the Council is met</li> <li>• Professional and regulatory standards are monitored and met</li> <li>• Council risk is identified and mitigated</li> </ul>
<b>Customer Focus</b>	
Provide an environment that supports the development of new ways of working and support innovation that focuses on the	<ul style="list-style-type: none"> <li>• New models of delivery considered to achieve value for money and efficiencies</li> <li>• Customer/citizen needs prioritised and met</li> </ul>

<b>Role Accountability</b>	<b>End Result</b>
customer/citizen; ensure customer/citizen satisfaction	
<b>Performance management</b>	
Ensure Directorate KPIs and standards are set in place for each service and responsible officers have adequate resources to deliver performance outcomes	<ul style="list-style-type: none"> <li>• Performance targets are met</li> <li>• Outcomes identified and met</li> <li>• Key risks and issues identified and mitigated</li> <li>• Corrective actions implemented</li> <li>• Statutory requirements and external standards satisfied</li> <li>• Improvements identified and planned</li> </ul>
<b>Representation</b>	
Put Council case from a directorate / corporate view and inform and influence outcomes both internally and externally	<ul style="list-style-type: none"> <li>• Council view effectively represented at all levels</li> <li>• Council case understood and promoted effectively locally, regionally and nationally</li> <li>• Beneficial outcomes negotiated appropriately</li> </ul>
<b>People Management</b>	
Lead, manage, develop and motivate the Directorate/teams (internal and external). Undertake regular workforce planning activities to ensure the sustainability of the Directorate	<ul style="list-style-type: none"> <li>• Positive climate</li> <li>• Capable and knowledgeable staff</li> <li>• Achievement of work objectives</li> <li>• Service Workforce and Training Plans in place</li> <li>• Compliance with HR policies</li> <li>• Council and HR policies/procedures met</li> </ul>
<b>Nature of Contacts</b>	
<ul style="list-style-type: none"> <li>• Represent the Council/Directorate/Service</li> <li>• Substantial knowledge and experience of navigating the political environment at regional and national level</li> <li>• External organisations including government bodies, local and regional partnerships.</li> <li>• Lead consultation groups at all levels – providing advice, informing and influencing their approach and decisions.</li> <li>• Internal and External Customers – engage and interact with, provide expert response to complex/sensitive queries, give advice and inform and influence decisions.</li> <li>• External providers and suppliers – Outcomes reviewed and managed effectively, remedial action taken as required at the appropriate level.</li> <li>• Colleagues, management, Directors, Members and external organisations -supporting future corporate planning, reporting and presenting options to assist and inform decision making</li> </ul>	
<b>Working Environment</b>	
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, particularly in compliance with legal and statutory frameworks, and will extend to influence and involvement on matters of corporate or national importance. Role will also include:

- Lead responsible officer for the statutory function, including responsibility for ensuring legal and regulatory compliance for the statutory function.
- Influence the development of external policy frameworks and developments; take the lead role in interpreting them in the Council context.
- 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.
- Lead/support the implementation of Corporate Change Programmes and Projects.
- Undertakes critical analysis, provides expert point of view and advice, negotiates results and influences decisions in Council and external fora.

### **Key Facts & Figures**

Legal and regulatory responsibility for a specific function.

Manage diverse functions in one full Service area – additional functions may be integrated into the directorate from time to time.

Responsible for directorate budget, directorate planning and control – budget monitoring and deployment of resources.

Monitor and control directorate/corporate budgets.

### **Indicative Qualifications**

Substantial relevant experience of the public sector/local government political environment and/or

- Relevant Degree
- Post graduate level professional qualification
- Chartered membership of appropriate professional body will be required in some areas of expertise.
- Specific qualifications *will* be required in areas with clear statutory responsibilities (e.g. Education).

### **Work Knowledge**

- Proven track record in public sector organisations, with significant political acumen internally and externally.
- In depth technical, professional and legislative knowledge across specific areas within the Service and statutory function.
- In depth management experience, including extensive project / programme management applicable to the service/organisation.
- Thorough understanding of the Council's local, Regional and National context to develop and implement strategies, policies and standards.
- Ability to provide expert specialist advice and inform and influence outcomes across the Directorate/Council.

### **Equipment & 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 Corporate Management and Leadership family are fully aware of their responsibilities in these areas.

#### Compulsory Requirements for Health & Safety Compliance

All Chief Officers 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 Chief Officer 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 Chief Officer 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/Chief Officer 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 Chief Officer 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 & 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.

1. The Chief Officer will have knowledge and understanding of the legislation and public sector duties so that both are considered in their work to ensure legislative compliance
2. The Chief Officer will 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	Description
	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	Description
	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**

<b>Purpose</b>	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**

<b>Purpose</b>	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**

<b>Purpose</b>	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**

<b>Purpose</b>	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**

<b>Purpose</b>	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**

<b>Purpose</b>	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**

<b>Purpose</b>	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**

<b>Purpose</b>	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

<b>Post Title:</b>	Director of Social Services
<b>Directorate:</b>	Social Services and Early Help
<b>Family:</b>	Corporate Management & Leadership
<b>Reporting to:</b>	Chief Executive
<b>Salary Band &amp; Salary:</b>	Director, £98,848 to £112,211
<b>Post No:</b>	
<b>Date:</b>	June 2018

### Purpose

To be the Council's statutory responsible officer for Social Services and to determine the strategic planning and operational delivery of Social Services and Early Help Services.

