

Meeting of:	Shared Regulatory Services Joint Committee
Date of Meeting:	Wednesday, 03 December 2025
Relevant Scrutiny Committee:	Live Well Scrutiny Committee
Report Title:	Appointment of Head of Shared Regulatory Services
Purpose of Report:	To provide an update on the appointment process for the post of Head of Shared Regulatory Services
Report Owner:	Chief Executive – Rob Thomas
Responsible Officer:	Chief Executive – Rob Thomas
Elected Member and Officer Consultation:	No Elected Members have been consulted. The following officers have been consulted: Assistant Director, Cardiff Council, Chief Officer Legal, Regulatory and Human Resources Bridgend County Borough Council
Policy Framework:	This is a matter delegated to the Joint Committee
<p>Executive Summary:</p> <ul style="list-style-type: none"> • The current Head of Shared Regulatory Services is due to retire on 31st March 2026. • The Joint Working Agreement for Shared Regulatory Services delegates any appointment to the role of Head of Shared Regulatory Services to this Committee. • At its meeting on 24th September 2025, the Joint Committee authorised the Shared Regulatory Services Management Board to begin a recruitment process to appoint a new Head of Shared Regulatory Services with appointment to the position to be determined by the Committee later on this agenda. • 11 applications were received for the position with 4 candidates being shortlisted to progress to the technical interview stage on 2nd December 2025. • This report details the Management Board’s recruitment process to date. • Due to the date of the technical interviews, the Joint Committee will be advised of the candidates selected by the Management Board for the final interview at this meeting. 	

Recommendation

1. The Joint Committee is asked to note the recruitment process to date and agree the final interview shortlist.

Reason for the Recommendation

1. To allow progression of candidates to the final interview stage of the recruitment process later on this agenda at Part II.

1. Background

1.1 The Shared Regulatory Service (SRS) operates across the Bridgend, Cardiff and Vale of Glamorgan Council areas. The SRS delivers a range of statutory services through a collaborative model that are critical to maintaining the health, safety and economic wellbeing of local communities, as well as ensuring a fair trading landscape in which reputable businesses are able to thrive. The operating model delivers an integrated service for provision of the Trading Standards, Environmental Health and Licensing functions.

1.2 The SRS Joint Working Agreement (JWA) between the three partner authorities underpins the entire service provision. The JWA contains several 'milestones and requirements', and the pertinent clause for this report is set out at Clause 9.1 of the Agreement which states

The Participants agree that the Joint Committee shall appoint an individual as the Head of Regulatory Services; to carry out the role and functions set out in schedule 1 Part 3 subject to the limitations and conditions set out in this Agreement.

This is supplemented by the terms of reference for the Joint Committee set out in Schedule 2 of the Joint Working Agreement.

2. Key Issues for Consideration

2.1 The Joint Committee is responsible for the appointment of the Head of Shared Regulatory Services. The Joint Committee is supported by a Management Board made up of senior officers from the three Councils and the Head of Service. As well as providing advice to elected members, they oversee and guide the implementation, development and the ongoing operation of the Shared Regulatory Service.

2.2 At its meeting on 24th September 2025, the Joint Committee agreed to begin a recruitment process with the Head of Service post being advertised in professional journals and a range of social media platforms. The closing date for applications was

23rd November 2025, and eleven applications were received. Four candidates were taken forward to the technical interview stage where senior officers of the SRS Management Board, representing each of the partner Councils, tested the suitability of the candidates for the Head of SRS role. This was achieved through a number of assessment sessions.

2.3 It is proposed that the candidates who successfully complete the technical interviews, assessments and challenges will be taken forward to the final interviews later on this agenda. As a result of the interview timeframe, this information will be provided to the Joint Committee, at the Committee meeting, for its consideration and agreement.

2.4 The following documentation is attached to support the Joint Committee in finalising the appointment process:

- Head of Shared Regulatory Services recruitment pack (**Appendix 1**)

Copies of the candidates' applications are attached to the report to be considered under Part II of this Joint Committee agenda.

