

Meeting of:	Senior Management Appointment Committee
Date of Meeting:	Thursday, 18 December 2025
Relevant Scrutiny Committee:	No Relevant Scrutiny Committee
Report Title:	Recruitment to Director of Environment and Housing
Purpose of Report:	To consider the next steps in the recruitment to the post of Director of Environment and Housing Services
Report Owner:	Rob Thomas, Chief Executive
Responsible Officer:	Rob Thomas, Chief Executive
Elected Member and Officer Consultation:	The Council's Strategic leadership Team has been consulted on the approach taken report and officers have been involved in the process as part of earlier attempts to recruit.
Policy Framework:	The final decision of the Senior Management Appointment Committee would, in the event of an appointment being made, be referred to Full Council for information.
Executive Summary: - To consider the interview stage of recruitment to the post of Director of Environment and Housing. - The report seeks to recruit to the post by basis of an interim appointment on a secondment basis for a period of up to 18 months, where members will be asked to confirm a suitable candidate for the post in private deliberation. - Full details of applicants, the interview approach and presentation topic will be shared with the Committee in private deliberation.	

Recommendations

1. That the content of this report be noted and that recruitment to the post of Director of Environment and Housing be progressed on an interim basis of 18 months, as discussed in private deliberation.
2. To conduct interviews in relation to the post of Director of Environment and Housing and to make a final determination to appoint a suitable candidate.
3. To delegate residual appointment details, as appropriate, to the Chief Executive, in consultation with the Head of Human Resources and Organisational Development, if a suitable applicant is confirmed by Elected Members of the Committee.

Reasons for Recommendations

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

1. Background

- 1.1 Full details are provided on the previous report that was presented to this Committee on 2 December 2025. That report (which included the role profile) is attached to this report as Appendix A and can be accessed here: [Recruitment DEH](#)
- 1.2 Committee resolved that the post was advertised on the basis suggested in the report. This was undertaken, and at the time of writing that advertisement remains 'open' with a deadline of Sunday, 14 December 2025.

2. Key Issues for Consideration

- 2.1 The Job Description and Person Specification for the post are included in the Advertisement Pack, which is attached as Appendix B.
- 2.2 At the final interview stage, it is suggested that Members of this Committee interview the shortlisted applicant(s) and that Members then determine if the candidate(s) are suitable for appointment to the post.
- 2.3 A list of the suggested interview questions and presentation topic will be circulated under separate cover for consideration and determination by Members.

- 2.4 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.
- 2.5 Members are asked to delegate residual appointment details, as appropriate, to the Chief Executive 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 was initially 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 as we seek to further develop our neighbourhood and place-based services. The key to the success of these services is our ability to transform and continue to change the way the service is delivered. An interim arrangement will assist in this regard and ensure we explore all opportunities for working in partnership and collaboration for the benefit of our communities.

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 has been 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. The same will apply to this next phase of the process.

6. Background Papers

Appendix A – Report of 2nd December 2025.

Appendix B – Advertisement Pack.

Meeting of:	Senior Management Appointment Committee
Date of Meeting:	Tuesday, 02 December 2025
Relevant Scrutiny Committee:	No Relevant Scrutiny Committee
Report Title:	Recruitment to Director of Environment and Housing
Purpose of Report:	To consider the next steps in the recruitment to the post of Director of Environment and Housing Services
Report Owner:	Rob Thomas, Chief Executive
Responsible Officer:	Rob Thomas, Chief Executive
Elected Member and Officer Consultation:	The Council's Strategic leadership Team has been consulted on the report and officers have been involved in the process as part of earlier attempts to recruit.
Policy Framework:	The final decision of the Senior Management Appointment Committee would in the event of an appointment being made, be referred to Full Council for information.
Executive Summary: - To consider the next option for recruitment to the post of Director of Environment and Housing. - The report seeks approval to progress an interim appointment on a secondment basis for a period of up to 18 months.	

Recommendation

1. That the content of this report be noted and that the post of Director of Environment and Housing be advertised internally on an interim basis of 18 months.