### Key Responsibilities

<b>Responsible for:</b>	<ul style="list-style-type: none"> <li>➤ Adult Services</li> <li>➤ Child and Family Services</li> <li>➤ Poverty and Prevention</li> <li>➤ Commissioning for People</li> <li>➤ People Business Support Hub</li> <li>➤ Western Bay programme</li> <li>➤ Local and regional partnerships relating to Social Services and Early Help</li> </ul>
<b>Service Areas:</b>	<ul style="list-style-type: none"> <li>➤ Older People</li> <li>➤ Adults with a learning disability, physical disability or mental ill health</li> <li>➤ Western Bay programme</li> <li>➤ Safeguarding arrangements</li> <li>➤ Youth Support Services and Youth Offending</li> <li>➤ Children with a disability</li> <li>➤ Corporate Parenting</li> <li>➤ Assessment and Care Management</li> <li>➤ Family Support Continuum and Early Help Services</li> <li>➤ Tackling Poverty</li> </ul>

<b>Role Accountability</b>	<b>End Result</b>
<b>Statutory and regulatory</b>	
Responsible officer for the Council in key statutory function/s and/or for delivery of cross cutting Services and/or delivery of services through regional arrangements	<ul style="list-style-type: none"> <li>• Statutory and regulatory function is monitored and maintained to current legislative requirements</li> <li>• Legislative and statutory changes are influenced and planned appropriately</li> <li>• Cross-cutting service delivery</li> </ul>
<b>Corporate Management</b>	
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"> <li>• Service teams objectives disseminated/ interpreted to meet Corporate Priorities</li> <li>• Business plan objectives set and outcomes met</li> <li>• Professional and regulatory standards met</li> </ul>
<b>Planning</b>	
Support corporate planning and lead on strategic Directorate planning. Lead the development and management of business plans in line with corporate strategies and plans	<ul style="list-style-type: none"> <li>• Support strategic corporate planning mechanisms</li> <li>• Service and directorate business plans implemented and monitored and reviewed to timescales</li> <li>• Clear directorate aims and objectives disseminated across all teams</li> <li>• Local, regional and national plans considered/integrated in business plan</li> </ul>
<b>Policy</b>	
Development 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"> <li>• Directorate policies and strategies set</li> <li>• Policy implementation is monitored and reviewed</li> <li>• Regional and national agenda integral to policy development and implementation</li> </ul>
<b>Professional Guidance and Support</b>	
Support and provide advice to other Directors and Chief Executive, Members, managers and other internal and external stakeholders in area of expertise/business context	<ul style="list-style-type: none"> <li>• Members, Chief Executive and other Directors supported</li> <li>• Managers supported</li> <li>• Stakeholders supported</li> </ul>
<b>Resources/Finance Management</b>	
Lead, set, monitor and control the budgets and resources for the directorate. Overall responsibility for resourcing the delivery of the service in order to meet Corporate objectives	<ul style="list-style-type: none"> <li>• Effective financial management and probity demonstrated for the directorate</li> <li>• Resource planning is effective for the directorate</li> <li>• Budget targets planned and met</li> <li>• All resources effectively employed / deployed</li> <li>• Contracts planned, established and monitored</li> </ul>
<b>Compliance</b>	
Ensure appropriate legislative and regulatory compliance mechanisms are in place for the Directorate	<ul style="list-style-type: none"> <li>• Statutory and regulatory compliance on behalf of the Council is met</li> <li>• Professional and regulatory standards are monitored and met</li> <li>• Council risk is identified and mitigated</li> </ul>
<b>Customer Focus</b>	



<b>Role Accountability</b>	<b>End Result</b>
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	<ul style="list-style-type: none"> <li>• New models of delivery considered to achieve value for money and efficiencies</li> <li>• Customer/citizen needs prioritised and met</li> </ul>
<b>Performance management</b>	
Ensure Directorate KPIs and standards are set in place for each service and responsible officers have adequate resources to deliver performance outcomes	<ul style="list-style-type: none"> <li>• Performance targets are met</li> <li>• Outcomes identified and met</li> <li>• Key risks and issues identified and mitigated</li> <li>• Corrective actions implemented</li> <li>• Statutory requirements and external standards satisfied</li> <li>• Improvements identified and planned</li> </ul>
<b>Representation</b>	
Put Council case from a directorate / corporate view and inform and influence outcomes both internally and externally	<ul style="list-style-type: none"> <li>• Council view effectively represented at all levels</li> <li>• Council case understood and promoted effectively locally, regionally and nationally</li> <li>• Beneficial outcomes negotiated appropriately</li> </ul>
<b>People Management</b>	
Lead, manage, develop and motivate the Directorate/teams (internal and external). Undertake regular workforce planning activities to ensure the sustainability of the Directorate	<ul style="list-style-type: none"> <li>• Positive climate</li> <li>• Capable and knowledgeable staff</li> <li>• Achievement of work objectives</li> <li>• Service Workforce and Training Plans in place</li> <li>• Compliance with HR policies</li> <li>• Council and HR policies/procedures met</li> </ul>
<b>Nature of Contacts</b>	
<ul style="list-style-type: none"> <li>• Represent the Council/Directorate/Service</li> <li>• Substantial knowledge and experience of navigating the political environment at regional and national level</li> <li>• External organisations including government bodies, local and regional partnerships.</li> <li>• Lead consultation groups at all levels – providing advice, informing and influencing their approach and decisions.</li> <li>• Internal and External Customers – engage and interact with, provide expert response to complex/sensitive queries, give advice and inform and influence decisions.</li> <li>• External providers and suppliers – Outcomes reviewed and managed effectively, remedial action taken as required at the appropriate level.</li> <li>• Colleagues, management, Directors, Members and external organisations -supporting future corporate planning, reporting and presenting options to assist and inform decision making</li> </ul>	
<b>Working Environment</b>	
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, particularly in compliance with legal and statutory frameworks, and will extend to influence and involvement on matters of corporate or national importance. Role will also include:

- Lead responsible officer for the statutory function, including responsibility for ensuring legal and regulatory compliance for the statutory function.
- Influence the development of external policy frameworks and developments; take the lead role in interpreting them in the Council context.
- 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.
- Lead/support the implementation of Corporate Change Programmes and Projects.
- Undertakes critical analysis, provides expert point of view and advice, negotiates results and influences decisions in Council and external fora.

### **Key Facts & Figures**

Legal and regulatory responsibility for a specific function.

Manage diverse functions in one full Service area – additional functions may be integrated into the directorate from time to time.

Responsible for directorate budget, directorate planning and control – budget monitoring and deployment of resources.

Monitor and control directorate/corporate budgets.