2.5 Applicants have been asked to prepare a short presentation to be given at the beginning of their interview with Members. Thereafter Members will ask a series of questions to determine the suitability of the candidates for the role. A list of suggested interview questions will be tabled at the Joint Committee meeting for consideration and allocation.

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

3.1 This appointment will be a permanent appointment and will enable the three partner Councils to fulfil the requirements of the Joint Working Agreement in place between them. This appointment is important for any future collaboration projects that occur within the Regulatory sphere and the right appointment is required to lead the future transformation of the Shared Regulatory Service.

4. Climate Change and Nature Implications

4.1 One of the key strategic themes for the Shared Regulatory Service is *Protecting the Local Environment*, and this feeds into the corporate priorities of the three partner Councils concerning the implications of climate change and environmental sustainability. This appointment will be instrumental in the future direction and success of the SRS in delivering within this context.

5. Resources and Legal Considerations

Financial

- 5.1** Appointment to the role will be on terms and conditions as prescribed by the Joint Negotiating Committee for Chief Officers of Local Authorities. The salary for the role will be in accordance with the Vale of Glamorgan's Head of Service salary grade.

Employment

- 5.2** The appointment process will hopefully result in the appointment of a new Officer to the post of Head of Shared Regulatory Services.

Legal (Including Equalities)

- 5.3** This recruitment process will be compliant with Local Government, Employment and Equalities legislation. The recruitment process will be 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

- The Joint Working Agreement for the Shared Regulatory Service
- The Shared Regulatory Services Business Plan 2025-26

Appendix:

- *Appendix 1: Recruitment pack for the Head of Shared Regulatory Services role*

Head of Shared Regulatory Services

Thank you for your interest in leading Shared Regulatory Services (SRS), a pioneering partnership shaping safe, fair and healthy communities across the Council areas of Bridgend and the Vale of Glamorgan as well as Cardiff, the capital city of Wales.

Hosted by the Vale of Glamorgan Council, the SRS partnership delivers the Environmental Health, Trading Standards and Licensing functions across the three Council region, in a bold model of regional collaboration. Since its creation in 2015, the partnership has provided modernised regulatory services for over 600,000 residents and thousands of businesses. In addition, SRS hosts the national Illegal Money Lending Team

SRS is more than a service; it is a resilient and forward-looking model that delivers consistency and efficiency while responding to the unique needs of each community. Few areas local government services touch people's lives so directly, protecting people at home, supporting businesses to thrive responsibly, and safeguarding the places where we live, work and visit.

After years of dedicated service, our current Head of SRS is retiring. Their leadership has helped build the strong foundations and reputation we enjoy today. We are now looking for a successor who will bring fresh ideas and energy to guide the partnership into its next exciting chapter.

You will lead around 200 talented professionals, tackling challenges from climate change and food safety to fair trading and responsible licensing, while seizing opportunities to innovate, improve and influence the future of regulation in Wales.

We are looking for a leader who is strategic, collaborative and future focused. Someone who inspires confidence across three councils, builds strong relationships with businesses and communities, and champions SRS as a model of excellence and innovation across the UK.

If you share our ambition to create *Strong Communities with a Bright Future*, safe, fair, and sustainable, this is a role where you can make a lasting impact.

Interviews will take place over two days on:

Tuesday 2nd and Wednesday 3rd December 2025.

About Shared Regulatory Services

The Shared Regulatory Service is the only partnership of its kind in Wales. Established in 2015 and hosted by the Vale of Glamorgan Council, it integrates the regulatory responsibilities of three councils, Bridgend, Cardiff, and the Vale.

From food safety to fair trading, from air quality to animal health and from housing standards to licensing, SRS protects public health, safeguards consumers, and ensures that reputable businesses can thrive. Few local government services touch people's lives so directly, at home, at work, through commerce, and in the community.