Reason for Recommendation

1. To allow recruitment to the post.

1. Background

- 1.1 Following the notice of retirement of the current postholder, the Senior Management Appointment Committee met on 15 July 2025 and approved the arrangements to recruit to the position of Director of Environment and Housing.
- 1.2 An update was provided to this Committee on 14 October when it was explained that recruitment to the post had not been possible following an initial round of interviews. The report to the Committee of 14 October can be found below, and it was resolved that a further report be brought to this Committee as arrangements were made to progress recruitment.

[Urgent Item Recruit Select DEH](#)

2. Key Issues for Consideration

- 2.1 In accordance with the prior approval of the Committee the post was advertised externally during August 2025. Following an assessment process which included psychometric testing, a technical interview and a presentation, the Chief Executive, in consultation with colleagues also involved in that assessment, sought to identify candidates that would ordinarily be invited to the final interview stage with Members. Having conducted that initial phase, no suitable candidates were identified for the final stage and consequently an update was given to committee on 14 October 2025.
- 2.2 The previous postholder retired as of 10 October and short-term arrangements have been put in place to ensure that the service areas can function effectively in the absence of a Director. That position is proving less sustainable given the challenges associated with providing important front line services at a time of budget constraint and the need to manage a significant change and transformation agenda.
- 2.3 In terms of the options for progressing, it does not represent an effective use of public money to re-advertise and run another comprehensive recruitment process so soon after the initial advertisement. In addition, the run up to the Christmas period is also not an ideal time to seek further interest in the role.

Consideration has been given to whether certain roles and responsibilities could be reprofiled and this work is continuing, albeit any work in this regard will need to build capacity in key areas, seek to remove duplication and respond to the priority areas for change and transformation.

- 2.4** Accordingly it is proposed that the position is offered up on an interim basis by seeking a suitable candidate on an initial 18 month basis from our existing structure. This will allow a full assessment of opportunities for further transformation in the way that services are delivered and will allow a review of the way we can deliver services in partnership with others, such as our Town and Community Councils, volunteer groups, other agencies and organisations as well as residents themselves. Given the need and pressing time to capitalise on the reshaping/transformation opportunities within the Directorate to work differently and more cohesively with partners, communities and digitally we need to be able to move at pace. Potentially sourcing an internal candidate allows the Authority to move at the pace required, rather than recruiting externally with a potential lead time that would delay any potential improvements.
- 2.5** If a successful candidate is available, the role could be filled on a secondment basis, allowing a development opportunity on the one hand and at the same time providing sustainability and resilience to the organisation.
- 2.6** It is therefore proposed that this approach be progressed with an internal advertisement placed as soon as possible, with a copy of the role profile included in Appendix A. The Senior Management Appointments Committee will be convened to make any appointment should this approach prove successful.

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

- 3.1** This recruitment and selection exercise was initially 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 as we seek to further develop our neighbourhood and place-based services. The key to the success of these services is our ability to transform and continue to change the way the service is delivered. An interim arrangement will assist in this regard and ensure we explore all opportunities for working in partnership and collaboration for the benefit of our communities.

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 has been 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. The same will apply to this next phase of the process.

6. Background Papers

[Recruitment Selection DEH](#)

[Urgent Item Recruit Select DEH](#)

Director of Environment and Housing Interim – Role Profile

Job Title	Director of Environment and Housing Interim (18 months)
Post Reference	E-ENV/HSG-AA001
Grade	Director
Directorate	Environment and Housing
Location	Alps Office, Wenvoe, Civic Offices & Remote Working
Responsible to:	Chief Executive
Responsible for:	Neighbourhood Services and Transport, Housing and Building Services, Shared Regulatory Services and Civil Contingencies.

Role Overview:

At the Vale of Glamorgan Council, we are committed to delivering our vision of **Strong Communities with a Bright Future**, guided by our **values** of being Ambitious, Open, Together and Proud.

This is an **interim role** with a clear and essential purpose:

To lead the Environment and Housing Directorate through an ambitious period of transformation, renewal and service modernisation, while ensuring continuity, stability and the safe delivery of all statutory services.

Appointed initially for 18 months, the interim Director will provide stability while enabling a full assessment of opportunities for further transformation in how services are delivered. This includes reviewing how the Council can work more effectively in partnership with Town and Community Councils, volunteer groups, other agencies, organisations and with residents themselves.

