

## **RECRUITMENT TO SERVICE DIRECTOR – STRATEGY AND PERFORMANCE**

### **APPOINTMENTS COMMITTEE BRIEFING PAPER**

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#### **1. Introduction**

This document proposes the process to appoint a permanent Service Director – Strategy and Performance, for consideration by the Appointments Panel, as this post was not successfully appointed to during the Tier 3 internal appointments process following interviews.

The paper presents legal, constitutional and process considerations, as well as salary comparisons for the roles. The purpose of this panel is described in section 2.

#### **2. Constitutional Requirements**

Appointment to Senior Leadership Team (SLT) posts must be conducted in accordance with relevant local government requirements, to be considered lawful and to avoid potential future challenge. This will need to follow the requirements set out in the constitution of Somerset Council.

The requirements for appointing to Senior Leadership Team posts, at grades 1-3 in Somerset County Council, are as follows:

##### **2.1. Appointments Panel**

The consequence of this is that as part of the process, a proposal to appoint to a Senior Leadership Team post will need to be put before an appointments' panel. The panel will consist of the Leader, the Opposition Leader and the Deputy Leader of the Council (or their nominated representatives) plus any relevant Cabinet members as consultees.

The role of the panel is to review the job description and terms & conditions of employment relating to a post, make appropriate recommendations to the Chief Executive, decide on the process and to appoint the Appointments Committee to undertake the appointments' process.

##### **2.2. Appointments Committee**

The Appointments' Panel agrees the process to appoint to the role and then proposes the membership of the Appointments' Committee. This typically includes the leader (or deputy), the relevant Cabinet member and the opposition lead for the area to be recruited to. The Constitution specifies a maximum of 5 members of the committee, with the remaining 2 places assigned based on the rules of political proportionality. The implications of this are that each committee will comprise 3 Liberal Democrats and 2 Conservatives.

The role of the Appointments' Committee is to 'run' the process. This will include agreeing the shortlist for the role, interviewing and then confirming the appointment at full Council.

The Appointments Panel has agreed the process to appoint to the role and has proposed the following membership of the Appointments' Committee:

- Councillor Bill Revans – Leader of the Council
- Councillor Liz Leyshon – Deputy Leader of the Council

- Councillor Val Keitch – Lead Member for Transformation and Human Resources
- Councillor Andy Dingwall – Opposition Spokesperson for Communities, Housing and Culture
- Councillor Sue Osbourne – Oppositions Spokesperson for Adult Social Care

### 3. Tiers 2 & 3 Structure for Somerset Council

#### 3.1. Structure

The structure for tiers 2 & 3, for Somerset Council, can be seen in the embedded Powerpoint Presentation:



Somerset\_Council\_Proposed\_Structure Jan

### 4. Selection Process and Timeline

This is a significant post that is subject to a member appointments process. The post is key to linking service and corporate strategies and as such, there will be interest in assisting with the appointment from partner organisations, staff and elected members. The roles are part of the Senior Leadership team and as such, the Chief Executive may wish to be part of the interview process, advising the Appointments Committees.

The selection process for this role includes the following;

- Faerfield act as the external Recruitment Partner to the recruitment process (as there is an existing contract in place for T1-T3 recruitment).
- Advertising and search carried out by Faerfield
- Longlist and shortlist
- Psychometric Testing
- Final interviews: Appointment Committee/ Member interview panel inc. Alyn Jones (Executive Director – Strategy, Workforce and Localities) and a HR Business Partner.
- Stakeholder & elected member panel – committee advise on who they want involved. Propose that we have 3 stakeholder and 3 members per panel
- Staff panel (aim for approx. 8-10 panel members, relevant to the directorate, plus trade union representation) – Q&A session focused on leadership and culture.
- Appointment Committee Decision meeting at end of interview day.

#### 4.1. Job Description

The Job Description for the post is show in Appendix 1 .

**4.2. Salary**

Salary comparison work was completed as part of the Tier 2 and Tier 3 Appointments Process.

One of the requirements of the Appointments Panel is to review the terms and conditions of employment for the vacant post, which may include the level of remuneration.

The Service Director – Strategy and Performance has been evaluated with input from our JE Partner, Korn Ferry at a Grade 3, SD2, with a salary range of £110k - £115k.