This breadth of responsibility makes SRS one of the most wide-ranging services in local government. It protects residents in their homes, ensures safe workplaces and communities, supports fair competition in the economy, and provides confidence to businesses and investors.

What makes SRS unique is the balance between local accountability and regional scale. The SRS Joint Committee oversees governance of the service, comprising elected members from all three partner councils, and it delivers both localised interventions and shared strategic initiatives.

Our future strategy and hopes

The next decade will bring new challenges and opportunities for SRS. As Head of Service, you will be expected to lead the partnership into its next phase of development, ensuring it continues to deliver *value, impact, and innovation*.



As the Head of SRS, you will have the opportunity to:

- ▶ Lead the response to climate change, tackling air quality, pollution and environmental hazards.
- ▶ Shape safe homes and healthy communities through proactive housing enforcement.
- ▶ Safeguard consumers in a changing economy, from digital commerce to counterfeit goods.
- ▶ Strengthen food safety and resilience, supporting hospitality and supply chains.
- ▶ Support vibrant, safe night-time economies through responsible licensing.
- ▶ Harness digital tools and intelligence-led approaches to anticipate risks.
- ▶ Ensure long-term sustainability and financial resilience of the service.

Our ambition is that SRS will continue to be a *highly respected and forward-looking regulatory partnership*, a service that not only meets its statutory obligations but actively improves the health, safety, and fairness of the places people live, work, and visit.

Employed by the Vale, working across the SRS region

At the Vale of Glamorgan Council, we are proud to be one of Wales's top-performing local authorities. We provide a supportive, inclusive, and ambitious workplace where colleagues are empowered to innovate, collaborate, and deliver lasting change.

As the host authority for the **Shared Regulatory Service (SRS)**, the Vale provides the employment base, HR support, and day-to-day management framework for SRS staff. This ensures you are part of the Vale's senior leader community while also leading a partnership that spans **three councils**.

This is a unique leadership role, employed by the Vale of Glamorgan Council, and accountable to a regional Joint Committee. It combines the best of both worlds: the support of a high-performing host authority and the influence to shape services across three councils.



This model of working brings significant benefits and opportunities:

- ▶ **Shared expertise** - drawing on the knowledge, experience, and resources of three local authorities.
- ▶ **Broader impact** - shaping services that protect and support over 600,000 residents and thousands of businesses across the region.
- ▶ **Innovation and resilience** - combining strengths to deliver services more efficiently and sustainably than any single council could achieve alone.
- ▶ **National influence** - providing a platform to shape the future of regulation in Wales and be recognised as a leader in collaborative service delivery.

As Head of SRS you will:

- ▶ Lead on behalf of **three councils** balancing local accountability with regional delivery.
- ▶ Report to the **Director of Environment and Housing** at the Vale, while also being directly accountable to the **SRS Joint Committee**.
- ▶ Be an integral part of the **SRS Management Board**, made up of senior officers from the three councils to shape and deliver the shared service.
- ▶ Provide assurance to elected members and stakeholders that SRS continues to deliver **safe, fair, and efficient services** across the region.

This is more than a leadership role, it is an opportunity to shape the future of regulation in Wales, demonstrating the *power of partnership working* and the benefits of tackling shared challenges together.



Our Values - what this means for the Head of SRS

Embracing Openness, Ambition, Togetherness, and Pride:
Our core values at Vale of Glamorgan Council

At the Vale of Glamorgan Council, our values of Ambitious, Open, Together, and Proud guide everything we do. They are at the heart of our Vale 2030 strategy and underpin how we lead, how we serve, and how we work in partnership.

For the Head of Shared Regulatory Services, these values take on an even greater significance. This is a cross-council service that relies on trust, collaboration, and shared purpose. Living these values will ensure the partnership continues to thrive.

► Ambitious:

We're forward-thinking and always looking for new ways to deliver better outcomes for our residents, partners, and communities. We invest in our people, our places, and our relationships because we're ambitious for the Vale of Glamorgan.

