



## Report of the Chief Executive

Council – 4 November 2021

### 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 Council</p> <ol style="list-style-type: none"><li>1. Approves the structure set out in Appendix 2 (and paragraph 2.1.5), subject to the consultation below and as detailed in the report.</li><li>2. Authorise the Chief Executive to consult all affected staff.</li><li>3. Subject to 2 above identifying no significant changes, authorise the Chief Executive to implement the structure.</li><li>4. Agrees to the appointment of an interim Chief Executive to be appointed on an internal basis ring fenced to the existing Directors.</li><li>5. Agrees that the interim Chief Executive will be paid the same remuneration as the current Chief Executive.</li><li>6. Approve the commissioning of a pay and grading review for Directors and Heads of Service.</li></ol>
<b>Report Author:</b>	Phil Roberts
<b>Finance Officer:</b>	Paul Cridland
<b>Legal Officer:</b>	Stephanie Williams
<b>Access to Services Officer:</b>	Rhian Millar

## 1. Introduction

- 1.1 The existing senior management structure has been largely unchanged for a number of years. It was developed to ensure that there was sufficient capacity and expertise to deal with the local, regional and national challenges facing the City and the Council. It has been largely successful in doing so but the World has changed rapidly and the delivery of the Recovery Plan is now a central driver for the Authority. In the context of future financial challenges it is important that the cost of the senior management structure is appropriate whilst ensuring that the organisation has the necessary resilience to lead the recovery programme.

Furthermore the current pay and grading structure for directors and heads of service is outdated and needs review following any changes to the senior management structure. This is because many of the duties and accountabilities of individual officers have changed over time and reassessment is needed to ensure equity and fairness.

The Leader and Chief Executive commissioned the Welsh Local Government Association (WLGA) to provide consultancy support for the review. The WLGA engaged our former Chief Executive, Jack Straw, to undertake this task and a report was prepared by Mr Straw to inform the management review. This report has helped to inform the review and has been shared informally with directors and heads of service.

- 1.2 There are many aspects to the operating environment for Local Government in Wales going forward, but the key ones for the purpose of this review include;
- The Social Care System faces severe challenges and needs to reset post-pandemic. The many positives, including improved joint working with the NHS, need to be embedded. The likely suppressed demand will need to be met, and new models of care pursued.
  - The Education System will face major challenges in recovering from the impacts of virtual shutdown. A challenge compounded by new curriculum and ALN requirements, amongst others.
  - The Economic Impacts of the pandemic have in part been masked by emergency measures, such as furlough, but the likelihood is that economic infrastructure will need to be rebuilt and rethought in the coming period.
  - The Financial System for public service in Wales has been protected from the immediate impacts of the pandemic-generated economic collapse. It is likely that councils will face major reductions in public expenditure in the next decade.
  - The advent of Corporate Joint Committees and a further emphasis on regional working pose both an opportunity and a threat at a time when the Local Government performance framework is being given a revised and sharper focus.

The current management structure has been successful in steering the Council and the City through the pandemic but the issues raised above require some changes to be made in order that the next set of challenges can be met. It

should be placed on the record that the directors, chief officers and heads of service have worked tirelessly over the last 18 months and their collective efforts to support the City and its communities deserve recognition. The financial challenges that are likely to face the Council over the next decade are significant. Whilst immediate changes are required these should be kept to a minimum given that there will be a new council in place following the elections in May 2022 and the current chief executive will be retiring prior to that date. This will allow latitude for the new Council and CEO to make further changes during the next council term.

## **2. Main considerations**

- 2.1 The WLGA report considers each of the directorates in turn. It draws the following conclusions

### **2.1.1 Education**

The challenges are clear and include; recovery from Covid disruption, new curriculum introduction, changes to Additional Learning Needs (ALN) requirements, and much more. The need to create sufficient capacity to fully develop joint working with Child and Family hub model is key to delivering on key priorities. The Director should be designated lead for skills agenda and personally lead on Regional School Improvement.

A third Head of Service should be reintroduced to cover the vital area of ALN and well-being. This is a full time role in and of itself. A massive programme of transformation is currently in development and will require skilled and effective leadership to deliver against the new legal framework. Given the need to work closely with Social Services, the work programme should be jointly agreed by Directors.

### **2.1.2 Social Services**

The safeguarding and social care agenda is well understood. The need to consolidate the positives from the COVID experience is well recognised. The risk of latent unmet demand is acknowledged, as is the need to pursue new models of care. The joint Head of Service (HOS) integration post is vital to the forward agenda and needs to be formally and permanently established in partnership with the Swansea Bay University Health Board.

The Director should lead the poverty focus ensuring, in particular, that Adults, Child and Family, and Education coordinate their efforts in this vital area. Given the strategic importance of tackling poverty it should also be a core priority for the Chief Executive and should be reflected in their work programme.

### **2.1.3 Place**

The post of Director has a very broad remit, and is dependent on the skills and experiences of the current post holder. Consequently it is not proposed to reduce the numbers of heads of service at this juncture, given the significant increase in workload as a result of a large increase to the Council's capital programme and the breadth of services in the directorate. However

the longer term affordability of the structure will depend on the future financial environment for public services and the scale of capital and revenue finance available to the Council. This will need to be a consideration for a future Council when the financial landscape becomes clearer.

The consultancy report recommended some minor changes to reporting lines including the transfer of the corporate property function to the Resources Directorate. This is not supported at this juncture given the broader remit of that service unit and the fact that the current arrangements are already successfully helping to deliver the Council's transformation programme.

#### **2.1.4 Resources**

The consultant concluded that this is potentially the area of greatest concern as we move forward. This was based on a number of observations.

The split between the deputy CEO role and the finance HOS is neither widely understood nor clear and is not compliant with the CIPFA code requirement that the section 151 officer is a direct report for the Chief Executive Officer. The consultant's view is that the deputy role is not functioning as envisioned but this may reflect the changes to services and priorities resulting from the response to the pandemic. Human Resources needs a higher profile in the organisation and needs to be a core responsibility for a director. This should include the merging of the service centre and HR functions into one team, under a Head of Service which has currently been filled on a temporary basis. This should be a competitive recruitment process. The Chief Officer Transformation role is valued in terms of the digital agenda but not seen as leading or contributing to the necessary broader transformation. This reflects the significant and complex workload involved in the delivery of our digital strategy and the need to build on the impetus of remote working during the pandemic. It is recommended that the Chief Officer Transformation becomes the Head of Digital and Customer Services and this includes the Senior Information Risk Owner function. The commercial role needs refocussing to become a core part of every significant financial decision Council makes, particularly in light of the general power of competence.