Over the next 18 months, the postholder will lead a comprehensive review of how services work, how teams collaborate, and how residents experience the Council, shaping a future operating model that is sustainable, innovative and aligned to Vale 2030.

This role requires an inspiring and emotionally intelligent leader, skilled at engaging people through change, strengthening relationships, and building the culture and confidence needed for long-term success.

Our Values:

	Behaviour	What it means to this role:
Ambitious	Forward thinking, embracing new ways of working and investing in our future	○ Lead a bold, evidence-based transformation programme across the directorate. ○ Challenge existing practices constructively and introduce modern ways of working. ○ Set high standards for leadership, culture, performance and resident experience, including the use of digital and technology-enabled solutions to improve outcomes. ○ Use insight and behavioural approaches to drive improvement. ○ Create opportunities for innovation, digital tools and sustainability.
Open	Open to different ideas and being accountable for the decisions we take	○ Share information and decisions transparently with staff, residents and partners. ○ Build trust through clear communication and visible leadership. ○ Create an environment where people feel heard, respected and involved. ○ Use engagement insights to shape decisions and improvements.
Together	Working together as a team that engages with our customers and partners, respects diversity and is committed to quality services.	○ Strengthen relationships across services, partners and the community. ○ Promote collaborative leadership and co-design. ○ Work closely with Trade Unions and staff groups to support constructive change. ○ Build a strong, cohesive directorate identity based on shared purpose.
Proud	Proud to serve our communities and to be part of the Vale of Glamorgan Council.	○ Promote pride in public service, quality, environmental excellence and place. ○ Celebrate achievements, progress and innovation across all teams. ○ Be a visible, confident role model for staff and communities. ○ Ensure staff feel valued, supported and recognised throughout the transformation.

Job Description:

As Interim Director, you will model the Council's culture and live our values of being Ambitious, Open, Together and Proud. You'll bring strong people skills, emotional intelligence, and adaptable leadership to guide diverse teams and deliver excellent results. You'll have experience leading large, varied services and delivering major projects, both directly and with partners. You'll create an environment where staff are empowered to innovate, make decisions, and lead service transformation.

Transformation, Culture Change & Engagement

- Lead a directorate-wide transformation programme focusing on culture, leadership, service redesign and sustainable delivery models.
- Conduct a full review of directorate operations, performance, culture, communication, structures and customer experience.
- Assess opportunities for new or improved delivery arrangements, including partnership working with Town and Community Councils, volunteer groups, other public bodies, third-sector organisations and residents themselves.
- Develop a future Target Operating Model aligned to Vale 2030 and the Reshaping Programme.
- Champion a collaborative, people-centred change approach that empowers staff and enables meaningful participation.
- Use data, insights, service intelligence and digital tools to shape modern, efficient and resident-focused redesign.
- Identify and champion opportunities to apply digital, technology-based and innovative solutions to transform how services are delivered, including statutory functions.
- Ensure transformation work strengthens long-term service resilience.

Strategic Leadership

- Provide visible, values-led leadership across the Directorate and as part of the Strategic Leadership Team.
- Shape and steer the Directorate's contribution to Vale 2030, Project Zero and the Reshaping Programme.
- Set strategic direction, ensuring clarity of purpose and alignment across all services.
- Inspire confidence, ambition and collective ownership of the Directorate's future.
- Ensure transformation is fully integrated with financial, operational and workforce strategies.

Engagement, Participation & Partnerships

- Foster strong relationships with staff, residents, tenants, partners and elected members.
- Champion an open, inclusive and transparent approach to change.
- Engage communities, tenants and service users in shaping service redesign.

- Maintain positive and proactive partnerships with Trade Unions.
- Represent the Council regionally and nationally, including SRS Committees, Safer Vale and resilience forums.

Operational Leadership & Statutory Responsibilities

- Drive high performance across all service areas, embedding a culture of continuous improvement, innovation, and equity.
- Exploring and implementing digital, technological and innovative approaches that improve the quality, efficiency and accessibility of statutory and non-statutory services.
- Maintain oversight of key statutory services and risks, including emergency planning, housing need, flood prevention and regulatory enforcement, ensuring full compliance with all statutory responsibilities across the various service areas.
- Support Heads of Service to manage day-to-day operations with stability and confidence.
- Maintain strong performance, risk oversight and operational resilience during change.

