

Meeting of:	Senior Management Appointment Committee
Date of Meeting:	Tuesday, 19 September 2023
Relevant Scrutiny Committee:	No Relevant Scrutiny Committee
Report Title:	Recruitment and Selection Arrangements for the Head of Digital
Purpose of Report:	To ask the Committee to identify and confirm (following interview) a suitable candidate for appointment for the post of Head of Digital
Report Owner:	Tom Bowring, Director of Corporate Resources
Responsible Officer:	Tom Bowring, Director of Corporate Resources
Elected Member and Officer Consultation:	Officers have been involved in the initial round of interviews.
Policy Framework:	The final decision of the Senior Management Appointments Committee will be referred for information to Council.
Executive Summary:	<ul style="list-style-type: none"> • This report sets out the final interview schedule for the above position. • Members are asked to identify and confirm (following interview) a suitable candidate for appointment. • A separate Part II report has been provided containing details of the shortlisted applicants at the Final Interview Stage including applications from shortlisted candidates.

Recommendations

1. To conduct interviews in relation to the post of Head of Digital and to make a final determination to appoint a suitable candidate.
2. To delegate residual appointment details, as appropriate, to the Director of Corporate Resources, 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 The Senior Management Appointment Committee met on [7th July 2023](#) and approved the arrangements to recruit to the position of Head of Digital.
- 1.2 The purpose and remit of this Head of Service position were set out in a Cabinet report of the [6th July 2023](#) in relation to Capacities and Ways of Working within the Corporate Resources Directorate. This new Head of Service post will have responsibility for the Council's ICT, Business Improvement and Customer Relations Departments. The postholder will also be responsible for leading the delivery of the Council's Digital Strategy.
- 1.3 The Job Description and Person Specification can be seen in Appendix A.

2. Key Issues for Consideration

- 2.1 In accordance with the prior approval of the Committee the post was advertised externally from 25th July 2023 to 20th August 2023.
- 2.2 Following an assessment process which includes psychometric testing, an in-tray exercise and technical interview, the Director of Corporate Resources, in consultation with colleagues also involved in that assessment, has identified candidates that will be invited to the final interview stage with members.
- 2.3 At the final interview stage, it is suggested that Members of this Committee interview the shortlisted applicants and that Members then determine if any candidate is suitable for 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.
- 2.6 Assessment forms will be provided at the Final Interview for Members to complete as part of the assessment.
- 2.7 Members are asked to delegate residual appointment details, as appropriate, to the Director of Corporate Resources 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.
- 3.2 This post facilitates a number of collaborative and integrated arrangements with statutory and not statutory partners.
- 3.3 The Well-being of Future Generations (Wales) Act will be considered fully during this exercise.
- 3.4 There are no Climate Change and Nature Implications as a direct result of this report.

4. Resources and Legal Considerations

Financial

- 4.1 The funding for the post is already included in the Corporate Resources Services budget and so no additional funding is required.
- 4.2 For the information of Elected Members, the proposed Job Description and Person Specification were previously supplied to the Hay group who confirmed that the duties and responsibilities fall within the Council's published Head of Service grade/salary provisions.
- 4.3 Appointment to this position will be on terms and conditions as prescribed by the Joint Negotiating Committee for Chief Officers of Local Authorities and on the current Head of Service salary range of between £77,747 and £86,164.

Employment

- 4.4 There are no employment issues.

Legal (Including Equalities)

- 4.5 This recruitment process is compliant with Local Government, Employment and Equalities legislation.

- 4.6** 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.

