

Meeting of:	<b>Senior Management Appointment Committee</b>
Date of Meeting:	<b>Tuesday, 01 October 2024</b>
Relevant Scrutiny Committee:	No Relevant Scrutiny Committee
Report Title:	<b>Recruitment and Selection Arrangements for the Head of Neighbourhood Services</b>
Purpose of Report:	To ask the Committee to identify and confirm (following interview) a suitable candidate for appointment for the post of Head of Neighbourhood Services
Report Owner:	Rob Thomas, Chief Executive
Responsible Officer:	Rob Thomas, Chief Executive
Elected Member and Officer Consultation:	Officers have been involved in the initial round of interviews and associated recruitment activity
Policy Framework:	The final decision of the Senior Management Appointments Committee will be referred to Full Council for information
<b>Executive Summary:</b> <ul style="list-style-type: none"> <li>• This report sets out the final interview schedule for the above position.</li> <li>• Members are asked to identify and confirm (following interview), if applicable, a suitable candidate for appointment.</li> <li>• Details of the shortlisted applicants at the Final Interview Stage including applications from shortlisted candidates, will be shared under Part II.</li> </ul>	

## **Recommendations**

1. To conduct interviews in relation to the post of Head of Neighbourhood Services and to make a final determination to appoint a suitable candidate.
2. To delegate residual appointment details, as appropriate, to the Chief Executive, in consultation with the Director of Environment and Housing, if a suitable applicant is confirmed by Elected Members of the Committee.

## **Reasons for Recommendations**

1. To ensure an appointment to the post is conducted in accordance with the Council's Constitution.
2. To ensure that all Council functions are met within this area.

## **1. Background**

- 1.1 Following the notice of retirement of the current postholder, the Senior Management Appointment Committee met on 04 June 2024 and approved the arrangements to recruit to the position of Head of Neighbourhood Services.
- 1.2 The Job Description and Person Specification for the post is included in the Recruitment Pack which is attached to this report as Appendix A.

## **2. Key Issues for Consideration**

- 2.1 In accordance with the prior approval of the Committee the post was advertised externally initially between 05 June 2024 and 23 June 2024 and again 17 July 2024 and 21 August 2024 .
- 2.2 Following an assessment process which included psychometric testing, a technical interview and presentation, the Director of Environment and Housing, in consultation with colleagues also involved in that assessment, has identified who should be invited to the final interview stage with Members.
- 2.3 At the final stage, it is suggested that Members of this Committee conduct the interview process and then then make a decision relating to an appointment to the post.
- 2.4 A list of the suggested questions and presentation topic will be circulated for consideration and determination by Members.
- 2.5 Interviews will be conducted under "Part II" provisions of Access to Information legislation and Assessment forms will be provided at the Final Interview for Members to complete as part of the assessment.
- 2.6 Members are asked to delegate residual appointment details, as appropriate, to the Chief Executive in consultation with the Director of Environment and Housing if a suitable applicant is confirmed by Members.

### **3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?**

- 3.1** This recruitment and selection exercise will be for a permanent appointment following the resignation of the current postholder. The post will require partnership working and collaboration with a number of stakeholders and partners.

### **4. Climate Change and Nature Implications**

- 4.1** There are no Climate Change and Nature Implications as a direct result of this report and process.

### **5. Resources and Legal Considerations**

#### **Financial**

- 5.1** The funding for the post is already included in the Council's budget given that the post is part of the establishment. As a consequence no additional funding is required.

#### **Employment**

- 5.2** No direct implications other than those specified in the report.

#### **Legal (Including Equalities)**

- 5.3** This recruitment process is compliant with Local Government, Employment and Equalities legislation. The recruitment process has been managed in accordance with the Council's equality proofed recruitment and selection policy and the provisions of the Local Authorities (Standing Orders) (Wales) Regulations 2014.