Financial Leadership

- Lead financial strategy for the directorate, ensuring sustainable long-term planning.
- Support delivery of the Medium-Term Financial Plan through transformation and redesign.
- Identify income generation opportunities and commercial potential.
- Ensure robust budget management and effective use of resources.

Stakeholder Engagement

- Act as a trusted advisor and collaborative partner to elected members, communities, and regulators.
- Engage residents, businesses, and communities in shaping plans and place public participation at the heart of service delivery.
- Work with a diverse range of partners to deliver frontline services efficiently and maximise value for communities.
- Collaborate with statutory partners, in both Civil Contingencies and Community Safety, to reduce risks, enhance community safety, and protect residents.
- Collaborate with businesses as a Trusted Partner to provide expert guidance on environmental health, and health and safety.

People and Culture

- Foster a positive, inclusive, and high-performing culture that lives our values.
- Maintain strong, collaborative relationships with Trade Unions on workforce matters.
- Empower staff to make decisions, encouraging learning, innovation, and continuous improvement.

- Maintain high morale and well-being, balancing performance and healthy attendance.

Governance and Resources

- Ensure compliance with legislation, policies, and the Well-being of Future Generations Act.
- Ensure compliance with all internal and external audit requirements and ensuring that systems and operating procedures are robust.
- Attend all Council Meetings as necessary and lead on the Joint Working Agreement for Shared Regulatory Services (SRS), and the SRS Board and Joint Committee.
- Contribute actively as part of the Strategic Leadership Team.
- Engage in regional resilience planning through the Executive Meetings of the South Wales Local Resilience Forum.
- Chair the Safer Vale Partnership to support community safety and well-being.

General Duties:

- Help develop and implement policies and practices that support Council objectives.
- Ensure equality, diversity, and inclusion are embedded across all services.
- Maintain compliance with Council policies, laws, and regulations across all areas of responsibility, 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.
- Perform any additional duties required by changing circumstances, consistent with the level and nature of the role.

Person Specification

		Essential	Desirable	Ascertained by
1.	Experience	• Significant experience leading major culture change and large-scale transformation. • Proven success improving workforce engagement, leadership behaviours and team culture. • Experience leading multidisciplinary services through complex or challenging periods of change. • Demonstrable experience reviewing or redesigning services, including partnership models with external organisations or community groups. • Strong track record of redesigning services, developing new models of working or delivering major modernisation programmes. • Experience working with elected members or political governance structures. • Demonstrable ability to build trust and strong relationships with staff, unions, partners, Town and Community Councils, volunteer groups and wider communities.	• Experience within environment, housing, neighbourhood services or regulatory services. • Experience with shared services or cross-authority partnerships. • Experience delivering regeneration or placemaking programmes.	Application form and Interview

		Essential	Desirable	Ascertained by
2.	Knowledge	• Strong understanding of transformation, culture change and leadership development principles. • Strong understanding of local government operations, legislation, and statutory responsibilities, particularly across housing, building maintenance, highways, waste, coastal management, parks, environmental health, and regulatory services. • Good knowledge of how local government is funded and how to deliver sustainable services amid financial pressures. • Knowledge of the Well-being of Future Generations (Wales) Act and its practical application in planning and service delivery. • Awareness of equity, social justice, and the needs of diverse communities in shaping services and policies.	• Understanding of placemaking principles and how to apply them to create thriving, inclusive communities. • Knowledge of the regulation and policies impacting directorate.	Application form and Interview
3.	Skills and aptitudes	• Excellent leadership skills, able to motivate, engage, and inspire diverse teams. • Strategic thinker with the ability to translate vision into practical action. • Strong communication and interpersonal skills, with the ability to influence, build		Interview

		Essential	Desirable	Ascertained by
		partnerships, and manage complex stakeholder relationships. - Politically astute, with sound judgment in high-profile or sensitive public contexts. - Skilled in performance and financial management, able to plan, allocate resources effectively, and manage large and complex budgets. - Role model for inclusive and compassionate leadership, cultural change, and staff well-being. - Confident in encouraging, leading, and managing both front-line and office-based staff to ensure well-being and high performance. - Financially astute and risk-aware, balancing innovation with sound financial decision-making.		
4.	Qualifications and training	- Degree/L7 Qualification or equivalent experience - Evidence of continued professional development	- Leadership or management qualification, ideally at a higher level and relevant to local government. - Project management qualification (e.g. PRINCE2, APM).	Application form

