

Role Profile

Post Title:	Director of Corporate Services
Directorate:	Corporate Services
Family:	Corporate Management and Leadership
Reporting to:	Chief Executive
Salary	Director Band
Post No:	
Date:	July 2022

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

Responsible for:	<ul style="list-style-type: none"> ➤ Transformation ➤ ICT, HR and service centre, legal and democratic services ➤ Cultural change, Organisational and Workforce Development ➤ Partnerships and the Public Service Board ➤ Corporate Planning and Performance Management ➤ Industrial relations ➤ Communications, emergency planning and civil contingencies
Themes:	Efficiency, Effectiveness, Performance, Delivery, Governance and performance
Strategic Programmes & Projects:	<ul style="list-style-type: none"> ➤ Transformation Agenda ➤ Recovery Planning ➤ Workforce and industrial relations ➤ Digital Strategy ➤ Governance
Strategic Lead:	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
Leadership	
<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"> ➤ Strategic leadership for the Council's portfolios, programmes and projects ➤ The Council's view is effectively represented on national and regional fora and partnerships ➤ Leadership on corporate change and transformation
Corporate Management	
<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"> ➤ Participation in Executive Management decision making ➤ Completed strategic corporate and business plans ➤ Clear aims and objectives disseminated across all services ➤ Local, regional and national plans considered in future corporate planning
Policy	
<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"> ➤ Statutory and legislative requirements effectively translated into Corporate and Service policies and strategies ➤ Regional and national policy across the public sector influenced ➤ Council policies developed and implemented
Professional advice and guidance	
<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"> ➤ Chief Executive and Members supported ➤ Directors, Chief Officers/Heads of Service/Senior Managers supported ➤ Stakeholders supported
Resources & Financial Management	
<p>Lead, set, monitor and control the budgets and resources for the Directorate</p> <p>Overall responsibility for Directorate budget and resourcing to meet Corporate objectives</p>	<ul style="list-style-type: none"> ➤ Corporate financial probity is maintained. ➤ Effective financial, asset and resource management of the Directorate ➤ Resource planning is effective for the Directorate ➤ Budget targets planned and met, variances identified and remedial action taken ➤ All resources effectively employed/ deployed ➤ Contracts outcomes achieved to plan

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

Procedural Context

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

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

Key Facts & Figures

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

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

Indicative Qualifications

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

- Post graduate level professional qualification
- Relevant Degree
- Chartered membership of appropriate professional body will be required in some areas of expertise

Work Knowledge

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

Equipment & 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 & Safety Compliance

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

Managers must:

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

Compulsory Requirements for the Welsh Language Act

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

Managers must:

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

Compulsory Requirements for Introducing Change And New Ways Of Working

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

Managers must:

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

Safeguarding

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

Role Profile Specific Behaviours

A Note on Behavioural Competencies

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

BEHAVIOUR 1

Job Knowledge and Professionalism

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

BEHAVIOUR 2

Planning and Organising

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

**BEHAVIOUR 3
Decision Making**

Purpose	Directors demonstrate skill in reading situations, and makes accurate decisions in the interests of the Service/Directorate/Council.
1	Takes responsibility for own and team/s decisions and effectively manages risk
2	Proactively steps up to responsibility for team/service when required, even in the face of opposition
3	Demonstrates willingness to take calculated risks and ability to make difficult decisions without all of the available information
4	Actively seeks creative solutions to difficult problems even when under pressure, and ensures solutions are implemented effectively
5	Objectively evaluates and aligns decision making with corporate / service objectives

**BEHAVIOUR 4
Building Working Relationships**

Purpose	Directors work collaboratively and successfully with others, demonstrating an understanding of the internal and external political context.
1	Advocates, lobbies and influences key external players in the political context ethically and professionally on behalf of the Service/Council
2	Utilises consultation ethically and professionally and shares information appropriately to break down barriers between people and groups
3	Is diplomatic and sensitive to the political context, and works collaboratively in ways that are compatible with political goals
4	Actively initiates and supports cross-sectoral innovation, collaboration and partnership working as 'business as usual'
5	Develops effective, ethical, political relationships to achieve Council priorities