### **Indicative Qualifications**

Substantial relevant experience of the public sector/local government political environment and/or

- Relevant Degree
- Post graduate level professional qualification
- Chartered membership of appropriate professional body will be required in some areas of expertise.
- Specific qualifications *will* be required in areas with clear statutory responsibilities (e.g. Social Services).

### **Work Knowledge**

- Proven track record in public sector organisations, with significant political acumen internally and externally.
- In depth technical, professional and legislative knowledge across specific areas within the Service and statutory function.
- In depth management experience, including extensive project / programme management applicable to the service/organisation.
- Thorough understanding of the Council's local, Regional and National context to develop and implement strategies, policies and standards.
- Ability to provide expert specialist advice and inform and influence outcomes across the Directorate/Council.

### **Equipment & 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 Corporate Management and Leadership family are fully aware of their responsibilities in these areas.

### Compulsory Requirements for Health & Safety Compliance

All Chief Officers 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:

5. The Chief Officer 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
6. The Chief Officer 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
7. The Head of Service/Chief Officer shall fulfil their responsibilities for health and safety as detailed in the City and County of Corporate Health and Safety Policy and its arrangements
8. The Chief Officer 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 & 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.

3. The Chief Officer will have knowledge and understanding of the legislation and public sector duties so that both are considered in their work to ensure legislative compliance
4. The Chief Officer will 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:**

3. understand their obligations within the remit of their own role in order to implement the Plan and ensure compliance with legislation
4. 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 & 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:**

5. 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
6. 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	Description
	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	Description
	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,

<b>BEHAVIOUR 3 Decision Making</b>	
<b>Purpose</b>	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
<b>BEHAVIOUR 4 Building Working Relationships</b>	
<b>Purpose</b>	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
<b>BEHAVIOUR 5 Communicating and Influencing</b>	
<b>Purpose</b>	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.

<b>BEHAVIOUR 6</b> <b>Customer and Citizen Focus</b>	
<b>Purpose</b>	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.
<b>BEHAVIOUR 7</b> <b>Delivering the Service</b>	
<b>Purpose</b>	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
<b>BEHAVIOUR 8</b> <b>Information, Finance and Resources</b>	
<b>Purpose</b>	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

<b>BEHAVIOUR 9</b> <b>Programme and Project Management</b>	
<b>Purpose</b>	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
<b>BEHAVIOUR 10</b> <b>People and Performance</b>	
<b>Purpose</b>	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

<b>Post Title:</b>	Chief Finance Officer (Head of Service Centre and S151 Officer)
<b>Directorate:</b>	Resources
<b>Family:</b>	Corporate Management & Leadership
<b>Reporting to:</b>	Deputy Chief Executive/Director of Resources
<b>Salary Band &amp; Salary:</b>	Chief Officer, Points 5 to 9, £93,645 to £102,010
<b>Post No:</b>	
<b>Date:</b>	June 2018

### Purpose

1. To provide strategic leadership for the Council on all financial matters.
2. To lead on the Council's long term Financial Strategy
3. To lead and support delivery of the medium term financial plan, the budget, budgetary control framework and published statutory accounts.
4. To be the advisor on all financial aspects of all corporate strategies, plans, strategic programmes and projects for the Council.
5. Act as Section 151 Officer on behalf of the Council and Head of Profession to provide direction, leadership and guidance to staff in the Finance function and ensure the improvement and implementation of Finance standards across the Council and partner organisations.
6. Corporate responsibility for the management and administration of the Council's finances and the continuous improvement of the efficient use of financial resources across the Council to ensure the effective control of the Council's revenue budget and its capital programme in order to enhance the overall value for money to customers, citizens and taxpayers.
7. To lead all aspects of the Service Centre function and work with Directors and Heads of Service on delivering efficient and effective Business Support.
8. To influence regional and national public sector services agenda in respect of all financial matters.
9. To lead as a member of the Corporate Management Team supporting change and transformation across the Council and the region.
10. Lead regional working groups where appropriate.

## Key Responsibilities

1. Act as Section 151 Officer on behalf of the Council and Head of Profession to provide direction, leadership and guidance to staff in the Finance function and ensure the improvement and implementation of Finance standards across the Council and partner organisations where appropriate.
2. Responsible for leading and developing the Council's long term financial strategy and framework alongside key stakeholders and the Medium Term Financial Plan (MTFP). Ensuring activity and process comply with Government regulations and legislation
3. Provide expert advice to the Pensions Committee and ensure the delivery of an effective fund management service/function to the Pension Fund.
4. Financial Services which includes:
  - a. Accountancy Services (Revenue and Capital);
  - b. Treasury Management/Investment/Accounting
  - c. Insurance
  - d. Pensions Investment, Management and Administration;
  - e. Internal Audit and Risk Management
5. The Service Centre which includes:
  - a. Payables, Receivables and Cashiers
  - b. Employee Services including payroll
  - c. Revenues and Benefits.
6. This post is separately appointed Clerk and Treasurer to, and by, the Swansea Bay Port Health Authority.
7. Supporting and attending Council, Cabinet and Committees (e.g. Audit Committee and Scrutiny)
8. In addition, the post holder will work closely with Cabinet Members, and Corporate Directors to enable organisational responsiveness to elected members; secure the best approach to resource stewardship for the council's budget and finances; ensure that overall management attention, effort and controls are commensurate to risk and opportunity across the council's functions and activities; and enhance the reputation of Swansea as a place as well as Swansea Council.
9. The post is responsible for ensuring the Council has effective arrangements for its internal financial controls and a coherent plan for the management of risk.
10. Commissioning any required financial services ensuring cost effectiveness, efficiency and responsiveness.
11. Accountable for all financial and budgetary planning and control within the context of *Sustainable Swansea – Fit for the Future*; and to actively monitor and challenge the financial implications in all projects and programmes operating within the Council.
12. Leading financial aspects of capital development, investment and risk management  
All financial aspects of the regeneration Agenda for the City, including City Deal.