### **6. Background Papers**

Recruitment and Selection details for the posts of Head of Neighbourhood Services, Senior Management Appointments Committee, 04 June 2024

[https://www.valeofglamorgan.gov.uk/en/our\\_council/Council-Structure/minutes,\\_agendas\\_and\\_reports/agendas/senior\\_management\\_appointment/2024/24-06-04.aspx](https://www.valeofglamorgan.gov.uk/en/our_council/Council-Structure/minutes,_agendas_and_reports/agendas/senior_management_appointment/2024/24-06-04.aspx)



## Head of Neighbourhood Services



Welcome to the Vale of Glamorgan Council, where our core values of Open, Ambitious, Together, and Proud guide our mission to continually transform and enhance essential services for our vibrant and diverse community.

**As the Head of Neighbourhood Services, you will lead the delivery of essential frontline services, including waste management, highways, traffic management, leisure services, parks, and recreation and more. Your leadership will directly enhance the quality of life for our residents; you will oversee the strategic direction and continued transformation of these vital functions whilst at the same time ensuring operational efficiency and continuous improvement.**

Your responsibilities will include providing strong leadership to teams, ensuring compliance with legislative requirements, and fostering collaborative partnerships with stakeholders to achieve shared objectives. Additionally, you will drive forward the Council's transformation agenda, leveraging innovation and best practices to enhance service delivery and meet the evolving needs of the community.

This role offers a unique opportunity to make a significant impact on residents' lives and contribute to the success and sustainability of the Vale of Glamorgan Council.

As the Head of Neighbourhood Services at the Vale of Glamorgan Council, you will:

- **Make a Difference:** Lead essential services that enhance residents' quality of life and drive strategic, transformative change.
- **Advance Your Career:** Develop leadership skills in a high-profile role within a top-performing local authority, managing diverse services and collaborating with stakeholders.
- **Enjoy Professional Development:** Access ongoing professional development opportunities in a supportive, innovative environment.
- **Experience Work-Life Balance:** Benefit from hybrid working arrangements, balancing remote work with time at our scenic offices in one of the UK's most desirable regions.
- **Engage with the Community:** Foster community pride and collaboration by delivering high-quality neighbourhood services and engaging with local groups and residents.
- **Thrive in a Positive Culture:** Join an organisation that values openness, ambition, teamwork, and pride, committed to continuous improvement and inclusivity.

If you are a dynamic leader with a passion for service excellence and a commitment to driving positive change, read on and we would love to discuss in further detail how you could help us in shaping the future of neighbourhood services in our community.

**Interviews will take place on 16 September 2024**





## About the Vale of Glamorgan Council

**Welcome to the Vale of Glamorgan Council, where fulfilling work-life balance meets a vibrant community. Our rewarding work environment reflects our vision, culture, and values, all set against the stunning backdrop of South Wales' coastline.**

Experience the perfect blend of natural beauty, rich heritage, and vibrant communities in the Vale of Glamorgan. With picturesque countryside, bustling town centres, pristine beaches, flagship parks, and a thriving cultural scene, our region offers an unparalleled quality of life.

As one of Wales's top-performing local authorities, our success is driven by innovation and collaboration, addressing diverse community needs. As the Head of Neighbourhood Services, you'll work in one of the UK's most desirable areas, leading high-quality services that enhance residents' well-being.

We are committed to sustainable, long-term decision-making that ensures a brighter future for all. Our Well-being Objectives guide us towards a cleaner, greener, and more vibrant community. With values of being open, together, ambitious, and proud, now is the perfect time to join our transformational journey.





## Our Values

**We seek to embrace the core values of being open, together, ambitious and proud in everything we do.**

At Vale of Glamorgan Council, our core values of being open, together, ambitious, and proud are the guiding principles for every decision and action we take. As we embark on a journey of transformation and growth, it's crucial that all team members, especially the Head of Neighbourhood Services, embody these values.

### **AMBITIOUS:**

We embrace forward-thinking and innovative approaches, investing in our workforce and community relationships. As Head of Neighbourhood Services, you'll set bold goals, challenge the status quo, and drive transformation to meet residents' evolving needs.