The current recovery plan is a sound start. The consultants view is that the centre should be significantly restructured to create a clear focus on finance, service planning, performance, and transformation. The transformation function should bring together the functions of HR (people), corporate property, and digital. The principle for transformation, commissioning, etc. will be a devolved model with central support. Consequently the consultant recommends that the Council requires an additional Director post; Director of Finance. This will help the Council to have the required focus on financial issues given the medium to long term financial landscape whilst providing the necessary impetus for pushing forward the organisation transformation programme at pace. That organisational transformation will be the primary responsibility of the Deputy Chief Executive/Director of Resources with a specific remit of driving forward the HR function in sync with digital and accommodation strategies. The role should be retitled to reflect this as Deputy Chief Executive/Director of Corporate Services.

The recommendation by the consultant that the deputy role is removed is not supported at this time.

### **2.1.5 Summary**

Addressing these recommendations will result in a changed management structure. The key proposals are therefore:

- The deletion of the post of Chief Finance Officer.
- The creation of an additional post; Director of Finance, accountable for all finance functions and commercialism and including the section 151 officer statutory duty.
- The deletion of the Chief Transformation officer post and the creation of the post of Head of Digital and Customer Services.
- The redesignation of Deputy Chief Executive/Director of Resources to Deputy Chief Executive/Director of Corporate Services.
- The formalisation and recruitment of the Head of Service for HR and Service Centre through merger of the two service areas.
- The creation of the post of Head of Vulnerable Learner Services in the education directorate
- The consolidation of the current interim structure in Adult Services and the posts of Head of Adult Services (Learning Disability / Mental Health / Service provision & safeguarding) and Head of Integrated Services.

The current management structure is attached at Appendix 1. The proposed revised management structure is attached at Appendix 2.

## **3. Interim Chief Executive**

3.1 Given that the current Chief Executive has indicated his intention to retire at the end of April 2022 it is proposed that the post of Chief Executive is advertised on an interim basis for up to six months and that the existing deputy and directors are asked to apply for this post. Once a new council administration is formed following the elections in May 2022 the post can be filled substantively following external advertisement in accordance with legal requirements. It is proposed therefore that the recruitment of the interim CEO starts immediately. The advantages of appointing an interim CEO at this juncture are;

(a). Once an interim CEO is appointed there will inevitably need to be further interim changes dependent upon which of the directors is successful. The shadow period would allow the current CEO to work alongside the interim CEO (designate) to make these appropriate changes.

(b). There remain substantial risks associated with the fragility of the social care system and subject to which director is successful there may be a need for development and learning.

(c). The forthcoming local government elections are going to be complex with changes to boundaries as well as the groups eligible to vote. The shadow period will ensure that the current CEO, who is also currently the local and regional returning officer, is able to make

the necessary arrangements for a safe and efficient poll whilst training the interim

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

- 4.1 Subject to approval by 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. The target date for commencing implementation is currently 1<sup>st</sup> December 2021.

#### **5. Human Resources Implications.**

- 5.1 It should be noted that the Council's constitution clearly states that the requirement to publicly advertise a post for the appointment of a Chief Officer only applies where the remuneration proposed is £100,000 or more per annum. Furthermore, it should also be noted that Section 7 of the Local Government and Housing Act 1989, states that all appointments should be made on merit.
- 5.2 Therefore in terms of the post of Director of Finance it is proposed that the post is advertised and recruited to via external competition in line with the Council's Constitution. The current Chief Finance Officer will be able to apply for this post. However, it should be noted that in the event that they are not appointed to the post, they will be in a potential redundancy situation in which case the Authority's Redeployment and Redundancy Policies will apply.
- 5.3 The post of Chief Transformation Officer is deleted and it is proposed that the incumbent is slotted in directly to the post of Head of Digital Services given the match with existing duties and accountabilities.
- 5.4 The Service centre and HR functions be combined and the Head of Service role is advertised externally as a permanent role.
- 5.5 The post of Head of Vulnerable Learner Services will need to advertised externally.
- 5.6 The posts of Head of Adult Services (Learning Disability / Mental Health / Service provision & safeguarding) and Head of Integrated Services are currently filled on an interim basis. It is proposed that they be advertised externally and that the existing staff can apply. The Head of Integrated Services will be a joint appointment with the Swansea Bay University Health Board.
- 5.7 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.
- 5.8 At the end of the consultation period, the Chief Executive will formally inform the Senior Management Team the outcome of the consultation.
- 5.9 Following the implementation of the restructure a review of pay and grading for senior officers will be undertaken. This will require external expertise via consultancy support. It is likely that this may need to include a consideration of senior managers

in the tier immediately below heads of service but this element will be the subject of further reports.

## **6. Integrated Assessment Implications**

6.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, 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 Acts.
- 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.
- Deliver better outcomes for those people who experience socio-economic disadvantage.
- Consider opportunities for people to use the Welsh language.
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

6.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

6.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

6.4 An IIA screening has been undertaken for each proposed structure change. There have been some impacts identified on the gender balance to CMT. The screening forms can be viewed in appendix 11.

## **7. Financial Implications**

7.1 The net additional costs of proposals is £182,516. Appendix 3 details the financial implications.

7.2 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 existing budgets. There will also be a cost in commissioning a pay and grading review for senior staff.

## **8. Legal Implications**

- 8.1 The Local Authorities Standing Orders (Wales) Regulations 2006 (as amended) requires all Local Authorities to advertise vacant posts with a remuneration package that exceeds £100K per annum.
- 8.2 There is an exemption to this requirement where the Local Authority proposes to appoint a Chief Executive for a period of no longer than 12 months.
- 8.3 Welsh Government Guidance on Pay Accountability published in December 2020 recommends that full council should be offered the opportunity to vote on large salary packages offered in respect of new appointments in accordance with their agreed pay policy statements. The Welsh Ministers consider £100,000 is the right level for that threshold.