Role Accountability	End Result
<b>Corporate Management</b>	
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"> <li>• Service teams objectives disseminated/ interpreted to meet Corporate Priorities</li> <li>• Business plan objectives set and outcomes met</li> <li>• Professional and regulatory standards met</li> </ul>
<b>Policy</b>	
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"> <li>• Service policies and strategies set</li> <li>• Policy implementation is monitored and reviewed</li> <li>• Regional and national agenda integral to policy development and implementation</li> </ul>
<b>Planning</b>	
Support corporate planning and lead on strategic service/business planning.	<ul style="list-style-type: none"> <li>• Strategic corporate planning mechanisms supported</li> <li>• Service business plans implemented and monitored and reviewed to timescales</li> <li>• Clear service aims and objectives disseminated across all teams</li> <li>• Local, regional and national plans considered/integrated in business plan</li> </ul>
<b>Professional Guidance and Support</b>	
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"> <li>• Members, Chief Executive, Directors, Chief Officers are supported</li> <li>• Managers and teams supported</li> <li>• Stakeholders supported</li> </ul>
<b>Resources &amp; Financial Management</b>	
<p>Overall responsibility for service budget and for resourcing the delivery of service in order to meet service/corporate objectives</p> <p>To act as the Authority's Section 151 Officer and be responsible for; budget agreement/management; annual accounts; financial advice; Internal Audit and the Pension Fund</p>	<ul style="list-style-type: none"> <li>• Effective financial management and probity is maintained for the service</li> <li>• Budget targets planned and met</li> <li>• All resources effectively employed/ deployed for service efficiency</li> <li>• Contracts planned, established and monitored – remedial actions taken</li> </ul>
<b>Compliance</b>	
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"> <li>• Professional and regulatory standards monitored and met</li> <li>• Best practice trends identified and implemented where appropriate</li> <li>• Implications/risks assessed and advice given</li> <li>• Proposals and plans in place to protect the Council position</li> </ul>

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

<b>Working Environment</b>
Mainly office based with travel to various locations for external meetings. May be required to travel to other sites, including outdoor sites.
<b>Procedural Context</b>
<ul style="list-style-type: none"> <li>• 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.</li> <li>• Influence the development of external policy frameworks and developments; take the lead role in interpreting them in the Council context.</li> <li>• 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.</li> <li>• Undertake critical analysis, provides expert point of view and advice, negotiates results and influences decisions in Council and external forums.</li> <li>• Lead in the planning process for business planning, budgets, resources and development of policies and procedures in short, Mid and longer term planning situations.</li> <li>• Lead/support the implementation of Corporate Change Projects.</li> <li>• Provide expert point of view and advice, negotiates results and influences decisions at appropriate level.</li> </ul>
<b>Work Knowledge</b>
<ul style="list-style-type: none"> <li>• In depth technical, professional and legislative knowledge across specific areas within the service.</li> <li>• Thorough understanding of the Council in a local. Regional and National context to develop and implement policies and standards.</li> <li>• Ability to provide expert specialist advice and inform and influence outcomes across the service/Directorate.</li> <li>• Proven track record in public sector organisations, with ability to demonstrate political acumen internally and externally.</li> <li>• In depth technical, professional and legislative knowledge across specific areas within the Service/statutory regulatory function.</li> <li>• In depth management experience, including extensive project / programme management applicable to the Service/organisation.</li> </ul>
<b>Equipment And Associated Skills</b>
<ul style="list-style-type: none"> <li>• Standard Office equipment.</li> <li>• ICT literate in standard office software.</li> <li>• Associated professional software applications where appropriate.</li> </ul>
<b>Indicative Qualifications</b>
<ul style="list-style-type: none"> <li>• Fully qualified Accountant to meet the requirements of Section 151 Officer and substantial relevant experience of the public sector/Local Government political environment.</li> <li>• Chartered membership of an appropriate professional body (CCAB) is mandatory.</li> <li>• Post graduate level professional qualification</li> <li>• Relevant Degree</li> </ul>
<b>Key Facts &amp; Figures</b>
<ul style="list-style-type: none"> <li>• Manage diverse functions in one full service area – additional functions may be integrated into the service from time to time.</li> <li>• Responsible for service budget and service planning and control – budget monitoring and deployment of resources.</li> <li>• Monitor and control service/corporate budgets.</li> <li>• To act as Clerk &amp; Treasurer to the Port Health Authority Board (if suitably qualified).</li> <li>• To act as the Authority's designated 151 Officer</li> </ul>

## 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 & 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 & 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:

5. understand their obligations within the remit of their own role in order to implement the Plan and ensure compliance with legislation
6. 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 & 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:**

7. 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
8. 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,



<b>BEHAVIOUR 3 Decision Making</b>	
<b>Purpose</b>	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
<b>BEHAVIOUR 4 Building Working Relationships</b>	
<b>Purpose</b>	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
<b>BEHAVIOUR 5 Communicating and Influencing</b>	
<b>Purpose</b>	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.

<b>BEHAVIOUR 6</b> <b>Customer and Citizen Focus</b>	
<b>Purpose</b>	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.
<b>BEHAVIOUR 7</b> <b>Delivering the Service</b>	
<b>Purpose</b>	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
<b>BEHAVIOUR 8</b> <b>Information, Finance and Resources</b>	
<b>Purpose</b>	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

<b>BEHAVIOUR 9</b> <b>Programme and Project Management</b>	
<b>Purpose</b>	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
<b>BEHAVIOUR 10</b> <b>People and Performance</b>	
<b>Purpose</b>	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



## Role Profile

<b>Post Title:</b>	Chief Legal Officer (Monitoring Officer)
<b>Directorate:</b>	Resources
<b>Family:</b>	Corporate Management & Leadership
<b>Reporting to:</b>	Deputy Chief Executive/Director of Resources
<b>Salary Band &amp; Salary:</b>	Chief Officer – Points 1 to 5, £83,240 to £93,645
<b>Post No:</b>	
<b>Date:</b>	June 2018