### **OPEN:**

Transparency and accessibility are at our core. We foster open communication, active listening, and constructive feedback. Your role will involve creating a culture of openness, ensuring services are responsive and built on trust.

### **TOGETHER:**

Collaboration is key to our success. By working together, we tackle challenges and share knowledge. You'll collaborate with colleagues, partners, community groups, and residents to deliver holistic solutions and strengthen our community.

### **PROUD:**

We take immense pride in serving our community. Celebrating successes and recognizing team efforts are essential. You'll inspire pride in your team, ensuring our neighbourhoods remain vibrant and safe, while fostering a culture of excellence.

Embracing these values, we cultivate trust, collaboration, and belonging. They guide us in building strong relationships based on integrity, respect, and shared achievements, both internally and with those we serve.



## Our Future Plans

Innovation and openness to new ideas and working methods are essential for delivering high-quality front-line services across Wales. The challenge lies in providing these services efficiently and cost-effectively, year after year. Our goal is to create sustainable, safe, clean, and welcoming environments for all. Achieving this requires close collaboration with our local communities, fostering shared responsibility for our service outcomes. The successful candidate will play a pivotal role in this transformative journey.

### THE NEIGHBOURHOOD SERVICES TEAMS

Neighbourhood Services consist of four interconnected operational areas, each providing vital functions to residents and visitors in the Vale of Glamorgan. The visibility and impact of these services are crucial to the community:

#### • Neighbourhood Services Operations

This includes waste management, waste and recycling collection, Household Waste Recycling Centres management, street cleansing, resorts and public conveniences management, parks and grounds maintenance, and highway maintenance and inspections.

#### • Neighbourhood Services Healthy Living

Neighbourhood Services Healthy Living: This area oversees leisure services, the Council's leisure centre contract with Legacy Leisure, sports development, community asset transfers, asset transformation and development, and community centres.

#### • Engineering

Responsible for traffic management, highway development, road safety, structures, flooding, coastal protection, construction, and design. This team also handles drainage matters, serves as the Sustainable Urban Drainage Approval Body (SAB) and Lead Local Flood Authority (LLFA), and develops flood management plans as per the Flood and Water Management Act.

#### • Transport and Fleet Management

This function comprises several teams:

- **Passenger Transport:** Manages mainstream and additional learning needs school transport, as well as public transport.
- **Fleet Management and Vehicle Maintenance:** Provides vehicles and plant to internal Council departments and supported organisations, conducts public MOTs and taxi vehicle checks, and runs the Council's community transport scheme, Greenlinks.
- **Enforcement:** Handles civil enforcement of parking restrictions, investigates fly-tipping, fly posting, littering, waste management offences, abandoned vehicles, dog control/fouling, and enforces PSPOs and Bye Laws for activities like fishing, swimming, camping, or alcohol prohibitions.
- **Sustainable Transport and Active Travel:** Leads on active travel projects, infrastructure improvements, bus stop enhancements, electric vehicle charging points, and larger transport projects.

Each operational area has an Operational Manager who reports directly to the Head of Neighbourhood Services.



## Our Future Plans (continued)

We invite you to join us in making a meaningful impact on our community. If you are passionate about service excellence and driving positive change, we would love to discuss how you can contribute to our team. Apply now to be a part of our transformational journey.

*Miles Punter, Director of Environment and Housing*

*E-mail: [MEPunter@valeofglamorgan.gov.uk](mailto:MEPunter@valeofglamorgan.gov.uk)*

*Tel: 02920 673101*



## Head of Neighbourhood Services

### Role Profile



<b>Job Title</b>	Head of Neighbourhood Services
<b>Post Reference</b>	E-EHS-NT001
<b>Grade</b>	Head of Service
<b>Directorate</b>	Environment and Housing
<b>Location</b>	Alps Depot, Wenvoe & Remote Working
<b>Responsible to</b>	Director of Environment and Housing
<b>Responsible for</b>	Overseeing the strategic direction and delivery of essential services that directly impact the quality of life for residents, with a focus on waste management, recycling & cleansing, highways, traffic management, transport and fleet services, leisure services, parks and recreation and environmental and parking enforcement.