		Essential	Desirable	Ascertained by
5.	Attitude and motivation	• Passionate about public service and improving outcomes for communities. • Highly motivated leader who acts as a positive role model for colleagues and partners. • Adaptable and flexible in responding to challenges and change. • Inspiring and engaging leader who empowers teams to achieve high performance. • Innovative and open to challenging the status quo to drive improvement and deliver strategic goals. • Committed to living and promoting the Council's values of being Ambitious, Open, Together, and Proud.		Application form and Interview
6.	Other (please specify)	• Strong personal and professional credibility. • Motivation and commitment to deliver a wide and demanding portfolio of work. • Willingness and flexibility to work outside normal office hours, including evenings, when required, with reasonable adjustments considered. • Ability to meet work-related travel requirements across the Vale of	• Ability to communicate in or committed to learn Welsh.	

		Essential	Desirable	Ascertained by
		Glamorgan, with reasonable adjustments considered where needed.		

Post Title **Director of
Environment and
Housing (Interim)**

Reference **E-ENV/HSG-AA001**

Hours of Work / Working Pattern 37 Hours per week

Main Place of Work Alps Wenvoe, Civic Offices Barry & Hybrid

Contract Type Temporary – 18 months

Why this role matters

Help shape the future of services at the heart of our communities

We are offering an exciting internal opportunity to step into the interim role of **Director of Environment and Housing**. This role will provide continuity for the Council and the Directorate while also creating the space to continue progressing important transformation and improvement work during a pivotal period for the organisation.

Environment and Housing plays a central role in daily life across the Vale. The way we deliver neighbourhood services, waste and recycling, housing, community safety and regulatory functions shapes how our communities feel, function and flourish. These services directly contribute to several of our **Vale 2030 well-being objectives**, from creating great places to live, work and visit, to protecting our environment, strengthening communities and supporting those who need us.

As one of the Council's most visible and outward-facing directorates, this role is key to helping deliver our shared ambition for **Strong Communities with a Bright Future**.

Over the next 18 months, we will continue to build on the strong foundations already in place, strengthening culture, exploring opportunities to use digital and innovative approaches, and working more closely with Town and Community Councils, volunteer groups, partner organisations and residents. At the same time, we will be focusing on ensuring services remain resilient, efficient and responsive in a changing landscape.

Your leadership will help shape how the Council continues to deliver against its Vale 2030 commitments, supporting a more sustainable, modern and community-focused future for Environment and Housing.





The role at a glance

In this interim role, you will:

- Help shape a future operating model aligned to Vale 2030 and the Reshaping Programme.
- Provide visible, values-led leadership that supports continuity while helping to progress the directorate's transformation priorities.
- Champion the use of digital, technology-enabled and innovative approaches to service delivery, including statutory functions.
- Support staff engagement, leadership confidence and a consistent values-led culture.
- Lead a thoughtful and collaborative review of service models, culture, performance and resident experience.
- Explore opportunities for strengthened partnership working with Town and Community Councils, volunteer groups and other organisations.
- Ensure safe, effective and compliant delivery of all statutory services throughout the interim period.
- Build strong relationships with elected members, staff, unions, residents and partners.

This is a unique opportunity to lead one of the Council's most community-facing directorates while contributing to its next phase of development.

What success will look like

Success in the role will include:

- A clear, shared understanding of the directorate's opportunities and challenges.
- Well-developed options for future delivery aligned to Vale 2030.
- Strengthened staff engagement, confidence and cultural alignment.
- Progress in testing or introducing digital and innovative service approaches.
- Enhanced partnership working with Town and Community Councils and community groups.
- Ongoing assurance and oversight of statutory responsibilities.

About you

You will be a values-led leader who brings:

- Emotional intelligence, political awareness and strong relationship-building skills.
- Experience leading transformation, improvement or cultural change in a complex environment.
- A track record of engaging and motivating diverse teams during periods of change.
- A commitment to improving the experience of staff, residents and partners.