**Background Papers:** None

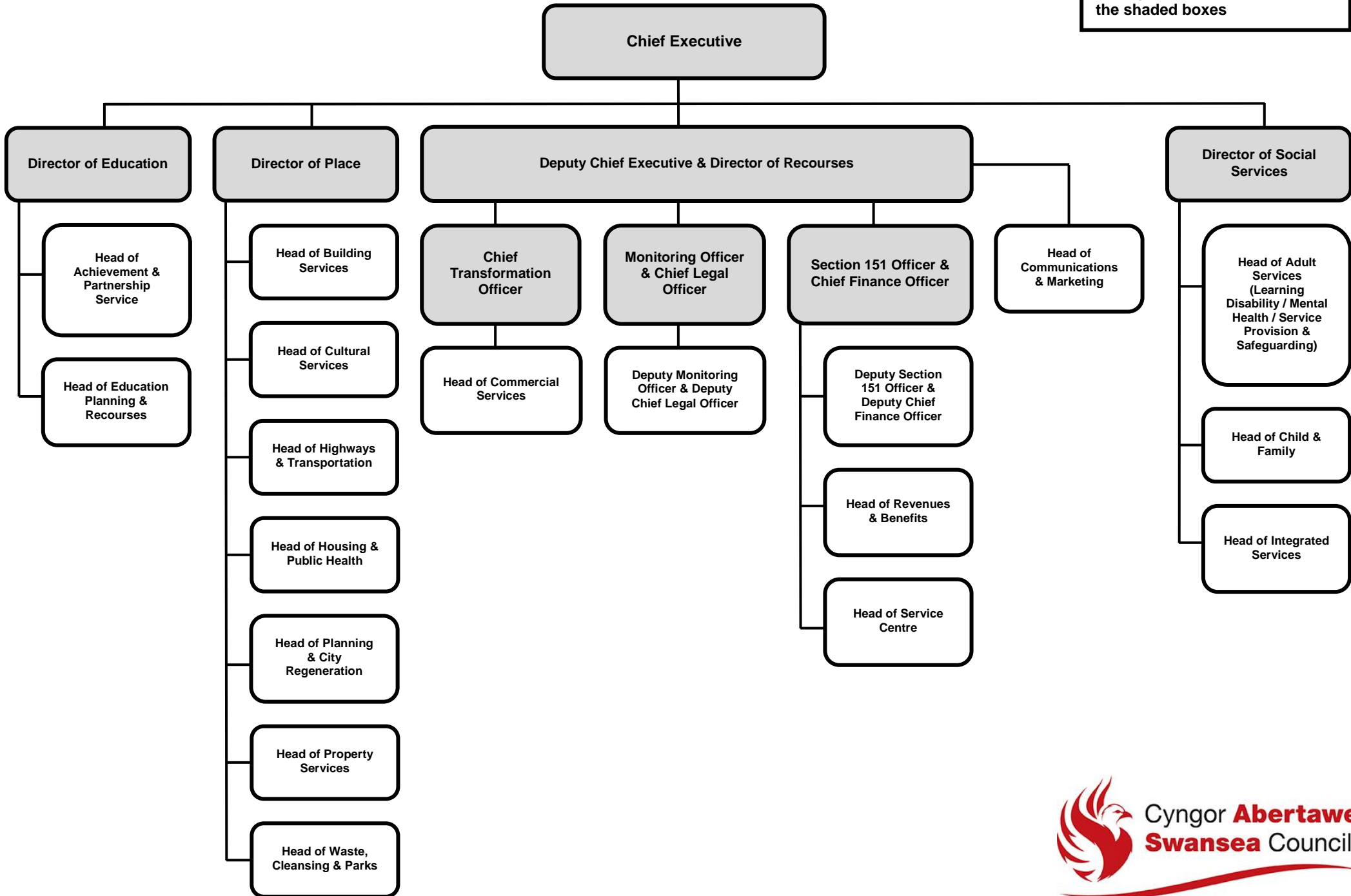
### **Appendices:**

- Appendix 1 - Current Corporate Management Structure
- Appendix 2 - Proposed Corporate Management Structure
- Appendix 3 - Financial Information
- Appendix 4 - Role Profile - Deputy Chief Executive / Director of Corporate Services
- Appendix 5 - Role Profile - Director of Finance/section 151 officer
- Appendix 6 - Role Profile - Head of Digital and Customer Services
- Appendix 7 - Role Profile - Head of Head of Vulnerable Learner Services
- Appendix 8 - Role Profile - Head of Integrated Services.
- Appendix 9 - Role Profile - Head of Adult Services (Learning Disability/Mental Health/Service provision & safeguarding)
- Appendix 10 - Role Profile - Head of HR and Service Centre
- Appendix 11 - EIA screening forms