### Purpose

11. To provide strategic leadership for the Council on all legal and governance matters.
12. To be the Council's main advisor on all legal and governance aspects of all corporate strategies, plans, strategic programmes and projects for the Council.
13. To act as Monitoring Officer in accordance with statutory requirements to ensure legality and probity of decision making within the Council and to ensure compliance with the Council's Constitution.
14. As Monitoring Officer ensuring the highest ethical standards of elected members and monitoring compliance with the Members' Code of Conduct.
15. To manage a high quality legal service protecting all of the council's interests in all of its functions.
16. To have primary responsibility for the operation of Democratic Services and Business Intelligence and to work with Directors and Heads of Service on delivering efficient and effective Business Support.
17. To influence regional and national public sector services agenda in respect of all legal matters.
18. To lead as a member of the Corporate Management Team (CMT) supporting change and transformation across the Council and the region.
19. Lead regional working groups where appropriate

## Key Responsibilities

13. To act as Monitoring Officer on behalf of the Council/Community and Town Councils and to advise on the application of the Members Code of Conduct and to ensure Members are trained to enable the highest ethical standards.
14. To act as the principal legal advisor to Council, Cabinet and Committees. Advising on the Council's constitution, scheme of delegation and rules and procedures.
15. To ensure the delivery of expert legal advice across the council and to partner organisations where appropriate.
16. To be responsible for the Council's annual Governance Statement and assurance of Corporate Governance
17. To be responsible for the following Business Intelligence functions:
  - a. Legal Services
  - b. Coroners Service
  - c. Democratic Services
  - d. Cabinet/Council support which includes;
    - i. Cabinet Office
    - ii. Elections and Electoral Registration
  - e. Equalities
  - f. Scrutiny
  - g. Information Governance Unit (IGU).
  - h. RIPA
18. Supporting and attending Council, Cabinet and Committees, including any other working groups
19. In addition, the post holder will work closely with Cabinet Members, and Corporate Directors to:
  - a. Enable organisational responsiveness to elected members;
  - b. Secure the best approach to legal and governance stewardship;
  - c. Ensure that overall management attention, effort and controls are commensurate to risk and opportunity across the council's functions and activities; and
  - d. Enhance the reputation of Swansea as a place as well as Swansea Council.
20. The post is responsible for ensuring the Council has effective arrangements for its governance controls and a coherent plan for the management of risk.
21. Commissioning any required legal services, ensuring cost effectiveness, efficiency and responsiveness.
22. All legal aspects of the regeneration agenda for the City, including City Deal.

Role Accountability	End Result
<b>Corporate Management</b>	
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"> <li>• Service teams objectives disseminated/ interpreted to meet Corporate Priorities</li> <li>• Business plan objectives set and outcomes met</li> <li>• Professional and regulatory standards met</li> </ul>
<b>Policy</b>	
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"> <li>• Service policies and strategies set</li> <li>• Policy implementation is monitored and reviewed</li> <li>• Regional and national agenda integral to policy development and implementation</li> </ul>
<b>Planning</b>	
Support corporate planning and lead on strategic service/business planning.	<ul style="list-style-type: none"> <li>• Strategic corporate planning mechanisms supported</li> <li>• Service business plans implemented and monitored and reviewed to timescales</li> <li>• Clear service aims and objectives disseminated across all teams</li> <li>• Local, regional and national plans considered/integrated in business plan</li> </ul>
<b>Professional Guidance and Support</b>	
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"> <li>• Members, Chief Executive, Directors, Chief Officers are supported</li> <li>• Managers and teams supported</li> <li>• Stakeholders supported</li> </ul>
<b>Resources &amp; Financial Management</b>	
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"> <li>• Effective financial management and probity is maintained for the service</li> <li>• Budget targets planned and met</li> <li>• All resources effectively employed/ deployed for service efficiency</li> <li>• Contracts planned, established and monitored – remedial actions taken</li> </ul>
<b>Compliance</b>	
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"> <li>• Professional and regulatory standards monitored and met</li> <li>• Best practice trends identified and implemented where appropriate</li> <li>• Implications/risks assessed and advice given</li> <li>• Proposals and plans in place to protect the Council position</li> </ul>

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

### **Working Environment**

The postholder will be a mobile worker with access to a hot-desk in the Civic Centre and the CMT area at the Guildhall. May be required to travel to other sites, including outdoor sites.

### **Procedural Context**

- 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**

- 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 & Associated Skills**

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

### **Indicative Qualifications**

- Admitted Solicitor with a current Certificate of Practice
- Post graduate level professional qualification
- Relevant Degree

### **Key Facts & Figures**

- 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.
- To act as the Authority's Monitoring Officer



## 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 & 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:

5. 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
6. 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
7. 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
8. 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 & 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:

3. have knowledge and understanding of the legislation and public sector duties so that both are considered in their work to ensure legislative compliance
4. 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:

7. understand their obligations within the remit of their own role in order to implement the Plan and ensure compliance with legislation
8. 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:**

9. 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
10. 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,

<b>BEHAVIOUR 3 Decision Making</b>	
<b>Purpose</b>	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
<b>BEHAVIOUR 4 Building Working Relationships</b>	
<b>Purpose</b>	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
<b>BEHAVIOUR 5 Communicating and Influencing</b>	
<b>Purpose</b>	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.

<b>BEHAVIOUR 6</b> <b>Customer and Citizen Focus</b>	
<b>Purpose</b>	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.
<b>BEHAVIOUR 7</b> <b>Delivering the Service</b>	
<b>Purpose</b>	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
<b>BEHAVIOUR 8</b> <b>Information, Finance and Resources</b>	
<b>Purpose</b>	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

<b>BEHAVIOUR 9</b>	
<b>Programme and Project Management</b>	
<b>Purpose</b>	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
<b>BEHAVIOUR 10</b>	
<b>People and Performance</b>	
<b>Purpose</b>	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



<b>ROLE PROFILE</b>
---------------------

<b>POST TITLE:</b>	Deputy Chief Finance Officer (Deputy S151 Officer)
<b>DIRECTORATE:</b>	Resources
<b>FAMILY:</b>	Corporate Management & Leadership
<b>REPORTING TO:</b>	Chief Finance Officer (Head of Service Centre & S151 Officer)
<b>SALARY BAND &amp; SALARY:</b>	Band 2, £57,228 to £72,835
<b>POST NO:</b>	
<b>DATE:</b>	May 2018