- Confidence working with elected members and understanding organisational priorities.
- Curiosity and openness to new delivery models, partnerships and technologies – A willingness to think differently.
- A constructive, future-focused approach that encourages innovation.
- A strong sense of accountability and commitment to high-quality, safe service delivery.

Above all, you will model our values of **Ambitious, Open, Together and Proud**, leading in ways that build trust, clarity and shared purpose.

What we offer

This interim role offers:

- A significant leadership and development opportunity within the Strategic Leadership Team.
- The chance to shape the direction of a high-impact, resident-facing directorate.
- The opportunity to contribute to change that will have lasting benefits for communities and services.
- A supportive environment that values collaboration, innovation and learning.
- The ability to strengthen culture, leadership and partnership working across the organisation.
- The opportunity to contribute to organisational stability while helping shape future direction.

If you're ready to step up, shape the future and help us deliver **Strong Communities with a Bright Future**, we welcome your application.

Interviews will be held by the Senior Management Appointment Committee on the morning of 18th December 2025.



Vale of Glamorgan Council

Job Description

- Role Title ▶ Director of Environment and Housing Interim (18 months)
- Post Reference ▶ E-ENV/HSG-AA001
- Grade ▶ Director
- Directorate ▶ Environment and Housing
- Location ▶ Alps Office, Wenvoe / Civic Offices, Barry / Hybrid Working
- Responsible to ▶ Chief Executive
- Responsible for ▶ Neighbourhood Services and Transport
 ▶ Housing and Building Services
 ▶ Shared Regulatory Services
 ▶ Civil Contingencies.

Role Overview

At the Vale of Glamorgan Council, we are committed to delivering our vision of **Strong Communities with a Bright Future**, guided by our **values** of being Ambitious, Open, Together and Proud.

This is an **interim role** with a clear and essential purpose:

To lead the Environment and Housing Directorate through an ambitious period of transformation, renewal and service modernisation, while ensuring continuity, stability and the safe delivery of all statutory services.

Appointed initially for 18 months, the interim Director will provide stability while enabling a full assessment of opportunities for further transformation in how services are delivered. This includes reviewing how the Council can work more effectively in partnership with Town and Community Councils, volunteer groups, other agencies, organisations and with residents themselves.

Over the next 18 months, the postholder will lead a comprehensive review of how services work, how teams collaborate, and how residents experience the Council, shaping a future operating model that is sustainable, innovative and aligned to Vale 2030.





This role requires an inspiring and emotionally intelligent leader, skilled at engaging people through change, strengthening relationships, and building the culture and confidence needed for long-term success.

Role Key Accountabilities

As Interim Director, you will model the Council's culture and live our values of being **Ambitious, Open, Together** and **Proud**. You'll bring strong people skills, emotional intelligence, and adaptable leadership to guide diverse teams and deliver excellent results. You'll have experience leading large, varied services and delivering major projects, both directly and with partners. You'll create an environment where staff are empowered to innovate, make decisions, and lead service transformation.

Transformation, Culture Change & Engagement

- Lead a directorate-wide transformation programme focusing on culture, leadership, service redesign and sustainable delivery models.
- Conduct a full review of directorate operations, performance, culture, communication, structures and customer experience.
- Assess opportunities for new or improved delivery arrangements, including partnership working with Town and Community Councils, volunteer groups, other public bodies, third-sector organisations and residents themselves.
- Develop a future Target Operating Model aligned to Vale 2030 and the Reshaping Programme.
- Champion a collaborative, people-centred change approach that empowers staff and enables meaningful participation.
- Use data, insights, service intelligence and digital tools to shape modern, efficient and resident-focused redesign.
- Identify and champion opportunities to apply digital, technology-based and innovative solutions to transform how services are delivered, including statutory functions.
- Ensure transformation work strengthens long-term service resilience.

Strategic Leadership

- Provide visible, values-led leadership across the Directorate and as part of the Strategic Leadership Team.
- Shape and steer the Directorate's contribution to Vale 2030, Project Zero and the Reshaping Programme.



- Set strategic direction, ensuring clarity of purpose and alignment across all services.
- Inspire confidence, ambition and collective ownership of the Directorate's future.
- Ensure transformation is fully integrated with financial, operational and workforce strategies.