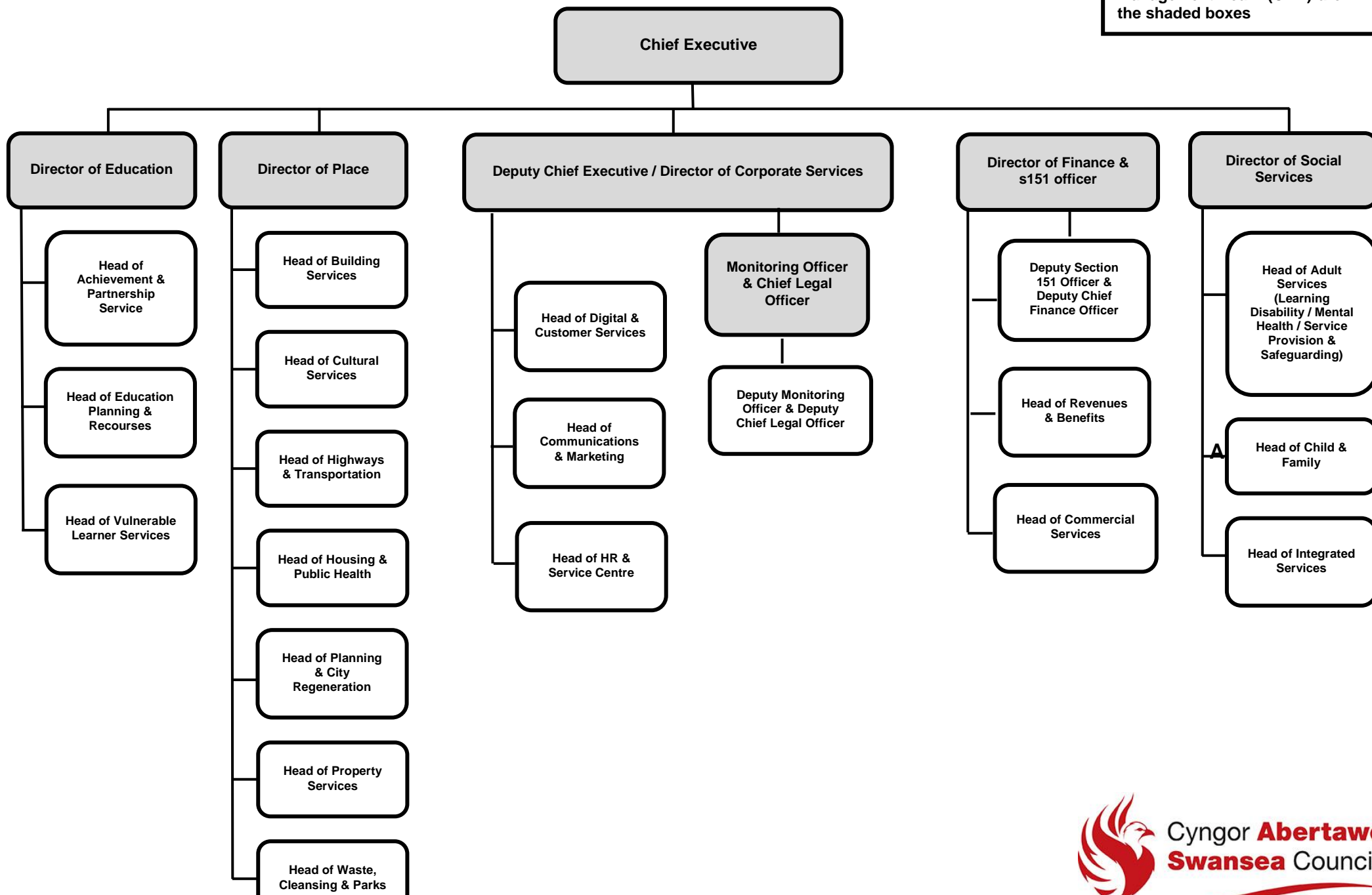
**Senior Management Team – Current Structure – October 2020**

Members of the Corporate Management Team (CMT) are in the shaded boxes



Senior Management Team – Proposed Structure – November 2021

Members of the Corporate Management Team (CMT) are in the shaded boxes



**Recommendations :**

<b>Posts Deleted :</b> (reflect current budgets)	<b>Cost</b>
Chief Finance Officer	-£149,120
Chief Transformation Officer	-£137,650
<b>Total Savings</b>	<b>-£286,770</b>

**Posts created :**

(at bands, points shown)

Director of Finance (@ Director , Point 3)	£149,943
Head of Digital & Customer Service (@ HoS Band 1 , Point 7)	£122,356
Head of Vulnerable Learner Services (@ HoS Band 1 , Point 1)	£99,414
Head of Service HR & Service Centre # (@ HoS Band 2 , Point 3)	£76,790
Head of Service Adult Services # (@ HoS Band 1 , Point 4)	£15,884
Head of Service Integrated Services % (@HoS Band 1 , Point 4)	£4,899
<b>Total Costs</b>	<b>£469,286</b>
<b>Net additional costs of proposals</b>	<b>£182,516</b>

## Note :

Any salary protection costs arising from the deletion of the Chief Transformation Officer post will result in the net additional costs increasing to **£197,810** for the duration of the protection (2 years).

# The above costs in relation to the Heads of Service for HR & Service Centre and Adult Services reflect the additional cost over and above existing budgets .

%The above cost in relation to the Head of Service for Integrated Services reflects the additional cost over and above existing budgets together with an assumption that the current funding arrangements with Swansea Bay University Health Board continue.

Should there be any redundancy costs in relation to the above these will be an additional cost.

All other recommendations in relation to re-designations and consolidations of posts are assumed to be cost neutral.

The costs above are based on either existing budgets or current pay bands as stated and include salary on-costs.

There will also be additional one off costs relating to both the relevant recruitment process and the commissioning of a pay and grading review for directors and heads of service .



## Role Profile

<b>Post Title:</b>	Deputy Chief Executive / Director of Corporate Services
<b>Directorate:</b>	Corporate Services
<b>Family:</b>	Corporate Management and Leadership
<b>Reporting to:</b>	Chief Executive
<b>Salary</b>	DCX band
<b>Post No:</b>	
<b>Date:</b>	November 2021

### Purpose

The post holder will provide leadership and guidance to the senior management team regarding the transformation programme including the HR, ICT and governance functions. They will work collaboratively with the leadership team and with elected 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</li> <li>➤ Transformation</li> <li>➤ ICT, HR and service centre, legal and democratic services</li> <li>➤ Cultural change, Organisational and Workforce Development</li> <li>➤ Partnerships and the Public Service Board</li> <li>➤ Corporate Planning and Performance Management</li> <li>➤ Industrial relations</li> <li>➤ Communications, emergency planning and civil contingencies</li> </ul>
<b>Themes:</b>	Efficiency, Effectiveness, Performance, Delivery, Governance and performance
<b>Strategic Programmes &amp; Projects:</b>	<ul style="list-style-type: none"> <li>➤ Transformation Agenda</li> <li>➤ Recovery Planning</li> <li>➤ Workforce and industrial relations</li> <li>➤ Digital Strategy</li> <li>➤ Governance</li> </ul>
<b>Strategic Lead:</b>	Transformation, Workforce Planning, Digital Strategy, Information Management, Performance Management, Delivery, Customer Care, Organisational Development, Improvement Plan, Scrutiny; Governance, Emergency Planning and Community Safety



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.</p> <p>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. 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 Finance/Section 151 officer
<b>Directorate:</b>	Finance
<b>Family:</b>	Corporate Management and Leadership
<b>Reporting to:</b>	Chief Executive
<b>Salary</b>	Director
<b>Post No:</b>	
<b>Date:</b>	November 2021

