



STRONG HERITAGE | STRONG FUTURE
RHONDDA CYNON TAF
TREFADAETH GADARN | DYFODOL SICR

RHONDDA CYNON TAF COUNCIL

CHIEF EXECUTIVE

APPLICATION PACK

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1. WELCOME LETTER TO CANDIDATES



Dear Applicant,

CHIEF EXECUTIVE

I am really pleased you have asked for more information about this key role.

Rhondda Cynon Taf Council is an ambitious local authority where its Members and officers are committed to the delivery of public services that matter to local people. The Council is committed to driving up standards and achieving the best possible outcomes for residents.

With a challenging backdrop facing local government and the public sector in general, our Council is focused on the need to continue the strong financial management and ethos of continuous improvement which has been embedded here in Rhondda Cynon Taf over the last decade and seek innovative ways of delivering services with our partner organisations.

Despite the need for tough choices in the current financial climate, the Council has developed a strong track record for innovation in the delivery of the services we provide and in particular working collaboratively with our partners in the public sector to deliver genuine benefits for the communities we serve.

Our Members and Officers are committed to facing these challenges head on with the strategic approach and determination necessary to ensure Rhondda Cynon Taf, and the services we provide continue to move forward.

We have a great pool of talent here in Rhondda Cynon Taf and if you believe you are up to the challenge and have a similar 'can do' approach to deliver on these objectives, I very much hope you will want to become part of this agenda.

Yours sincerely,

A handwritten signature in black ink that reads 'A. Morgan'.

Cllr. Andrew Morgan
Leader of the Council

2. THE COUNCIL

2.1 CULTURE

The Council's vision is:

“For a County Borough that has high aspirations, is confident and promotes opportunity for all”.

The Council's purpose is: ***“to provide strong community leadership and effective services for the people of Rhondda Cynon Taf to enable them to fulfil their potential and prosper”.***

Rhondda Cynon Taf Council is committed to achieving its purpose and is the fastest improving local authority in Wales, with a real sense of urgency to make visible changes in our local communities. The Council's Corporate Plan 2014-2020 “The Way Ahead” sets an ambitious agenda to continue to improve public services delivery and invest in physical infrastructure and initiatives that stimulate economic growth and create jobs in Rhondda Cynon Taf. Regeneration revitalises communities and provides residents and businesses with places to live and work. This is being achieved in a period of public sector austerity. The secrets of our success are:

- **Strong leadership and direction** - both political and managerial, supported by a comprehensive Performance Management Framework;
- **Investment and support for our staff** - ensuring we recruit, reward and retain the best people and that we invest in improving their skills, through an ambitious programme of staff development;
- **Investment in service improvement and the physical infrastructure** – embracing new technology and ideas to promote real innovation in service delivery;
- **Getting closer to local people** - involving them in strategic and community partnerships, keeping them informed, and by regularly seeking and listening to their views;
- **Sound financial management** – effective financial planning, making difficult decisions, recognising that levels of some services could reduce or stop, and focusing on our priorities. The majority of savings made to date have been through back office efficiencies.