Engagement, Participation & Partnerships

- Foster strong relationships with staff, residents, tenants, partners and elected members.
- Champion an open, inclusive and transparent approach to change.
- Engage communities, tenants and service users in shaping service redesign.
- Maintain positive and proactive partnerships with Trade Unions.
- Represent the Council regionally and nationally, including SRS Committees, Safer Vale and resilience forums.

Operational Leadership & Statutory Responsibilities

- Drive high performance across all service areas, embedding a culture of continuous improvement, innovation, and equity.
- Exploring and implementing digital, technological and innovative approaches that improve the quality, efficiency and accessibility of statutory and non-statutory services.
- Maintain oversight of key statutory services and risks, including emergency planning, housing need, flood prevention and regulatory enforcement, ensuring full compliance with all statutory responsibilities across the various service areas.
- Support Heads of Service to manage day-to-day operations with stability and confidence.
- Maintain strong performance, risk oversight and operational resilience during change.

Financial Leadership

- Lead financial strategy for the directorate, ensuring sustainable long-term planning.
- Support delivery of the Medium-Term Financial Plan through transformation and redesign.
- Identify income generation opportunities and commercial potential.
- Ensure robust budget management and effective use of resources.



Stakeholder Engagement

- Act as a trusted advisor and collaborative partner to elected members, communities, and regulators.
- Engage residents, businesses, and communities in shaping plans and place public participation at the heart of service delivery.
- Work with a diverse range of partners to deliver frontline services efficiently and maximise value for communities.
- Collaborate with statutory partners, in both Civil Contingencies and Community Safety, to reduce risks, enhance community safety, and protect residents.
- Collaborate with businesses as a Trusted Partner to provide expert guidance on environmental health, and health and safety.

People and Culture

- Foster a positive, inclusive, and high-performing culture that lives our values.
- Maintain strong, collaborative relationships with Trade Unions on workforce matters.
- Empower staff to make decisions, encouraging learning, innovation, and continuous improvement.
- Maintain high morale and well-being, balancing performance and healthy attendance.

Governance and Resources

- Ensure compliance with legislation, policies, and the Well-being of Future Generations Act.
- Ensure compliance with all internal and external audit requirements and ensuring that systems and operating procedures are robust.
- Attend all Council Meetings as necessary and lead on the Joint Working Agreement for Shared Regulatory Services (SRS), and the SRS Board and Joint Committee.
- Contribute actively as part of the Strategic Leadership Team.
- Engage in regional resilience planning through the Executive Meetings of the South Wales Local Resilience Forum.
- Chair the Safer Vale Partnership to support community safety and well-being.

General Duties:

- Help develop and implement policies and practices that support Council objectives.
- Ensure equality, diversity, and inclusion are embedded across all services.



- Maintain compliance with Council policies, laws, and regulations across all areas of responsibility, 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.
- Perform any additional duties required by changing circumstances, consistent with the level and nature of the role.

Our Values

The postholder will demonstrate the Council's values in all aspects of their work:



Open

Open to different ideas and being accountable for the decisions we take.

What it means to this role:

- Share information and decisions transparently with staff, residents and partners.
- Build trust through clear communication and visible leadership.
- Create an environment where people feel heard, respected and involved.
- Use engagement insights to shape decisions and improvements.



Together

Working together as a team that engages with our customers and partners, respects diversity and is committed to quality services.

What it means to this role:

- Strengthen relationships across services, partners and the community.
- Promote collaborative leadership and co-design.
- Work closely with Trade Unions and staff groups to support constructive change.
- Build a strong, cohesive directorate identity based on shared purpose.



Proud

Proud to serve our communities and to be part of the Vale of Glamorgan Council.

What it means to this role:



Ambitious

- Promote pride in public service, quality, environmental excellence and place.
- Celebrate achievements, progress and innovation across all teams.
- Be a visible, confident role model for staff and communities.
- Ensure staff feel valued, supported and recognised throughout the transformation.

Forward thinking, embracing new ways of working and investing in our future.