By way of comparison, examples of other Somerset chief exec and director roles are as follows (before application of the 2022-23 pay award, salary details of all those in tiers 1-3 are available):

<b>Organisation</b>	<b>Role</b>	<b>Salary</b>
SCC	Director of ECI & Lead Commissioner	£132,777
SCC	Director of Adults Services	£132,777
SCC	Director of Children's Services	£145,000
SCC	Director of Public Health	£122,100
Mendip	Chief Executive	£116,725
Mendip	Deputy Chief Executive	£86,488
Mendip	Head of Corporate Services	£67,954
Sedgemoor	Deputy Chief Executive	£110k
Sedgemoor	Director of Finance – 151	£95k
SW&T	Chief Executive	£120,526
SW&T	Director Place & Climate Change	£102,750

The salary range for this role has already been approved by the Appointments Panel and agreed at the full meeting of Council on 22<sup>nd</sup> February 2023, as part of the Chief Executive's report.

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**22<sup>nd</sup> May 2023**

**Appendix One – Job Description and Person Specification**

**SOMERSET COUNCIL**

<b>Role title</b>	Service Director – Strategy and Performance
<b>Directorate</b>	Strategy, Workforce and Localities
<b>Reporting to</b>	Executive Director- Strategy, Workforce and Localities
<b>Grade</b>	SD 2
<b>Evaluation ref;</b>	
<b>Role purpose</b>	
<ul style="list-style-type: none"> <li>• Lead for Strategy &amp; Performance Services providing creative ideas and insights and applying functional expertise to support the development of a long term (5-10 year) programme of improvement and development for the services managed.</li> <li>• Provide strategic leadership and direction, operational management and financial control for the Strategy and Performance areas. To drive sustainable economic growth and effective cost control and revenue generation across Somerset.</li> <li>• Accountable for the performance of Strategy and Performance areas and the delivery of high-quality strategic objectives. Support the Corporate Director for Strategy, Performance and Localities to deliver the desired culture and aims of the Council.</li> <li>• Drive transformational organisational change to achieve excellent staff, member, customer, and partner relationships while delivering cost-effective, high-quality services to residents.</li> </ul>	
<b>Key results area</b>	<b>Accountability</b>
Service Director Corporate Responsibilities	<p>Provide clear leadership to deliver the Council’s strategic priorities and meet the Council’s financial targets, as a member of the Council’s Senior Leadership Team.</p> <p>Advise &amp; guide Elected Members in respect of planning, operational and policy issues in relation to the Strategy and Performance teams.</p> <p>Lead Strategy and Performance Operational teams with a clear identity in terms of its flexible and responsive ways of working, inclusive and diverse culture, and high level of employee engagement and wellbeing.</p> <p>Engage in strategic partnerships and promote and communicate the Council’s services.</p> <p>Function as an ambassador for the Council promoting, both internally and externally, the Council’s vision, strategic aims, and values.</p>

Value the diversity of Somerset's communities ensuring equality of access and treatment in service delivery and employment.

Function as a role model for Somerset's vision and values. Promotes a culture of continuous improvement that encourages creativity and innovation to ensure services are efficient and responsive to local needs.

Develop the potential and flexibility across the Council and its workforce including the motivation and development of employees within the Strategy and Performance Teams.

Ensure that all services place a high value on customer responsiveness by demonstrating a commitment to meeting and involving the broadest range of direct and indirect service users, citizens, customers, communities, and businesses, as well as defining performance measures linked to customer care.

Drives the delivery of the Councils' key strategic aims and objectives ensuring understanding and commitment from managers and staff from across the Strategy and Performance teams.

Ensure that the Council can meet new challenges and initiatives by keeping abreast of challenges and opportunities facing public services, taking proactive steps to exert influence across the broad range of policy makers, public bodies, and suppliers.

Support Corporate and Directorate specific transformational change programmes with the aim of maximising efficiency, modernising services, and achieving better outcomes and opportunities for service users and customers.

Ensure flexibility in reacting to the needs of the Council, its' customers and partners supporting a culture of continuous improvement.

Ensure compliance with all relevant legislation, organisational policy, and professional codes of conduct to uphold standards of best practise.

Member of the corporate on call roster at strategic level to set strategy and co-ordinate at the tactical level activity when responding to internal and external emergencies/major incidents which may require a response during unsocial hours.