5. Background Papers

Appendix A - Head of Digital Job Pack including JD and PS

Head of Digital Job Description



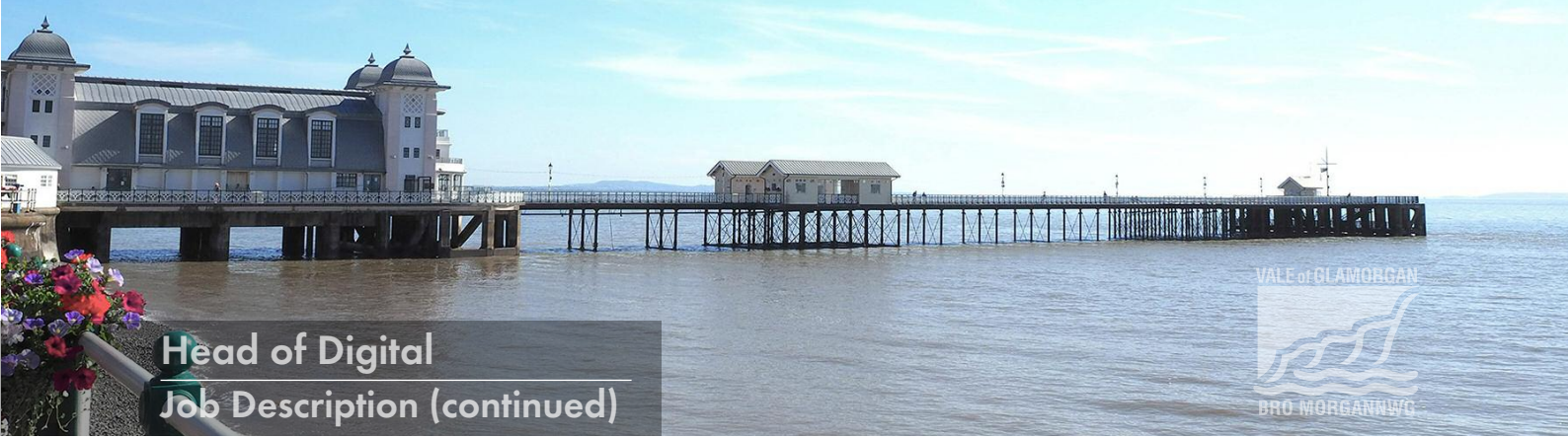
Job Title:	Head of Digital	
Post Reference:	TBC	
Grade:	Head of Service	
Directorate:	Resources	
Location:	Civic Offices, Barry and Remote Working	
Responsible to:	Director of Corporate Resources	
Responsible for:	ICT, Business Improvement, Customer Relations	
Our Values:	Behaviour	What it means to us
AMBITIOUS	Forward thinking, embracing new ways of working and investing in our future.	Ambitious is about challenging ourselves as individuals and as an organisation to do better and to change where required.
OPEN	Open to different ideas and being accountable for the decisions we take.	Open is about how we are transparent in our actions, decisions and communications ensuring openness and honesty with our colleagues, customers and communities.
TOGETHER	Working together as a team that engages with our customers and partners, respects diversity and is committed to quality services.	Together is about the ability of an individual to embrace teamwork, to share a common goal with colleagues and to work in collaboration with others.
PROUD	Proud to serve our communities and to be part of the Vale of Glamorgan Council.	Proud is about recognising the importance of highly valued and essential public services we provide to communities and individuals and the satisfaction someone gains in carrying out their role to the best of their ability.

Role Overview

We are seeking an innovative and passionate Head of Digital to lead our ICT, Business Improvement, and Customer Relations departments in delivering our digital strategy and transformation agenda.

This is a new role for the Authority that will Report directly to the Corporate Resources Director. You will develop and implement the digital strategy and transformation plan for the local authority. This will involve building and maintaining strong relationships with internal and external stakeholders, including elected members, schools, and partner organisations. This will be a key role in the organisation, working across all directorates to provide advice, guidance and support on digital related activity to ensure these are successfully delivered, whilst ensuring relationships between different specialist teams are productive and aligned with the overall aims of the Council.

The organisation has recently reviewed its vision for digital and this role will be key in driving forward the cultural, technical and organisational change in response. You will champion a customer-focused culture across the organisation, ensuring that our digital services are designed to deliver for the needs of our



Head of Digital Job Description (continued)

communities and that digital exclusion is not a barrier. As part of the Directorate Leadership Team, you will help drive change across our services, including establishing new ways of working that foster innovation. You will create an operating model that maximises efficiency and effectiveness of digital services and develop and implement business improvement strategies that support the delivery of high-quality services that support our values of being open, together, proud, and ambitious.

As the Head of Digital, you will:

Strategic Direction:

- Lead the ongoing development and implementation of the digital strategy that contributes to the transformation programme and aligns with the Council's Corporate Plan and Annual Delivery Plan; exploring and implementing innovative digital solutions that improve our efficiency, enhance customer experience, and deliver value for money.
- Develop and maintain a comprehensive digital roadmap, in line with the needs and aspirations of the Council and our local community.
- Ensure effective delivery of digital projects and programs, including the development of project management methodologies and processes.
- Develop and implement business improvement strategies that support the delivery of high-quality services, including identifying opportunities for process improvements, automation, and new technologies.
- Drive process improvements and customer service enhancements by identifying opportunities to enhance digital interactions and customer experience.
- Champion a customer-focused culture across the organisation, ensuring that digital services are designed and delivered to meet the needs and expectations of our diverse communities, and align with our core values of being open, together, proud, and ambitious.