#### Role Overview

At the Vale of Glamorgan Council, we are committed to fostering a culture that embodies our core values of Open, Together, Ambitious, and Proud. We are on a mission to evolve and enhance the way we serve our diverse community, ensuring that the services our residents need continue to be provided ensuring an equitable and prosperous environment for all our residents.

The Head of Neighbourhood Services at Vale of Glamorgan Council plays a pivotal role in leading the delivery of essential front-line services that directly impact the quality of life for residents. With a focus on service quality and the customer experience, rather than the specific method of service delivery, and an ethos built on the principles of partnership working and community engagement and involvement; the role oversees the strategic direction, operational efficiency, and continuous improvement of many of the Council vital front-line functions.

<b>Our Values</b>	<b>Behaviour</b>	<b>What it means to us</b>
<b>AMBITIOUS</b>	Forward thinking, embracing new ways of working and investing in our future.	<ul style="list-style-type: none"> <li>● Embrace innovation and continuous improvement in the delivery of neighbourhood services, exploring new ways of working, best practices, and creative solutions to address emerging challenges and opportunities.</li> <li>● Set ambitious goals and targets for improving the quality and efficiency of Neighbourhood Services, regularly reviewing progress and adapting strategies to ensure that objectives are met.</li> <li>● Demonstrate leadership and vision in shaping the future of Neighbourhood Services in the Vale of Glamorgan, inspiring others to embrace change and strive for excellence in their work.</li> </ul>



## Head of Neighbourhood Services Role Profile (continued)

	Behaviour	What it means to us
<b>OPEN</b>	Open to different ideas and being accountable for the decisions we take.	<ul style="list-style-type: none"> <li>● Embrace transparency in decision-making processes related to neighbourhood services, ensuring that residents and stakeholders have access to information and opportunities for engagement.</li> <li>● Hold oneself and the Service Area accountable for delivering high-quality services, openly addressing any challenges or shortcomings and working collaboratively to find solutions.</li> </ul>
<b>TOGETHER</b>	Working together as a team that engages with our customers and partners, respects diversity and is committed to quality services.	<ul style="list-style-type: none"> <li>● Work closely with other areas of the Council, community groups, and external partners to identify shared goals and opportunities for collaboration in improving Neighbourhood Services.</li> <li>● Foster a culture of teamwork and mutual support within Service Area, encouraging collaboration, knowledge sharing, and the celebration of collective achievements.</li> <li>● Embrace innovation and the role of other local organisations and the community, in the direct delivery of services where there is benefit to customers and such benefits can be sustained.</li> </ul>
<b>PROUD</b>	Proud to serve our communities and to be part of the Vale of Glamorgan Council.	<ul style="list-style-type: none"> <li>● Take pride in delivering high-quality neighbourhood services that enhance the quality of life for residents and contribute to the overall well-being of the community.</li> <li>● Respect and celebrate the cultural heritage and natural beauty of the Vale of Glamorgan, incorporating sustainable practices and preserving historical landmarks and green spaces.</li> <li>● Recognise and celebrate the hard work and dedication of Neighbourhood Services staff, as well as the achievements and contributions of the community, fostering a sense of pride and belonging among all stakeholders.</li> </ul>



## Head of Neighbourhood Services Role Profile (continued)

### JOB DESCRIPTION

As the Head of Neighbourhood Services, you will:

#### Strategic Leadership:

- Lead the development and implementation of strategic plans for Neighbourhood Services, aligning with the Council's culture, values and Corporate Plan.
- Collaborate with senior leaders, peers and elected members to develop innovative strategies that deliver effective, efficient, and economic services to our communities.
- Look for opportunities within Directorate and wider to innovate and transform the operation of the functions to deliver continuous improvement and evolve to meet the changing opportunities and challenges faced by the Council.
- Ensure compliance with the responsibilities outlined in Section 12 of the Council's Constitution, particularly focusing on Neighbourhood Services and Leisure Services, to uphold the highest standards of service delivery and governance.
- Work with colleagues to establish and embed an organisational culture that supports and promotes the right behaviours and performance to ensure the delivery of outcomes that meet the Corporate Plan and strategic objectives of the Council.
- Through own behaviours, be a role model for the leadership behavioural competencies; promoting and supporting the embedding of the Council's values and behavioural competencies throughout all levels of the organisation to build the Council's culture.