### Purpose

The post holder will provide leadership and guidance to the senior management team regarding the financial strategy and the allocation of resources. The post holder will act as the Council's statutory Section 151 officer and the CMT lead on commercialism. 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>➤ Resources and Financial Strategy</li> <li>➤ Commercialism</li> <li>➤ Section 151 responsibilities</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>➤ Corporate Financial Strategy</li> <li>➤ Medium Term Financial Plan</li> <li>➤ Capital Development, Investment &amp; Risk Management</li> <li>➤ Development of the commercialism approach</li> </ul>
<b>Strategic Lead:</b>	Financial Strategy, commercialism

Role Accountability	End Result
<b>Leadership</b>	
To provide strategic leadership on Corporate Plans, Strategies and priorities and to lead internal portfolios, programmes and external partnerships and initiatives	<ul style="list-style-type: none"> <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>	
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>➤ 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>	
Develop and oversee the implementation of Corporate strategies and policies. Influence and contribute to regional and national strategies, policies and plans on behalf of the Council.	<ul style="list-style-type: none"> <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>	
Support and provide advice to the Chief Executive, Members and other internal and external stakeholders in area of expertise and context of business requirements	<ul style="list-style-type: none"> <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>	
Lead, set, monitor and control the budgets and resources for the Directorate  Overall responsibility for Directorate budget and resourcing to meet Corporate objectives	<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.</p> <p>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> <li>➤ CCAB Accountancy Body membership is a legal requirement for the S151 Officer duties</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:

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 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:

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 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:

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

### BEHAVIOUR 1

#### Job Knowledge and Professionalism

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

### BEHAVIOUR 2

#### Planning and Organising

Purpose	Directors are able to effectively plan and organise own/service and directorate team productivity to make effective decisions on behalf of the Service/Directorate/Council.
1	Ensures strategies, plans and procedures are put into place and managed appropriately within the internal (Council's) and external (regional/ national/ European) context
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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
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<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
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3	Demonstrates willingness to take calculated risks and ability to make difficult decisions without all of the available information
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<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
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<b>Purpose</b>	To ensure Directors communicate effectively and use their influence ethically and professionally in the interests of the Council and its citizens
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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 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 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 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>	Head of Digital and Customer Services
<b>DIRECTORATE:</b>	Resources
<b>FAMILY:</b>	Corporate Management and Leadership
<b>REPORTING TO:</b>	Deputy Chief Executive/ Director of Corporate Services (Resources)
<b>SALARY</b>	Head of service Band 1
<b>POST NO:</b>	TBC
<b>DATE:</b>	November 2021

### PURPOSE

To lead, manage, implement and continuously develop Swansea Council's digital and customer strategies. Turning strategy into action; working with both colleagues and customers across the authority to create ambitious digital transformation plans that seek to maximise the value of technology and digital services. To support improvements in both customer and service satisfaction and organisational efficiency.

### KEY RESPONSIBILITIES

#### RESPONSIBLE FOR:

- Digital strategy and implementation
- Technology security including Public Services Network (PSN) certification
- Digital Services teams including: Infrastructure and networking, voice, applications development, Oracle, desktop support, the web team, digital project implementations, and ICT service desk
- Council SIRO (Senior Information Risk Owner)
- Customer Services and Customer Contact Strategy and implementation
- Complaints: Complaints team and lead around the complaints policy and procedures, including being the main liaison officer with the Public Services Ombudsman Wales (PSOW)



<p><b>THEMES:</b></p>	<ul style="list-style-type: none"> <li>➤ To be the Council’s adviser and lead on digital strategy, tools to enable better information management, and technology solutions</li> <li>➤ To be the Council’s SIRO and chair the Information Governance Board</li> <li>➤ Lead on the Customer Contact Strategy and implementation in collaboration with other Heads of Service</li> <li>➤ To operate as a single customer service organisation, to improve customer experience, managing the Council’s central contact</li> <li>➤ Lead on the ongoing development and implementation of the Council’s complaints policies and procedures in line with the Public Services Ombudsman Wales Act 2019, working closely with the PSOW</li> <li>➤ Lead on the development and implementation of a high-quality digital and customer focussed business operating model, new ways of working and associated performance frameworks across the Council</li> <li>➤ To develop the Council’s capacity and capability in maximising the use of digital solutions</li> <li>➤ Representing the Council / senior lead on regional / national projects as appropriate (e.g. City Deal)</li> <li>➤ Responsible for the Council’s technology security and annual PSN compliance</li> <li>➤ To commission digital, technology and customer services solutions that support Council priorities and approved strategies, working with the other Heads of Service.</li> </ul>
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<b>ROLE ACCOUNTABILITY</b>	<b>END RESULT</b>
<b>Statutory and Regulatory</b>	
Responsible officer for the Council for delivery of cross cutting Digital and customer Services	<ul style="list-style-type: none"> <li>• Legislative and statutory changes are influenced and planned appropriately in terms of business support and reporting</li> <li>• Cross-cutting service delivery</li> </ul>
<b>Leadership</b>	
Overall responsibility for the management and control of Council / 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>Planning</b>	
Support corporate planning and lead on strategic service planning. Lead the development and management of business plans in line with Corporate and Directorate strategies and plans	<ul style="list-style-type: none"> <li>• Support strategic corporate planning mechanisms</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>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>Professional Guidance and Support</b>	
Support and provide advice to 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 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 service. Overall responsibility for resourcing the delivery of the service in order to meet objectives	<ul style="list-style-type: none"> <li>• Effective financial management and probity demonstrated for the service</li> <li>• Resource planning is effective for the service</li> <li>• Budget targets planned and met</li> <li>• All resources effectively employed / deployed</li> <li>• Contracts planned, established and monitored</li> </ul>

ROLE ACCOUNTABILITY	END RESULT
<b>Compliance</b>	
Identify professional and regulatory requirements and best practice for the Service; 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 assessed and advice given</li> <li>• Proposals and plans in place to protect the Council position</li> </ul>
<b>Customer Focus</b>	
Develop and support service innovations and new ways of working that focus on the customer and ensure customer satisfaction	<ul style="list-style-type: none"> <li>• New models of delivery considered to achieve value for money and efficiencies</li> <li>• Customer needs prioritised and met</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>• 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 Service workforce 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 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>	

## WORKING ENVIRONMENT

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

## PROCEDURAL CONTEXT

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

- 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 Projects.
- Undertakes critical analysis, provides expert point of view and advice, negotiates results and influences decisions in Council and external fora.