Leadership:

- Lead and manage ICT, Business Improvement, and Customer Relations teams, inspiring and driving forward a customer-focused, values driven culture across the service area.
- Deliver an operating model to support the digital strategy and digital transformation program, ensuring that all systems and technologies are fit for purpose, and that the teams have the necessary skills and resources to deliver against the digital roadmap.
- 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 Corporate Resources Directorate and across the Council to deliver great results. Ensure processes are in place for identifying and developing talent at all levels.





Head of Digital Job Description (continued)



- 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.
- Look for opportunities within directorate to innovate and transform the operation of the functions to deliver continuous improvement and evolve the functions to meet the changing opportunities and challenges faced by 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 organisation's culture.
- Work with colleagues to establish and embed an organisation 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.

Operational Excellence:

- Foster strong relationships with internal and external stakeholders, such as Senior Leaders, elected members, key partners, and service users.
- Collaborate with colleagues across the organisation to identify opportunities for digital innovation and transformation.
- Develop and maintain a strong network of industry contacts, keeping up to date with the latest developments in digital technology and best practice. You will be at the forefront of emerging digital trends and will identify opportunities for their application within the organisation.
- Ensure that all digital services are developed and delivered in accordance with relevant legislation (e.g. GDPR) and best practice standards.
- Ensure compliance with relevant legislation and best practice standards, keeping abreast of emerging trends and technologies to drive innovation and transformation, whilst managing the risks associated with digital activities.
- Provide expert advice and guidance on digital matters to the senior leadership team and elected members, ensuring they are informed and engaged with digital transformation activities.
- Monitor and report on the performance of digital and change initiatives, using data to track progress, celebrate success and identify further opportunities for improvement.

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.



Head of Digital Job Description (continued)

- 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 Digital Person Specification

	ESSENTIAL	DESIRABLE	ASCERTAINED BY
1. Experience	<ul style="list-style-type: none"> ● Significant experience of delivering successful digital transformation within a large, complex organisation, ideally at a senior level. ● Experience of managing IT, project delivery, and customer service functions, with a strong understanding of the relationship between these areas. ● Significant experience of leading mixed discipline teams, demonstrating ability to build a customer-focused culture of innovation, improvement, and effectiveness. ● Experience of building high performing teams and providing inspirational leadership to the wider organisation that drive a high-performance culture. ● Strong commercial acumen, with experience of managing budgets and supplier relationships. 	<ul style="list-style-type: none"> ● Local Government and/or Public Sector experience. ● Experience of working with Elected Members and of dealing with politically sensitive issues. 	<ul style="list-style-type: none"> ● Application form ● Interview
2. Knowledge	<ul style="list-style-type: none"> ● Excellent knowledge of digital technologies and trends, and the ability to identify opportunities for their application within the Authority. ● Excellent knowledge of project management methodology, with experience of leading large-scale, complex digital initiatives. ● A good understanding of relevant legislation and best practice standards in managing the risk of digital projects. 	<ul style="list-style-type: none"> ● Knowledge of the current Local Government landscape and the challenges facing Local Authorities in Wales. 	<ul style="list-style-type: none"> ● Application form ● Interview
3. Skills & Aptitudes	<ul style="list-style-type: none"> ● A strategic thinker, with the ability to develop and implement innovative digital strategies that support the achievement of organisational objectives. ● Excellent leadership skills, able to provide clarity to your team on the vision and purpose of their work. ● Strong track record of building and nurturing productive working relationships, able to influence at the most senior levels both inside and outside the organisation. ● Highly effective communication skills, able to influence others with impact and professional credibility, with the ability to communicate complex technical information to non-technical stakeholders ● Dedicated to professional development and keeping abreast of digital trends. 		<ul style="list-style-type: none"> ● Application form ● Interview



Head of Digital Person Specification (continued)



	ESSENTIAL	DESIRABLE	ASCERTAINED BY
3. Qualifications & Training	<ul style="list-style-type: none"> ● Relevant L7/Degree Qualification or equivalent experience 		<ul style="list-style-type: none"> ● Application form
4. Attitude & Motivation	<ul style="list-style-type: none"> ● 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 exception 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. 		<ul style="list-style-type: none"> ● Interview
3. Other	<ul style="list-style-type: none"> ● 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. 	<ul style="list-style-type: none"> ● Ability to speak / learn Welsh. 	<ul style="list-style-type: none"> ● Application form ● Interview