<b>PURPOSE</b>
----------------

20. To lead and manage the whole operational finance function on a day to day basis on behalf of the CFO supporting change and transformation across the Council and the region where applicable.
21. To provide strategic advice to the CFO, CMT and Cabinet on all financial matters.
22. To support the CFO on delivering the Council's long term Financial Strategy
23. To lead and support practical delivery of the medium term financial plan, the budget, budgetary control framework and published statutory accounts.
24. To input and advise on financial aspects of key corporate strategies, plans, strategic programmes and projects for the Council.
25. Act in absence of the CFO as Section 151 Officer (and thus must be a fully qualified CCAB Accountant) on behalf of the Council and Head of Profession. To assist the CFO in providing direction, leadership and guidance to staff in the Finance function and ensure the improvement and implementation of Finance standards across the Council and partner organisations.
26. Assist the CFO in discharging corporate responsibility for the management and administration of the Council's finances and the continuous improvement of the efficient use of financial resources across the Council to ensure the effective control of the Council's revenue budget and its capital programme in order to enhance the overall value for money to customers, citizens and taxpayers.
27. To influence regional and national public sector services agenda in respect of some key financial matters on behalf of the CFO as directed.

## KEY RESPONSIBILITIES

23. Act as Deputy Section 151 Officer on behalf of the Council and support the CFO as Head of Profession to provide direction, leadership and guidance to staff in the Finance function and ensure the improvement and implementation of Finance standards across the Council and partner organisations where appropriate.
24. Responsible for developing and producing the Council's long term financial strategy, the Medium Term Financial Plan (MTFP). Responsible for producing the annual budget, budget monitoring reports to Cabinet, Treasury Management policies and the statutory statement of accounts for both the Council and the pension fund. Ensuring activity and process comply with Government regulations and legislation at all times.
25. Provide expert advice to the Pensions Committee and ensure the delivery of an effective fund management service/function to the Pension Fund.
26. Financial Services which includes:
  - a. Accountancy Services (Revenue and Capital);
  - b. Treasury Management/Investment/Accounting
  - c. Insurance
  - d. Pensions Investment, Management and Administration;
  - e. Internal Audit and Risk Management
27. Responsible for operations within The Service Centre when deputising for CFO.
28. This post deputises as Clerk and Treasurer to, and by, the Swansea Bay Port Health Authority.
29. Supporting and attending Council, Cabinet and Committees (e.g. Audit Committee, Pension Fund Committee and Scrutiny)
30. In addition, the post holder will work closely with Cabinet Members, and Corporate Directors to enable organisational responsiveness to elected members; secure the best approach to resource stewardship for the council's budget and finances; ensure that overall management attention, effort and controls are commensurate to risk and opportunity across the council's functions and activities; and enhance the reputation of Swansea as a place as well as Swansea Council.
31. The post is responsible for assisting the CFO in ensuring the Council has practical and effective arrangements for its internal financial controls and a coherent plan for the management and mitigation of risk.
32. Commissioning any required financial services ensuring cost effectiveness, efficiency and responsiveness.
33. Leads, on behalf of the CFO, on practical delivery for all financial and budgetary planning and control within the context of *Sustainable Swansea – Fit for the Future*; and to actively monitor and challenge the financial implications in all projects and programmes operating within the Council.
34. Leading financial aspects of capital development, investment and risk management
35. Supporting financial aspects of the regeneration Agenda for the City, including City Deal



## Person Specification

### Experience

1. Successful track record of making a significant contribution at a senior level in local government, or other relevant complex and diverse organisation(s), promoting and delivering a range of key services innovatively and within budget.
2. Proven experience and understanding of the role and function of Local Government, working directly with elected members to ensure the effective delivery of solutions that meet the council's strategic aims.
3. Extensive experience of working, influencing and engaging at a local, regional and occasionally national political level.
4. Substantial track record of working and managing successfully at a senior level, including strategy development & implementation, managing complex budgets, resourcing, motivating & developing teams, managing change & performance improvement.

### Competencies & Abilities

1. Able to understand strategic 'big picture' issues, understand and articulate linkages across both Swansea and partner organisations and help set clear direction, and goals in order to deliver effective long-term development strategies designed to deliver the Council's aims.
2. Able to demonstrate significant senior management capacity and ability to lead, manage, support and direct the successful delivery of large complex projects through others, in support of the council's strategic aims.
3. Able to establish strong positive relationships across the organisation at all levels including building and maintaining personal and professional credibility and trust with senior leaders and elected members.
4. Able to lead, influence and implement strategic policies and decisions.
5. Ability to apply innovative and analytical approaches to solving complex and challenging problems.
6. Able to demonstrate effective motivational leadership and vision to staff at all levels including a positive attitude to change in order to deliver effective outcomes.
7. Able to command respect, influence and negotiate at a strategic professional and political level locally, regionally and occasionally nationally to ensure delivery of complex high profile projects.
8. Able to communicate effectively through written, oral and presentational means, including the ability to write well organised, concise and clear reports with good use of evidence supported by data.
9. Able to produce effective strategies and business plans, costed and supported by a coherent and well-development performance framework.
10. Able to work collaboratively as a member of the finance management team, taking shared responsibility for the work and success of the service.
11. In-depth knowledge and understanding of the policy context, strategic challenges and operational realities of services provided by this post
12. Proven commercial knowledge with a focus on commissioning for outcomes that meet customer needs.
13. Good understanding of the Authority's transformation agenda and how innovation can be used to improve services and outcomes for residents & businesses