## 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, Service planning and control – budget monitoring and deployment of resources.
- Monitor and control service/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, 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 Service/Directorate/Council.

## EQUIPMENT AND ASSOCIATED SKILLS

Standard Office equipment.

ICT literate in standard office software.

Associated professional software applications where appropriate.

## COMPETENCIES

### A NOTE ON COMPETENCIES

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

### **COMPULSORY REQUIREMENTS FOR HEALTH AND SAFETY COMPLIANCE**

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

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 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 and additionally be responsible collectively for delivering the responsibilities of CMT.
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 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 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:**

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 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:**

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	Chief Officers 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	Chief Officers 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</b>	
<b>Decision Making</b>	
<b>Purpose</b>	Chief Officers 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</b>	
<b>Building Working Relationships</b>	
<b>Purpose</b>	Chief Officers 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</b>	
<b>Communicating and Influencing</b>	
<b>Purpose</b>	To ensure Chief Officers 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>	Chief Officers 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>	Chief Officers 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>	Chief Officers 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>	Chief Officers 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>	Chief Officers 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>	Head of Vulnerable Learner Service
<b>DIRECTORATE:</b>	Education
<b>FAMILY:</b>	Corporate Management & Leadership
<b>REPORTING TO:</b>	Director of Education
<b>SALARY BAND &amp; SALARY:</b>	Head of service Band 1
<b>POST NO:</b>	TBC
<b>DATE:</b>	September 2021

### Purpose

To determine the strategic planning and operational delivery of a full Service / Business Unit within a Directorate.

### Key Responsibilities

- Additional Learning Needs (ALN) Strategy
- Key link to regional partnerships
- Placement of Learners with ALN
- Educational Psychology Support for ALN
- Learning Support for Learners with ALN
- Workforce Development for ALN
- Education other than at school (EOTAS) Policy including Pupil Referral Unit (PRU)
- Behaviour Support including Wellbeing and Behaviour strategy
- Partnership with Child and Family Service
- Home Tuition service
- To provide strategic input across all services areas in Education
- To deputise when necessary for the Director of Education

## Person Specification

Skills /Technical / Professional Competence	
<b>Essential</b>	<ol style="list-style-type: none"> <li>1. Effective use and knowledge of the Estyn Common Inspection Framework.</li> <li>2. Effective use and knowledge of the SEN Code of Practice for Wales.</li> <li>3. Comprehensive understanding of the implications of the ALNET Bill.</li> <li>4. Comprehensive understanding of effective strategies to support pupil wellbeing and behaviour.</li> <li>5. Comprehensive understanding of effective strategies to support pupils with English as an additional language.</li> <li>6. Uses strategic planning and resource management to impact on outcomes.</li> <li>7. Competence in using the corporate safeguarding procedures to keep learners safe.</li> </ol>
<b>Desirable</b>	<ol style="list-style-type: none"> <li>1. Uses community links to strengthen provision.</li> <li>2. Establishes and builds partnerships to share best practice and ensure success of the learner.</li> </ol>
Experience	
<b>Essential</b>	<ol style="list-style-type: none"> <li>1. Experience of leading and managing at a very senior level in a school or local authority.</li> <li>2. Successful management of budget.</li> <li>3. Staff development and management including teaching and support staff.</li> <li>4. Evidence of experience of proficient strategic planning.</li> <li>5. Experience of successfully leading and managing teams.</li> <li>6. Experience of chairing meetings and contributing to multi- agency fora.</li> <li>7. Experience of safeguarding procedures, risk assessment and managing safely.</li> </ol>
<b>Desirable</b>	
Competencies & Abilities	
<b>Essential</b>	<ol style="list-style-type: none"> <li>1. Ability to create and secure commitment to a clear vision for effective provision.</li> <li>2. Ability to work well with others and motivate staff.</li> <li>3. Ability to communicate effectively both verbally and in writing.</li> <li>4. Ability to develop a positive and engaging culture and ethos.</li> <li>5. Ability to manage change.</li> <li>6. Ability to manage staff performance.</li> <li>7. Ability to manage safely and assess risk.</li> <li>8. Use data and benchmarks to monitor progress in every child's learning and to focus teaching towards excellence.</li> <li>9. Ability to work with governing bodies and other external bodies so that it is able to meet its responsibilities for securing effective learning and teaching and improved standards of achievement.</li> </ol>
<b>Desirable</b>	Organises and deploys staff in order to distribute leadership and enables the service to run efficiently and effectively on a day-to-day basis.

<b>Role Accountability</b>	<b>End Result</b>
<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>	
<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**

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 may be required in areas with clear statutory responsibilities (e.g. Education).
- Further qualifications in ALN/SEN would be desirable.

### **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.

## Competencies

### A Note On Competencies

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

### Compulsory Requirements For Health And Safety Compliance

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

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

### Compulsory Requirements For Equality And Diversity (Equality Act 2010)

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

#### Managers must:

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

### Compulsory Requirements For The Welsh Language Act

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

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

#### Managers must:

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



### **Compulsory Requirements For Introducing Change And New Ways Of Working**

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

#### **Managers must:**

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>	Head of Integrated Adult Services
<b>DIRECTORATE:</b>	Social Services
<b>FAMILY:</b>	Corporate Management & Leadership
<b>REPORTING TO:</b>	Director of Social Services and Director of Primary and Community Services (Swansea Bay University Health Board)
<b>SALARY BAND &amp; SALARY:</b>	Head of service Band 1
<b>POST NO:</b>	
<b>DATE:</b>	March 2021

### PURPOSE

To determine the strategic planning and operational delivery of a full Service / Business Unit within a Directorate of the Council and to develop influential working relationships with a range of senior colleagues across the Swansea Council and Swansea Bay Health Board and external organisations which impact on population outcome indicators and deliver the strategic objectives of both organisations.

Specifically to lead for both the Health Board and the Council in the management of integrated health and social care provision and its development within the two organisations .

Role accountability extends across both Swansea Council and Swansea Bay University Health Board and the post holder is accountable to both organisations.