In this role, being ambitious means, you will drive innovation and improvement, so residents and businesses benefit from a forward-thinking regulatory service.



► Open:

We believe in transparency and clear communication. We share information, listen actively, and encourage new ideas. By being open, we build trust and ensure everyone has a voice.

In this role, being open means you will be transparent and approachable, building trust with communities, businesses and partners.



► Together:

We believe we achieve more when we work together. Collaboration sits at the heart of our success, and we value strong relationships with colleagues, communities, and partners.

In this role, working together means, you will bring people and organisations together to solve problems and achieve more than we can alone.



► Proud:

We are proud to serve the Vale of Glamorgan and its people. We take pride in our achievements, our services, and our communities. We celebrate our successes and recognise the hard work of our colleagues who make a difference every day.

In this role, being proud means, you will celebrate the impact of SRS in protecting communities and supporting safe, fair and sustainable places.



By living these values, the Head of SRS will foster a culture of trust, respect and collaboration, strengthening the partnership, inspiring staff, and delivering *Strong Communities with a Bright Future* across Bridgend, Cardiff, and the Vale.



Our future plans

A note from the Chief Executive

Dear Candidate

Thank you for your interest in the role of Head of Shared Regulatory Services.

This is an exceptional opportunity to lead one of Wales's most successful regional partnerships, a collaboration between Bridgend, Cardiff and the Vale of Glamorgan Councils that protects the health, safety and wellbeing of more than 600,000 residents and thousands of businesses every day.

As Head of Service, you will shape the future of this award-winning collaboration, leading talented teams across environmental health, trading standards, licensing and public protection. You will bring strong professional insight and strategic leadership to ensure our communities are safe, our businesses thrive and our environment is protected for generations to come.

We are proud of what the Shared Regulatory Service has achieved since its creation, but our ambition is even greater. The next phase of our journey will see us embrace digital innovation, sustainability and closer collaboration with communities and partners. We want a leader who will inspire others, build confidence across three councils and take this unique partnership to new heights.

If you share our values of being **Ambitious, Open, Together and Proud**, and have the drive to make a lasting impact across South Wales, we would be delighted to hear from you.

Together, we can shape safer, fairer and stronger communities with a bright future.

Rob Thomas

Chief Executive, Vale of Glamorgan Council

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Head of Shared Regulatory Services

Role profile

■ Job Title	▶ Head of Shared Regulatory Services
■ Post Reference	▶ D-SRS-CO001
■ Grade	▶ Head of Service
■ Directorate	▶ Environment & Housing
■ Location	▶ Various offices across Bridgend, Cardiff & the Vale of Glamorgan, with remote working options
■ Responsible to:	▶ Director of Environment & Housing and the Shared Regulatory Services Joint Committee
■ Responsible for:	▶ All staff and resources delivering Environmental Health, Trading Standards, Licensing and associated regulatory functions across the three partner Councils

Why this role matters:

As the host authority for the Shared Regulatory Services (SRS) partnership, the Vale of Glamorgan Council works with Bridgend and Cardiff Councils to deliver a modern, intelligence-led regulatory service across the region.

This award-winning collaboration is unique in Wales and plays a vital role in shaping safe, fair and healthy places for more than 600,000 residents and thousands of businesses.

As Head of SRS, you will provide both strategic and operational leadership for this cross-council service, ensuring outcomes are aligned to the Corporate Strategy and the priorities of all three partner councils.

Our values

Ambitious

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

What it means to this role:

- ▶ Sets a clear, long-term direction and focuses on outcomes for residents and businesses.
- ▶ Champions improvement and innovation, encouraging others to try new approaches and learn.
- ▶ Makes evidence-informed choices and prioritises what will have the greatest impact.
- ▶ Develops future capability through coaching, constructive feedback and succession planning.