#### Operational Excellence:

- Oversee the day-to-day operations of Neighbourhood Services, ensuring that services are delivered to the highest possible standards and meet the needs of our residents.
- Lead and manage teams, inspiring and driving forward a community-focused, values driven culture across the service area.
- Monitor performance against key performance indicators (KPIs) and implement measures to address any areas of underperformance.
- Create and communicate clarity of direction and purpose for staff at all levels in the context of the strategic aims and ambitions of the Council. Lead, direct and inspire people within the Directorate and across the Council to deliver great results. Ensure processes are in place for identifying and developing talent at all levels.
- Promote a strong culture of performance management to ensure high levels of performance, the meeting of performance targets and the continuous improvement and development of services.

#### Financial Management:

- Manage the service areas' budget effectively, ensuring that resources are allocated efficiently and in line with strategic priorities.
- Identify opportunities for cost savings and income generation, maximising the value for money of the services delivered.





## Head of Neighbourhood Services Role Profile (continued)



- Work closely with finance colleagues to develop robust financial plans and forecasts for the departments.
- Maximise income and external funding opportunities in line with Council policy.

### Stakeholder Engagement:

- Build and maintain positive relationships with senior leaders, elected members, external partners, and the community, representing the council at meetings and events as required.
- Act as an ambassador for the council, promoting our values and vision for the future of Neighbourhood Services.
- Collaborate with stakeholders to identify opportunities for partnership working and joint initiatives that benefit the community.

### Transformational Leadership:

- Drive forward the Council's transformation agenda, leading by example and inspiring others to embrace change.
- Support teams through periods of transition, providing guidance, reassurance, and opportunities for professional development.
- Champion a culture of inclusivity and diversity within the Neighbourhood Services area, ensuring that all employees feel valued and empowered to contribute to our collective success.

### General Duties

- Ensure a responsive customer focused approach in the planning, commissioning, and delivery of services.
- Explore opportunities to improve the effectiveness and efficiency of services through collaboration and partnership working.
- Facilitate and participate in the introduction of policies, procedures, and practice to support the achievement of the objectives of the Council.
- Ensure that the principles of equality of opportunity are integrated and actively pursued both within the Directorate and in all areas of service provision.
- Ensure continuing compliance with Council policy, procedure and legislation including those related to the management of employees, health and safety, customer relations, safeguarding, information, equalities, the environment, and those specifically set out in Financial and Contract Procedure Rules.

In addition to the duties set out above, the postholder will be required to undertake such additional duties which may result from changing circumstances, but which may not of necessity change the general character or level of responsibility accorded to the post.