ROLE ACCOUNTABILITY	END RESULT
<b>Corporate Management</b>	
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"> <li>• Service teams objectives disseminated/ interpreted to meet Corporate Priorities</li> <li>• Business plan objectives set and outcomes met</li> <li>• Professional and regulatory standards met</li> </ul>
<b>Policy</b>	
Assist the CFO 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"> <li>• Service policies and strategies set</li> <li>• Policy implementation is monitored and reviewed</li> <li>• Regional and national agenda integral to policy development and implementation</li> </ul>
<b>Planning</b>	
Support corporate planning and lead on strategic service/business planning.	<ul style="list-style-type: none"> <li>• Strategic corporate planning mechanisms supported</li> <li>• Service business plans implemented and monitored and reviewed to timescales</li> <li>• Clear service aims and objectives disseminated across all teams</li> <li>• Local, regional and national plans considered/integrated in business plan</li> </ul>
<b>Professional Guidance and Support</b>	
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"> <li>• Members, Chief Executive, Directors, Chief Officers are supported</li> <li>• Managers and teams supported</li> <li>• Stakeholders supported</li> </ul>
<b>Resources &amp; Financial Management</b>	
<p>Overall responsibility for service budget and for resourcing the delivery of service in order to meet service/corporate objectives</p> <p>To act as the Authority's Deputy Section 151 Officer and be responsible for; budget agreement/management; annual accounts; financial advice; Internal Audit and the Pension Fund in the absence of the CFO</p>	<ul style="list-style-type: none"> <li>• Effective financial management and probity is maintained for the service</li> <li>• Budget targets planned and met</li> <li>• All resources effectively employed/ deployed for service efficiency</li> <li>• Contracts planned, established and monitored – remedial actions taken</li> </ul>
<b>Compliance</b>	
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"> <li>• Professional and regulatory standards monitored and met</li> <li>• Best practice trends identified and implemented where appropriate</li> <li>• Implications/risks assessed and advice given</li> <li>• Proposals and plans in place to protect the Council position</li> </ul>

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

## **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**

- 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**

- 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**

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

## **INDICATIVE QUALIFICATIONS**

- Fully qualified Accountant to meet the requirements of deputising for the Section 151 Officer and substantial relevant experience of the public sector/Local Government political environment.
- Chartered membership of an appropriate professional body (CCAB) is mandatory.
- Post graduate level professional qualification
- Relevant Degree

## **KEY FACTS AND FIGURES**

- 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.
- To act as Deputy to the Clerk & Treasurer to the Port Health Authority Board.
- To act as the Authority's designated Deputy S151 Officer

## 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:

9. 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
10. 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
11. 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
12. 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:**

5. have knowledge and understanding of the legislation and public sector duties so that both are considered in their work to ensure legislative compliance
6. 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:**

9. understand their obligations within the remit of their own role in order to implement the Plan and ensure compliance with legislation
10. 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:**

11. 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
12. 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

<b>Purpose</b>	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. Must be a CCAB qualified accountant to discharge the Deputy CFO role.
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

<b>Purpose</b>	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,

<b>BEHAVIOUR 3 Decision Making</b>	
<b>Purpose</b>	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
<b>BEHAVIOUR 4 Building Working Relationships</b>	
<b>Purpose</b>	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
<b>BEHAVIOUR 5 Communicating and Influencing</b>	
<b>Purpose</b>	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.



<b>BEHAVIOUR 6</b> <b>Customer and Citizen Focus</b>	
<b>Purpose</b>	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.
<b>BEHAVIOUR 7</b> <b>Delivering the Service</b>	
<b>Purpose</b>	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
<b>BEHAVIOUR 8</b> <b>Information, Finance and Resources</b>	
<b>Purpose</b>	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

<b>BEHAVIOUR 9</b> <b>Programme and Project Management</b>	
<b>Purpose</b>	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
<b>BEHAVIOUR 10</b> <b>People and Performance</b>	
<b>Purpose</b>	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



<b>ROLE PROFILE</b>
---------------------

<b>POST TITLE:</b>	Deputy Chief Legal Officer (Deputy Monitoring Officer)
<b>DIRECTORATE:</b>	Resources
<b>FAMILY:</b>	Corporate Management & Leadership
<b>REPORTING TO:</b>	Chief Legal Officer (Monitoring Officer)
<b>SALARY BAND &amp; SALARY:</b>	Band 3, £52,025 to £62,430
<b>POST NO:</b>	
<b>DATE:</b>	May 2018

<b>PURPOSE</b>
----------------

28. To deputise for the Chief Legal Officer provide strategic leadership for the Council on all legal and governance matters.
29. To be the Council's main advisor on all legal and governance aspects of all corporate strategies, plans, strategic programmes and projects for the Council in the absence of the Chief Legal Officer.
30. To act as Deputy Monitoring Officer in accordance with statutory requirements to ensure legality and probity of decision making within the Council and to ensure compliance with the Council's Constitution.
31. As Deputy Monitoring Officer ensuring the highest ethical standards of elected members and monitoring compliance with the Members' Code of Conduct.
32. To manage a high quality legal service protecting all of the council's interests in all of its functions.
33. To have day-to-day management responsibility for the operation of Legal Services and to work with Directors and Heads of Service on delivering efficient and effective Business Support.
34. To influence regional and national public sector services agenda in respect of all legal matters in the absence of the Chief Legal Officer.

## KEY RESPONSIBILITIES

36. To act as Deputy Monitoring Officer on behalf of the Council/Community and Town Councils and to advise on the application of the Members Code of Conduct and to ensure Members are trained to enable the highest ethical standards.
37. To act as the principal legal advisor to Council, Cabinet and Committees. Advising on the Council's constitution, scheme of delegation and rules and procedures in the absence of the Chief Legal Officer.
38. To ensure the delivery of expert legal advice across the council and to partner organisations where appropriate.
39. Day-to-day management of Legal Services
40. Supporting and attending Council, Cabinet and Committees, including any other working groups in the absence of the Chief Legal Officer
41. In addition, the post holder will work closely with Cabinet Members, and Corporate Directors in the absence of the Chief Legal Officer to:
  - a. Enable organisational responsiveness to elected members;
  - b. Secure the best approach to legal and governance stewardship;
  - c. Ensure that overall management attention, effort and controls are commensurate to risk and opportunity across the council's functions and activities; and
  - d. Enhance the reputation of Swansea as a place as well as Swansea Council.
42. All legal aspects of the regeneration agenda for the City, including City Deal.