Open

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

What it means to this role:

- ▶ Communicates simply and honestly, explaining decisions and the context behind them.
- ▶ Listens with curiosity, seeks different perspectives and acts on feedback.
- ▶ Is transparent about performance and risks; takes ownership and is accountable.
- ▶ Builds a learning culture where people feel safe to raise issues early.

Your remit covers protecting public health, safeguarding consumers, enabling responsible business, and driving environmental sustainability.

You will be a visible and values-led leader - championing innovation, partnership and community participation, while building a high-performing, motivated workforce. Through your leadership, SRS will continue to deliver high-quality, efficient, and responsive services that protect communities, support local businesses to thrive, and help deliver long-term sustainability for the region.

Our values

Cont.

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:

- ▶ Brings people and partners together around shared goals; values every contribution.
- ▶ Leads inclusively, treats everyone with respect and tackles poor behaviour fairly.
- ▶ Empowers teams, removes barriers and enables collaborative problem-solving.
- ▶ Works across organisational boundaries to deliver better outcomes.

Proud

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

What it means to this role:

- ▶ Sets high professional standards and leads by example in ethics, wellbeing and safety.
- ▶ Is visible and supportive; recognises effort and celebrates success.
- ▶ Owns mistakes, learns quickly and follows through on commitments.
- ▶ Acts as a careful steward of public resources and the reputation of all three councils.

Job Description:

As Head of Shared Regulatory Services

you will:

Strategic Leadership

- Embed an organisation culture that supports and promotes the right behaviours and performance to ensure the delivery of outcomes that meet the Corporate strategy and strategic objectives of Shared Regulatory Services across the three partner Councils.
- Set clear vision, priorities and service plans that meet statutory obligations and deliver desired outcomes.
- Explicitly align SRS objectives and KPIs to the Corporate Strategy and the priorities of the three partner councils.
- Embed the five ways of working (long term, prevention, integration, collaboration, involvement) in all SRS plans and decisions.
- Provide expert advice to the SRS Joint Committee, partner Cabinets and senior leaders.
- Influence national policy and represent the partnership at regional and national forums.

Stakeholder Engagement

- Build trusted relationships with elected members, residents, businesses, Trade Unions and partners.
- Act as Proper Officer for designated legislation and lead officer for statutory committees as required (e.g. Licensing).
- Promote positive engagement and participation to improve compliance and outcomes.
- Lead the annual SRS engagement programme, including consultation on the SRS Business Plan; use customer contact and complaints insight across partner councils to target improvements; publish engagement outcomes on appropriate partner council engagement platforms.
- Strengthen our contribution to community safety, including leadership of the Wales Illegal Money Lending Unit and multi agency work on illicit trade and scams.
- Collaborate with internal and external stakeholders to drive positive change and enhance service delivery, including working closely with members, peers, and partner organisations.

Performance and Service Delivery

- Ensure cost effective, risk-based regulation, investigation and enforcement across all functional areas.
- Provide professional leadership across the full SRS portfolio, including food safety and standards, fair trading and safeguarding, product safety, age restricted sales, Primary Authority and business support, port health, contaminated land, private water supplies, housing safety/HMOs, pollution control and LAQM, statutory nuisance, pest control, animal health, workplace health & safety, communicable disease control, and licensing.
- Work with regulators and partners to reduce pollution of land, air and water and contribute to improved bathing water quality.
- Maintain robust communicable disease control and targeted infection prevention and control support in high-risk settings.
- Drive continuous improvement, digitisation and the effective use of data, intelligence and insight.
- Maintain robust quality assurance, case management and performance management systems.
- Report transparently on SRS influenced outcomes (e.g. LAQM progress, compliance and enforcement results) aligned to the Corporate Strategy.