### KEY RESPONSIBILITIES

<b>RESPONSIBLE FOR:</b>	Integrated Older People services
<b>SERVICE AREAS:</b>	<ul style="list-style-type: none"> <li>➤ Integrated Community Services (including District Nursing, Acute Clinical Team and Integrated Community Therapy Services )</li> <li>➤ Intermediate Care Services</li> <li>➤ Hospital to Home services</li> <li>➤ Community and Residential Reablement</li> <li>➤ Common Access Point for Health and Social Care ( MDT Team and A&amp;I Assistants )</li> <li>➤ Community Initial Assessment Social Work Team ( excluding MH&amp;LD)</li> <li>➤ Sensory Impairment</li> <li>➤ Community Long Term Care and Support Social Work Team ( excluding MH&amp;LD)</li> </ul>

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(s) 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>	
<p>Support teams to deliver service improvement and innovation to maximise customer satisfaction and optimise service delivery. New models of delivery considered and implemented to achieve value for money and efficiencies</p>	<ul style="list-style-type: none"> <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 / Health Board 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. 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.
- Undertakes 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.

## 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.

## 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.

## PROCEDURAL CONTEXT

The role's impact will be on service issues, and will often extend to influence on matters of corporate or national importance. Role will also include:

- Influencing the development of external policy frameworks and initiatives, take the lead role in interpreting them in the Service / Directorate / Council context as appropriate.
- 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 Projects.
- Undertake critical analysis and formal reporting on behalf of the Service/Directorate Council
- Provide expert point of view and advice, negotiates results and influences decisions at appropriate level.

## 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, Service planning and control – budget monitoring and deployment of resources.
- Monitor and control service/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 may be required in areas with clear statutory responsibilities (e.g. Social Services).

### **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.

## 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:

**You must:**

5. The Head of Service/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 Head of Service/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 Head of Service/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 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.

**You 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).

**You 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 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:

**You 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

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

### BEHAVIOUR 3

#### Decision Making

<b>Purpose</b>	Directors, Chief Officers and 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</b> <b>Building Working Relationships</b>	
<b>Purpose</b>	Directors, Chief Officers and 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</b> <b>Communicating and Influencing</b>	
<b>Purpose</b>	To ensure Directors, Chief Officers and 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>	Directors, Chief officers and 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>	Directors, Chief officers and 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>	Directors, Chief Officers and 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>	Directors, Chief Officers and 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>	Directors, Chief Officers and 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>	Interim Head of Adult Services (Learning Disability/ Mental Health/Service Provision & Safeguarding)
<b>DIRECTORATE:</b>	Social Services
<b>FAMILY:</b>	Corporate Management & Leadership
<b>REPORTING TO:</b>	Director of Social Services
<b>SALARY BAND &amp; SALARY:</b>	Head of service Band 1
<b>POST NO:</b>	PE.0005
<b>DATE:</b>	March 2020

### PURPOSE

To determine the strategic planning and operational delivery of a full Service / Business Unit within a Directorate of the Council

### KEY RESPONSIBILITIES

<b>RESPONSIBLE FOR:</b>	Mental health and learning disability services/ service provision and safeguarding
<b>SERVICE AREAS:</b>	<ul style="list-style-type: none"> <li>➤ Safeguarding and DOLS</li> <li>➤ Carers</li> <li>➤ Community mental health</li> <li>➤ Older peoples mental health</li> <li>➤ Learning disability</li> <li>➤ Residential care</li> <li>➤ Day services</li> <li>➤ Long term domiciliary care</li> <li>➤ Community equipment</li> <li>➤ Direct payments</li> <li>➤ Commissioning</li> </ul>

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>	
<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. 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.
- Undertakes 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.

## 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.

## 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.

## PROCEDURAL CONTEXT

The role's impact will be on service issues, and will often extend to influence on matters of corporate or national importance. Role will also include:

- Influencing the development of external policy frameworks and initiatives, take the lead role in interpreting them in the Service / Directorate / Council context as appropriate.
- 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 Projects.
- Undertake critical analysis and formal reporting on behalf of the Service/Directorate Council
- Provide expert point of view and advice, negotiates results and influences decisions at appropriate level.

## 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, Service planning and control – budget monitoring and deployment of resources.
- Monitor and control service/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 may be required in areas with clear statutory responsibilities (e.g. Social Services).

### **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.

## 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:

**You must:**

9. The Head of Service/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
10. The Head of Service/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
11. 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
12. The Head of Service/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 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.

**You 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).

**You 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 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:

**You 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

## ROLE PROFILE SPECIFIC BEHAVIOURS

### A note on Behavioural Competencies

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

### BEHAVIOUR 1

#### Job Knowledge and Professionalism

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

### BEHAVIOUR 3

#### Decision Making



<b>Purpose</b>	Directors, Chief Officers and 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</b> <b>Building Working Relationships</b>	
<b>Purpose</b>	Directors, Chief Officers and 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</b> <b>Communicating and Influencing</b>	
<b>Purpose</b>	To ensure Directors, Chief Officers and 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>	Directors, Chief officers and 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>	Directors, Chief officers and 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>	Directors, Chief Officers and 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>	Directors, Chief Officers and 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>	Directors, Chief Officers and 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>
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<b>POST TITLE:</b>	Head of HR and Service Centre
<b>DIRECTORATE:</b>	Corporate Services
<b>FAMILY:</b>	Corporate Management & Leadership
<b>REPORTING TO:</b>	Deputy Chief Executive / Director of Corporate Services
<b>SALARY BAND &amp; SALARY:</b>	Head of Service Band 2
<b>POST NO:</b>	
<b>DATE:</b>	September 2021

<b>PURPOSE</b>
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To lead and be responsible for a compliant, strategic focussed and people centred HR and Service Centre linked to the corporate plan. Managing and coordinating people and financial resources to ensure the effective delivery of agreed priorities, change programmes, a culture of performance improvement and transformation maintaining a high-quality operation and service that is well placed to respond to current and future challenges and opportunities.