## Person Specification

### Experience

5. Successful track record of making a significant contribution at a senior level in local government, or other relevant complex and diverse organisation(s), promoting and delivering a range of key services innovatively and within budget.
6. Proven experience and understanding of the role and function of Local Government, working directly with elected members to ensure the effective delivery of solutions that meet the council's strategic aims.
7. Extensive experience of working, influencing and engaging at a local, regional and occasionally national political level.
8. Substantial track record of working and managing successfully at a senior level, including strategy development & implementation, managing complex budgets, resourcing, motivating & developing teams, managing change & performance improvement.

### Competencies & Abilities

14. Able to understand strategic 'big picture' issues, understand and articulate linkages across both Swansea and partner organisations and help set clear direction, and goals in order to deliver effective long-term development strategies designed to deliver the Council's aims.
15. Able to demonstrate significant senior management capacity and ability to lead, manage, support and direct the successful delivery of large complex projects through others, in support of the council's strategic aims.
16. Able to establish strong positive relationships across the organisation at all levels including building and maintaining personal and professional credibility and trust with senior leaders and elected members.
17. Able to lead, influence and implement strategic policies and decisions.
18. Ability to apply innovative and analytical approaches to solving complex and challenging problems.
19. Able to demonstrate effective motivational leadership and vision to staff at all levels including a positive attitude to change in order to deliver effective outcomes.
20. Able to command respect, influence and negotiate at a strategic professional and political level locally, regionally and occasionally nationally to ensure delivery of complex high profile projects.
21. Able to communicate effectively through written, oral and presentational means, including the ability to write well organised, concise and clear reports with good use of evidence supported by data.
22. Able to produce effective strategies and business plans, costed and supported by a coherent and well-development performance framework.
23. Able to work collaboratively as a member of the finance management team, taking shared responsibility for the work and success of the service.
24. In-depth knowledge and understanding of the policy context, strategic challenges and operational realities of services provided by this post
25. Proven commercial knowledge with a focus on commissioning for outcomes that meet customer needs.
26. Good understanding of the Authority's transformation agenda and how innovation can be used to improve services and outcomes for residents & businesses

ROLE ACCOUNTABILITY	END RESULT
<b>Corporate Management</b>	
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"> <li>• Service teams objectives disseminated/ interpreted to meet Corporate Priorities</li> <li>• Business plan objectives set and outcomes met</li> <li>• Professional and regulatory standards met</li> </ul>
<b>Policy</b>	
Assist the CFO 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"> <li>• Service policies and strategies set</li> <li>• Policy implementation is monitored and reviewed</li> <li>• Regional and national agenda integral to policy development and implementation</li> </ul>
<b>Planning</b>	
Support corporate planning and lead on strategic service/business planning.	<ul style="list-style-type: none"> <li>• Strategic corporate planning mechanisms supported</li> <li>• Service business plans implemented and monitored and reviewed to timescales</li> <li>• Clear service aims and objectives disseminated across all teams</li> <li>• Local, regional and national plans considered/integrated in business plan</li> </ul>
<b>Professional Guidance and Support</b>	
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"> <li>• Members, Chief Executive, Directors, Chief Officers are supported</li> <li>• Managers and teams supported</li> <li>• Stakeholders supported</li> </ul>
<b>Resources &amp; Financial Management</b>	
<p>Overall responsibility for service budget and for resourcing the delivery of service in order to meet service/corporate objectives</p> <p>To act as the Authority's Deputy Section 151 Officer and be responsible for; budget agreement/management; annual accounts; financial advice; Internal Audit and the Pension Fund in the absence of the CFO</p>	<ul style="list-style-type: none"> <li>• Effective financial management and probity is maintained for the service</li> <li>• Budget targets planned and met</li> <li>• All resources effectively employed/ deployed for service efficiency</li> <li>• Contracts planned, established and monitored – remedial actions taken</li> </ul>
<b>Compliance</b>	
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"> <li>• Professional and regulatory standards monitored and met</li> <li>• Best practice trends identified and implemented where appropriate</li> <li>• Implications/risks assessed and advice given</li> <li>• Proposals and plans in place to protect the Council position</li> </ul>

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

## **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**

- 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**

- 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**

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

## **INDICATIVE QUALIFICATIONS**

- Admitted Solicitor with a current Certificate of Practice
- Post graduate level professional qualification
- Relevant Degree

## **KEY FACTS AND FIGURES**

- Able to manage complex services, budgets and priorities as Head of Service
- Able to demonstrate significant senior management capacity and ability to lead, manage, and direct the successful delivery of large complex projects through others, in support of the Council's strategic aims.
- To act as the Authority's designated Monitoring Officer



## 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:

13. 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
14. 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
15. 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
16. 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:

7. have knowledge and understanding of the legislation and public sector duties so that both are considered in their work to ensure legislative compliance
8. 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:

11. understand their obligations within the remit of their own role in order to implement the Plan and ensure compliance with legislation
12. 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:**

13. 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
14. 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

<b>Purpose</b>	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. Must be a CCAB qualified accountant to discharge the Deputy CFO role.
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

<b>Purpose</b>	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,

<b>BEHAVIOUR 3 Decision Making</b>	
<b>Purpose</b>	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
<b>BEHAVIOUR 4 Building Working Relationships</b>	
<b>Purpose</b>	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
<b>BEHAVIOUR 5 Communicating and Influencing</b>	
<b>Purpose</b>	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.

<b>BEHAVIOUR 6</b> <b>Customer and Citizen Focus</b>	
<b>Purpose</b>	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.
<b>BEHAVIOUR 7</b> <b>Delivering the Service</b>	
<b>Purpose</b>	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
<b>BEHAVIOUR 8</b> <b>Information, Finance and Resources</b>	
<b>Purpose</b>	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

<b>BEHAVIOUR 9</b> <b>Programme and Project Management</b>	
<b>Purpose</b>	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
<b>BEHAVIOUR 10</b> <b>People and Performance</b>	
<b>Purpose</b>	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