People and Culture

- Lead, direct, and inspire people within the Service Area to deliver high performance, fostering an inclusive, learning centred culture.
- Demonstrate innovative thinking, challenge the status quo, and embrace new ideas and approaches to problem-solving, fostering a culture of creativity and innovation within the team.
- Champion staff well being, health & safety, and constructive partnership with Trade Unions.
- Lead succession planning, talent development, coaching and professional standards.
- Strengthen workforce pipelines and upskilling (e.g. apprenticeships, graduate routes and targeted CPD) to mitigate capacity risks in specialist regulatory roles.
- Through own behaviours, be a role model for the leadership behavioural competencies; promoting and supporting the embedding of the Council's values to build the organisation's culture.

Governance and Resources

- Act as budget holder for the SRS revenue budget and associated grants; ensure value for money.
- Ensure compliance with legislation, Council policies, audit requirements and the Wellbeing of Future Generations (Wales) Act.
- Ensure robust records management practices and compliance with Data Protection and Freedom of Information.

Governance and Resources cont.,

- Ensure the continuing development and effective use of ICT systems to support agile, modern service delivery.
- Plan for new legislation and changing statutory duties and reflect increased operational costs in fees and charges wherever permitted.
- Sustain and develop the SRS partnership through aligned budgeting across partners and, where appropriate, explore broadening partner participation to build resilience and economies of scale.
- Develop commercial and income generating services that complement statutory work and support financial resilience.

General Duties:

- 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.

Person Specification

1

Experience



- **Essential**
 - Significant senior leadership in local government or a comparable regulatory environment, working with elected members.
 - Track record of improving performance, culture and customer experience in Environmental Health, Trading Standards and/or Licensing.
 - Managing large, multi-disciplinary teams and complex budgets.
 - Leading major change and service transformation; preparing policy and consulting stakeholders.
 - Overseeing complex legal actions (e.g. prosecutions, injunctions, licensing matters).
- ▶ **Desirable**
 - ▶ Experience of managing shared/regional services.
 - ▶ Commercial development and income generation in a public sector context.
- **Ascertained by:-**
 - Interview Process

2

Knowledge



- **Essential**
 - Comprehensive understanding of regulatory policy, law and operations across Environmental Health, Trading Standards and Licensing.
 - Strong grasp of local government finance, governance and democratic processes (Cabinet/Committees).
 - Understanding of legal process issues affecting regulatory delivery and of risk-based, intelligence-led approaches.
- ▶ **Desirable**
 - ▶ Knowledge of wider criminal/civil legislation (e.g. PACE, RIPa, POCA).
 - ▶ Understanding of Welsh language standards and bilingual service delivery.
- **Ascertained by:-**
 - CV & Cover Letter
 - Interview Process

3

Skills and aptitudes



- **Essential**
 - Inspirational, inclusive leadership and people management; emotionally intelligent and politically aware.
 - Strategic thinker able to translate vision into delivery with measurable outcomes.
 - Excellent communication, influencing and negotiation; able to build strong partnerships across organisational boundaries.
 - Financially astute and data-literate; able to manage risk and drive value for money.
 - Able to handle competing priorities in a high-profile environment and provide clear professional advice.
- **Ascertained by:-**
 - CV & Cover Letter
 - Interview Process

4 Qualifications and training



- **Essential**
 - Relevant degree or professional qualification in a core discipline (e.g. Environmental Health, Trading Standards, Licensing) or equivalent experience

- ▶ **Desirable**
 - ▶ Membership of a relevant professional body (e.g. CIEH, CTSI).

- **Ascertained by:-**
 - CV & Cover Letter

5 Attitude and motivation



- **Essential**
 - Highly motivated senior leader, able to act as a role model to team members and peers.
 - Adaptable and flexible to meet a variety of challenges.
 - An inspiring leader, able to engage team members to deliver exceptional performance in a challenging environment.
 - Innovative, change champion, who is happy to challenge the status quo to deliver on strategic objectives and solve problems.
 - A passionate role model of the values of the Council.

- **Ascertained by:-**
 - CV & Cover Letter
 - Interview Process

6 Other (please specify)



- **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 communicate in or committed to learn Welsh.

- **Ascertained by:-**
 - CV & Cover Letter
 - Interview Process

For more information:

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