Undertake relevant training and exercises commensurate with Strategic Officer responsibilities including but not limited to Multi-agency Gold Incident Commander (MAGIC).

	<p>Accountable for compliance with all relevant health and safety legislation and Somerset Council H&amp;S policies, ensuring there is effective resourcing and management of operations to deliver this.</p> <p>Function as change champion to translate organisational ambitions into real achievements. The role must balance internal and external focus to ensure the economic, social, and environmental wellbeing of the Council.</p>
Service Delivery	<p>Provides the long term (5-10) year strategic direction for the delivery of innovative, customer focused, cost-effective services which support the overall aims of the Council for: -</p> <ul style="list-style-type: none"> <li>Strategy and Policy</li> <li>Transformation</li> <li>Performance and Benchmarking</li> <li>Communications</li> <li>Programme Management, Project Management</li> <li>Change and Improvement</li> <li>Business Intelligence and Analysis</li> <li>Data Visualisation &amp; Complex Analytics, Data Management/Warehousing</li> <li>Digital - Development and Service</li> <li>Legislation and Horizon Scanning</li> <li>Statutory Returns</li> <li>Commissioning Framework and Development</li> <li>Address Management (LLGP, LGS, Street Naming and Numbering)</li> <li>Land Charges</li> <li>GIS</li> <li>Corporate Equality and Armed Forces Covenant</li> </ul>
Service Development	<p>Lead the development and delivery of corporate performance standards and targets with multi agency partners to support the achievement of the Council's ambitions for Somerset.</p> <p>Develop effective relationships with government departments regional and local agencies and partners to influence policy and practise to the benefit of our communities.</p>
Financial/Budget Management	<p>Oversees all team budgets to ensure they are deployed to achieve value for money, are well monitored and controlled and resources allocated accordingly.</p>
Performance Frameworks	<p>Deliver high quality management information across the Council as a tool for organisational success.</p> <p>Ensure effective measures are in place to monitor and evaluate demand and supplier performance against contract requirements and to initiate</p>

	<p>and manage actions for service improvement and intervention where appropriate.</p> <p>Ensure effective processes and channels are in place for feedback from users, communities, partners, and providers.</p> <p>Ensure the effectiveness of service performance in terms of achieving the purpose and outcomes defined in the strategy.</p> <p>Evaluate changes in legislation, policy and needs against the existing strategy.</p> <p>Identify and deliver the need/opportunity to modify strategic priorities and targets.</p>
Team Management	<p>Deliver effective leadership and management of all staff employed across the service motivating and providing development opportunities for employees to ensure the delivery of current and future service commitments.</p>
Stakeholder engagement	<p>Provide senior stakeholders with options and the rationale for strategic courses of action.</p> <p>Ensure regular updates and engagement with Leadership teams, Local Communities, Elected Members, Government departments, Inspectorates, partner organisations, and other Directors across the Council to improve service outcomes.</p> <p>To provide specific technical advice and support to the Council on all issues relating to the area of control.</p>

**Knowledge / skills / experience**

**Qualifications**

- Relevant degree and professional qualification **Essential**
- Post-qualification, e.g., MBA, Masters. **Desirable**
- Evidence of work related continuing professional development. **Essential**

**Knowledge**

- Extensive and comprehensive knowledge and understanding of the national policy context, regulatory environment and frameworks, financial legislation and major issues facing the functional area. **Essential**
- In depth knowledge and understanding of the statutory responsibilities relating to the functional area **Essential**
- Knowledge of the latest developments in all relevant aspects of the role. **Essential**

**Experience**

- Substantial experience of leading Strategy and Performance in a similarly large, complex organisation (preferably local government). **Essential**
- Substantial leadership and managerial experience and skills gained at a senior level. **Essential**

- Demonstrable experience of partnership working, including the ability to influence and lead corporate and multi-agency projects and initiatives effectively. **Desirable**
- Substantial experience of programme management. **Essential**

**Skills**

- Proven ability to think innovatively and conceptually and deliver against this. **Essential**

**Dimensions of role**

Strategic oversight of the budget approx. 3.1m per annum.

Leadership and management of a service of 43 employees.

**Notes**

Competencies / attributes	Somerset Council has developed an attributes framework which will be a key component of the role; this can be found on the Council's website.
Working conditions:	N/A
Working arrangements:	N/A