**BEHAVIOUR 5
Communicating and Influencing**

Purpose	To ensure Directors communicate effectively and use their influence ethically and professionally in the interests of the Council and its citizens
1	Communicates clearly and openly, conveying clear and concise messages and adapting content and style to help others to understand what is meant
2	Establishes an atmosphere of open communication and transparency across the service/directorate/ organisation
3	Promotes equality and diversity through appropriate communication procedures across the service/directorate/organisation
4	Promotes the Council's strategies, plans, initiatives and programmes effectively through appropriate media and marketing channels
5	Influences and negotiates ethically and effectively at all levels, internally and externally, on behalf of the Council's aims and objectives.

**BEHAVIOUR 6
Customer and Citizen Focus**

Purpose	Directors demonstrate enthusiasm and willingness to serve the community in their role, in behalf of the Council
1	Demonstrates ability to meaningfully consult and engage with stakeholders to identify and implement service improvement, and strives to meet expectations
2	Proactively champions the needs of customers through creating a culture of high quality customer service delivery
3	Objectively evaluates the needs of different groups, translating into appropriate action
4	Demonstrates ability to initiate and implement new and innovative services for customers
5	Ensures that Council services are delivered effectively to meet current and future client/customer needs.

**BEHAVIOUR 7
Delivering the Service**

Purpose	Directors understand the Council's team work ethic and are committed to the service delivery and performance outcomes
1	Initiates and supports cross-sector and/or portfolio working; seeks establish and maintain effective partnerships and collaborative working
2	Demonstrates accountability for and supports innovation and improvement initiatives to ensure current service and future sustainability.
3	Effectively identifies and measures performance requirements for the Directorate/Service, ensuring effective delivery of outcomes.
4	Creates a positive team environment by encouraging achievement and commitment to the delivery of quality outcomes for service users
5	Ensures effective performance measures and mechanisms are adhered to across the Directorate/Service to achieve the efficiency agenda

**BEHAVIOUR 8
Information, Finance and Resources**

Purpose	Directors understand the governance rules and regulations of the Council for effective management of the resources and assets of the Council.
1	Understands the strategic framework to develop financial plans and efficiency agenda for the Service/Directorate/Council
2	Objectively and fairly provides appropriate support and development opportunities to improve knowledge and understanding of financial and resource management processes
3	Utilises effective and ethical negotiations and influencing to agree the allocation of financial resources internally and externally
4	Effectively evaluates the financial performance of the Directorate/Service, projects and programmes
5	Provides objective professional and expert advice to improve knowledge and understanding of the Council's financial, asset and resource management processes

BEHAVIOUR 9
Programme and Project Management

Purpose	Directors are able to co-ordinate, manage and deliver projects and programmes, support and manage change, to meet Council aims and objectives
1	Utilises resources to ensure programme/ project delivery, providing opportunities for Service/Directorate/Council to develop appropriate knowledge and skills to ensure effective and sustainable delivery.
2	Consistently applies Council's Project/Programme management methodology, monitoring control, and programme/project assurance and reporting mechanisms and procedures effectively.
3	Works collaboratively at strategic level to identify programmes/projects and associated risks, aligning outcomes to Corporate Priorities, ensuring programme and project governance as required.
4	Provides effective leadership to ensure that all project/programme outcomes are achieved (on time and within budget)
5	Demonstrates commitment to achieving agreed project/ programme outcomes through effective management and mitigation of project, programme and Corporate risk

BEHAVIOUR 10
People and Performance

Purpose	Directors understand the requirements to ensure that the right people are in the right place at the right time to deliver Council services and Corporate priorities
1	Accepts responsibility for all aspects of the Service/Directorate's development and performance through implementation of effective HR and workforce development mechanisms
2	Actively engages and collaborates across agency boundaries internally and externally to develop an effective and sustainable public sector workforce
3	Actively engages with local/regional and national political agenda for promoting performance excellence (representing the Council at national/international level)
4	Effectively leads on workforce planning, workforce development, succession planning and service/business planning activities for the Service/Directorate/Council
5	Works proactively to achieve service efficiencies and improvements through effective allocation, deployment and development of assets/resources