# Head of Neighbourhood Services

## Person Specification



1. Experience	<b>ESSENTIAL</b> <ul style="list-style-type: none"> <li>● Experience in a senior management role within a local authority or similar environment, with a strong focus on neighbourhood services.</li> <li>● Experience in budget management, resource allocation, and financial planning within a public sector setting.</li> <li>● Experience collaborating with external partners, community groups, and stakeholders to deliver joint initiatives and maximise the impact of neighbourhood services.</li> <li>● Strong strategic thinking and problem-solving abilities, with a track record of developing and implementing effective strategies to improve service delivery and achieve objectives.</li> <li>● Experience in driving forward a people focused, values-driven culture across an organisation.</li> </ul>	<b>DESIRABLE</b> <ul style="list-style-type: none"> <li>● Experience of building high performing teams and providing inspirational leadership to the wider organisation that drives a high-performance culture.</li> <li>● Experience leading and managing organisational change initiatives, including the ability to promote innovation within a large and complex organisation.</li> </ul>	<b>ASCERTAINED BY</b> <ul style="list-style-type: none"> <li>● Application Form.</li> <li>● Interview.</li> </ul>
2. Knowledge	<b>ESSENTIAL</b> <ul style="list-style-type: none"> <li>● Understanding of relevant legislation, policies, and regulations governing local government operations, particularly in areas related to neighbourhood services.</li> <li>● Understanding of the local government framework and its governance.</li> </ul>	<b>DESIRABLE</b> <ul style="list-style-type: none"> <li>● Knowledge of project management methodologies and tools, with the ability to plan, implement, and evaluate projects within specified timeframes and budgets.</li> </ul>	<b>ASCERTAINED BY</b> <ul style="list-style-type: none"> <li>● Application Form.</li> <li>● Interview.</li> </ul>
3. Skills & Aptitudes	<b>ESSENTIAL</b> <ul style="list-style-type: none"> <li>● Ability to be a role model for the leadership behavioural competencies and promote the Council's values and behavioural competencies.</li> <li>● A strategic thinker, with the ability to develop and implement strategies that support the achievement of organisational objectives.</li> <li>● Excellent leadership skills, able to provide clarity to your team on the vision and purpose of their work.</li> </ul>	<b>DESIRABLE</b>	<b>ASCERTAINED BY</b> <ul style="list-style-type: none"> <li>● Application Form.</li> <li>● Interview.</li> </ul>

## Head of Neighbourhood Services Person Specification (continued)



3. Skills & Aptitudes (continued)	<b>ESSENTIAL</b> <ul style="list-style-type: none"> <li>● Strong track record of building and nurturing productive working relationships, able to advocate for excellence, equity, and inclusivity.</li> <li>● Highly effective communication skills, able to influence others with impact and professional credibility, with the ability to communicate to a diverse community.</li> <li>● Dedicated to professional development and keeping abreast of relevant regulation and emerging trends.</li> <li>● Ability to manage resources effectively, including budgets, staffing, and facilities.</li> </ul>	<b>DESIRABLE</b>	<b>ASCERTAINED BY</b>
4. Qualifications & Training	<b>ESSENTIAL</b> <ul style="list-style-type: none"> <li>● Qualified to degree level or equivalent experience.</li> <li>● Relevant professional qualification.</li> </ul>	<b>DESIRABLE</b> <ul style="list-style-type: none"> <li>● Leadership and management qualification.</li> <li>● Project management qualification / training.</li> </ul>	<b>ASCERTAINED BY</b> <ul style="list-style-type: none"> <li>● Application Form.</li> </ul>
5. Attitude & Motivation	<b>ESSENTIAL</b> <ul style="list-style-type: none"> <li>● Highly motivated senior leader, able to act as a role model to team members and peers.</li> <li>● Adaptable and flexible to meet a variety of challenges.</li> <li>● An inspiring leader, able to engage team members to deliver exceptional performance in a challenging environment.</li> <li>● Innovative, change champion, who is happy to challenge the status quo to deliver on strategic objectives and solve problems.</li> <li>● A passionate role model of the values of the Council.</li> </ul>	<b>DESIRABLE</b>	<b>ASCERTAINED BY</b> <ul style="list-style-type: none"> <li>● Interview.</li> </ul>



## Head of Neighbourhood Services

### Person Specification (continued)

#### 6. Other

#### ESSENTIAL

- Personal and professional credibility.
- Drive, energy and enthusiasm to sustain an extensive agenda.
- Capacity to work outside of normal office hours and attend evening meetings as and when required.
- Ability to drive/travel throughout the Vale or between locations as appropriate.

#### DESIRABLE

- Ability to speak or learn Welsh.

#### ASCERTAINED BY

- Application form.
- Interview.

## Neighbourhood Services Structure - May 2024