What it means to this role:

- Lead a bold, evidence-based transformation programme across the directorate.
- Challenge existing practices constructively and introduce modern ways of working.
- Set high standards for leadership, culture, performance and resident experience, including the use of digital and technology-enabled solutions to improve outcomes.
- Use insight and behavioural approaches to drive improvement.
- Create opportunities for innovation, digital tools and sustainability.



Vale of Glamorgan Council

Person Specification

1

Experience



- Essential
 - Significant experience leading major culture change and large-scale transformation.
 - Proven success improving workforce engagement, leadership behaviours and team culture.
 - Experience leading multidisciplinary services through complex or challenging periods of change.
 - Demonstrable experience reviewing or redesigning services, including partnership models with external organisations or community groups.
 - Strong track record of redesigning services, developing new models of working or delivering major modernisation programmes.
 - Experience working with elected members or political governance structures.
 - Demonstrable ability to build trust and strong relationships with staff, unions, partners, Town and Community Councils, volunteer groups and wider communities.
- ▶ Desirable
 - ▶ Experience within environment, housing, neighbourhood services or regulatory services.
 - ▶ Experience with shared services or cross-authority partnerships.
 - ▶ Experience delivering regeneration or placemaking programmes.

- Ascertained by
 - CV and Cover Letter
 - Interview / Assessment

2

Knowledge



- Essential
 - Strong understanding of transformation, culture change and leadership development principles.
 - Strong understanding of local government operations, legislation, and statutory responsibilities, particularly across housing, building maintenance, highways, waste, coastal management, parks, environmental health, and regulatory services.
 - Good knowledge of how local government is funded and how to deliver sustainable services amid financial pressures.



- Knowledge of the Well-being of Future Generations (Wales) Act and its practical application in planning and service delivery.
- Awareness of equity, social justice, and the needs of diverse communities in shaping services and policies.

-
- ▶ Desirable
 - ▶ Understanding of placemaking principles and how to apply them to create thriving, inclusive communities.
 - ▶ Knowledge of the regulation and policies impacting directorate.

-
- Ascertained by
 - CV and Cover Letter
 - Interview / Assessment

13 Skills and aptitudes



- Essential
 - Excellent leadership skills, able to motivate, engage, and inspire diverse teams.
 - Strategic thinker with the ability to translate vision into practical action.
 - Strong communication and interpersonal skills, with the ability to influence, build partnerships, and manage complex stakeholder relationships.
 - Politically astute, with sound judgment in high-profile or sensitive public contexts.
 - Skilled in performance and financial management, able to plan, allocate resources effectively, and manage large and complex budgets.
 - Role model for inclusive and compassionate leadership, cultural change, and staff well-being.
 - Confident in encouraging, leading, and managing both front-line and office-based staff to ensure well-being and high performance.
 - Financially astute and risk-aware, balancing innovation with sound financial decision-making.

-
- ▶ Desirable

-
- Ascertained by
 - CV and Cover Letter
 - Interview / Assessment



4 Qualifications and training

- Essential
 - Degree/L7 Qualification or equivalent experience
 - Evidence of continued professional development
- ▶ Desirable
 - ▶ Leadership or management qualification, ideally at a higher level and relevant to local government.
 - ▶ Project management qualification (e.g. PRINCE2, APM).
- Ascertained by
 - CV and Cover Letter

5 Attitude and motivation



- Essential
 - Passionate about public service and improving outcomes for communities.
 - Highly motivated leader who acts as a positive role model for colleagues and partners.
 - Adaptable and flexible in responding to challenges and change.
 - Inspiring and engaging leader who empowers teams to achieve high performance.
 - Innovative and open to challenging the status quo to drive improvement and deliver strategic goals.
 - Committed to living and promoting the Council's values of being Ambitious, Open, Together, and Proud.
- ▶ Desirable
- Ascertained by
 - CV and Cover Letter
 - Interview / Assessment

6 Other (please specify)



- Essential
 - Strong personal and professional credibility.
 - Motivation and commitment to deliver a wide and demanding portfolio of work.



- Willingness and flexibility to work outside normal office hours, including evenings, when required, with reasonable adjustments considered.
- Ability to meet work-related travel requirements across the Vale of Glamorgan, with reasonable adjustments considered where needed.

► Desirable ► Ability to communicate in or committed to learn Welsh.

- Ascertained by
- CV and Cover Letter
- Interview / Assessment Day