<b>KEY RESPONSIBILITIES</b>
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<b>RESPONSIBLE FOR:</b>	<ul style="list-style-type: none"> <li>➤ Provide expert advice on all HR and service centre matters and ensure the delivery of an effective shared service centre.</li> <li>➤ includes: <ul style="list-style-type: none"> <li>• <b>HR</b>, (Strategic, innovation, Cultural and Organisational Development/change, Strategic workforce development, sickness management process and support, union liaison and employee relations policies, advice and support for HR related matters.</li> <li>• Supporting Council Pay &amp; Grading through, for example, management of the Job Evaluation Process, development of Pay Policy</li> <li>• Supporting corporate learning and development; including elearning, corporate training and leadership development programmes</li> <li>• Operational advice to Managers in the efficient and effective implementation of HR policies, including Management of Employee Performance/Capability , Disciplinary Cases, Grievance Cases, Bullying &amp; Harassment Cases, • Management of Absence and the application of Terms &amp; Conditions.</li> </ul> </li> </ul>
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<p><b>RESPONSIBLE FOR:</b></p>	<ul style="list-style-type: none"> <li>• <b>Workforce</b> (Analytics, Recruitment and selection processes and support, Learning &amp; Development &amp; Terms &amp; Conditions Changes)</li> <li>• <b>Payroll</b> (Employees and Pensioners, Schools &amp; 3<sup>rd</sup> Party Orgs);</li> <li>• <b>Accounts Receivable &amp; Purchasing</b></li> <li>• <b>Accounts Payable;</b></li> <li>• <b>Cash Management;</b></li> <li>• <b>Provision of shared services to the Swansea Bay Port Health Authority.</b></li> </ul>
<p><b>THEMES:</b></p>	<ul style="list-style-type: none"> <li>➤ To lead and manage the whole HR and service centre functions on a day to day basis supporting change and transformation across the Council and the region where applicable.</li> <li>➤ To provide strategic advice to the Deputy Chief Executive/Director of Corporate Services, CMT and Cabinet on all matters relating to HR, service centre and associated matters.</li> <li>➤ Work with the Deputy Chief Executive / Director of Corporate Services in order to provide strong leadership and strategic direction for the Council including promoting a culture of transformation and meaningful engagement.</li> <li>➤ To support the Deputy Chief Executive/Director of Corporate Services on delivering the Council's long term Workforce Strategy</li> <li>➤ Develop and manage the implementation of the Human Resources and Organisational Development Service Plan, so as to ensure that agreed priorities and policy objectives are met.</li> <li>➤ To Develop, lead and support practical delivery of the HR and contact centre service plan, the budget, budgetary control framework and statutory returns.</li> <li>➤ To input and advise on HR and operational aspects related to the areas of responsibility of key corporate strategies, plans, strategic programmes and projects for the Council.</li> <li>➤ Develop achievement of a healthier workforce with health wellbeing strategies and proactive initiatives to deal with management of attendance</li> <li>➤ To assist the Deputy Chief Executive/Director of Corporate Services in providing direction, leadership and guidance to staff in the service centre functions and ensure the improvement and implementation of standards across the Council and partner organisations.</li> <li>➤ Assist the Deputy Chief Executive/Director of Corporate Services in discharging corporate responsibility for the management and administration of the Council's services and the continuous improvement of the efficient use of resources across the Council to ensure the effective control of the Council's revenue budget and its employee and pensioner contractual relations including tax and national insurance collection arrangements with HMRC, benefits matters with DWP and Teachers Pensions in order to enhance the overall value for money to customers, citizens and taxpayers.</li> <li>➤ To influence regional and national public sector services agenda in respect of key employment, operational and financial matters on behalf of the Deputy Chief Executive/Director of Corporate Services as directed.</li> </ul>

	KEY RESPONSIBILITIES
THEMES:	<ul style="list-style-type: none"> <li>➤ Act as the lead professional officer on all HR and service centre matters on behalf of the Council and support the Deputy Chief Executive/Director of Corporate Services as Head of Profession to provide direction, leadership and guidance to staff and ensure the improvement and implementation of standards across the Council and partner organisations where appropriate.</li> <li>➤ Responsible for developing and producing the service's strategy and plans, Ensuring activity and process comply with Government regulations and legislation at all times.</li> <li>➤ Responsible for all operations within all of HR and Service Centre functions.</li> <li>➤ Supporting and attending Council, Cabinet, Committees, trade union meetings (e.g. Audit Committee, Pension Fund Committee and Scrutiny) where necessary</li> <li>➤ 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; 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.</li> <li>➤ The post is responsible for assisting the Deputy Chief Executive/Director of Corporate Services in ensuring the Council has practical and effective arrangements for its internal controls and a coherent plan for the management and mitigation of risk within the HR and service centre functions .</li> <li>➤ Commissioning any required services ensuring cost effectiveness, efficiency and responsiveness.</li> <li>➤ Leads, on behalf of the Deputy Chief Executive/Director of Corporate Services, on practical delivery for all HR, Workforce and Organisational planning and control within the context of <i>Achieving better Together – transformation programme</i> ; and to actively monitor and challenge the workforce implications in all projects and programmes operating within the Council in relation to service centre functions.</li> <li>➤ Leading HR aspects of policy development, in all matters relating to local and contributing to the national taxation and benefits agenda.</li> </ul>

## Person Specification

### Experience

8. 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.
9. Personal involvement in the development / transformation of a higher performance culture
10. Personal involvement in implementing HR strategies linked to staff engagement
11. Excellent knowledge and understanding of organisational development and change management
12. Knowledge of Strategic Human Resource Management and Organisational Development, how it is developing and the challenges it faces
13. 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.
14. Extensive experience of working, influencing and engaging at a local, regional and occasionally national political level.
15. 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

8. 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.
9. 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.
10. 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.
11. Able to lead, influence and implement strategic policies and decisions.
12. Ability to apply innovative and analytical approaches to solving complex and challenging problems.
13. 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.
14. 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.
15. 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.
16. Able to produce effective strategies and business plans, costed and supported by a coherent and well-development performance framework.
17. Able to work collaboratively as a member of the finance management team, taking shared responsibility for the work and success of the service.
18. In-depth knowledge and understanding of the policy context, strategic challenges and operational realities of services provided by this post.

19. Proven commercial knowledge with a focus on commissioning for outcomes that meet customer needs.
20. 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 Deputy Chief Executive/ Director of Corporate Services 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>	
<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. Substantial remote working is possible.

### **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 member of the Chartered Institute of Payroll Professionals substantial relevant experience of the public sector/Local Government political environment.
- Chartered membership of an appropriate professional body (e.g. CIPP) or equivalent
- Chartered Institute of Personnel and Development (CIPD) qualified
- 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 deputise for the Director in absence for service areas in their responsibility.

## 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:

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:**

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

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</b> <b>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</b> <b>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</b> <b>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