2.2 COLLABORATION

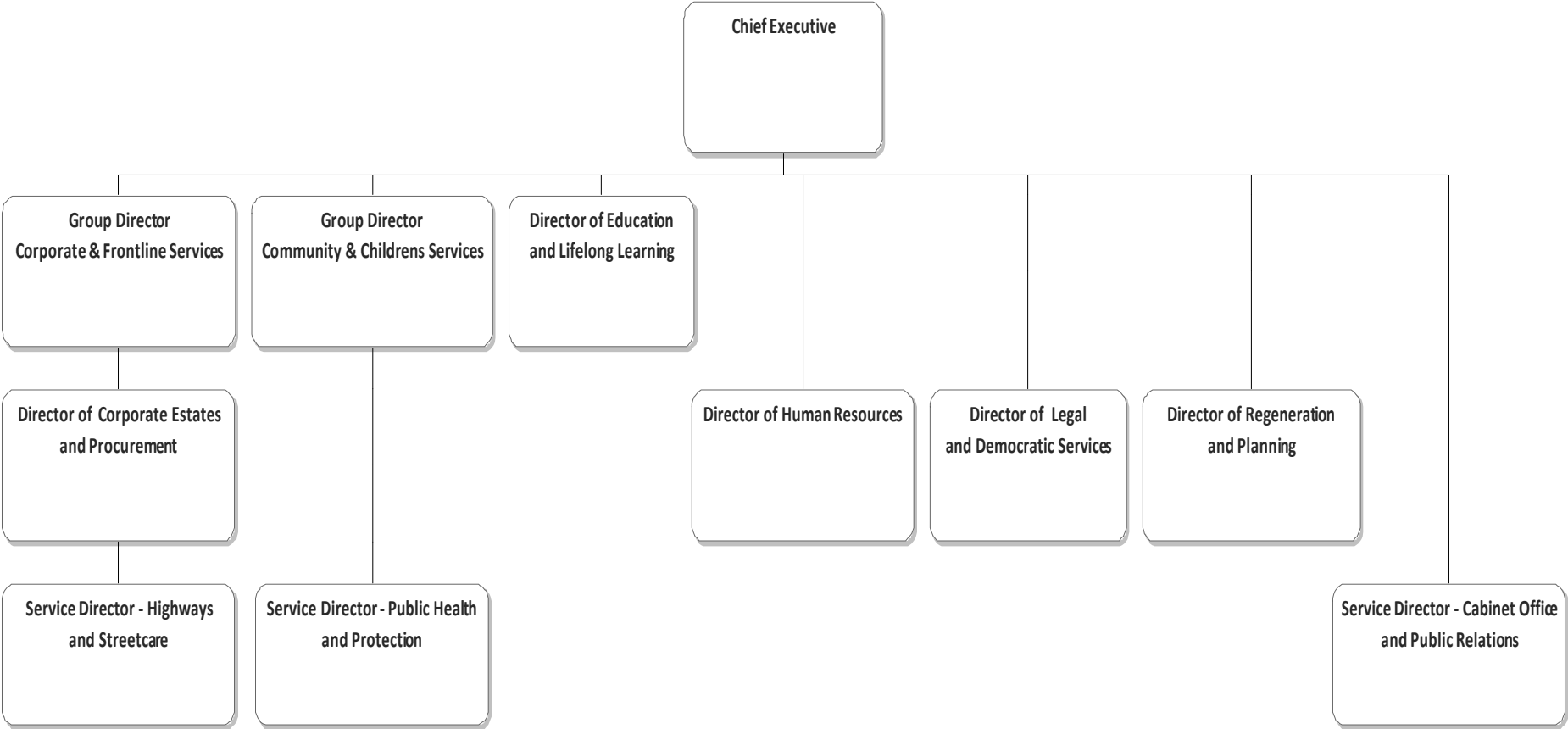
To deliver the Council's Corporate Plan it has to work in partnership with a range of public, private and third sector organisations across South East Wales. The Council prides itself on its effective collaborations which include:

- The Cwm Taf Public Services Board that represents the partner organisations of the area. Its members include the Chief Executive and Leader of Rhondda Cynon Taf County Borough Council; the Chief Executive and Leader of Merthyr Tydfil County Borough Council; the Chair and Chief Executive of Cwm Taf Health Board; the Chief Constable of South Wales Police; the Chairs of Merthyr Tydfil's and RCT's County Voluntary Councils; and representatives from Welsh Government, the Fire Service, Probation Service, and Natural Resources Wales;
- The Cardiff Capital Region – the ten councils in South East Wales have committed to a £1.2billion City Deal with the UK and Welsh Governments to raise the economic output of the Region;
- Joint council services with a number of local councils on a wide range of services, to improve the quality of the services provided, and deliver services efficiently and effectively.

You can find out more about the Corporate Plan by going to:

<http://www.rctcbc.gov.uk/EN/Council/PerformanceBudgetsandSpending/Councilperformance/RelatedDocuments/CorporatePlan201620/CorporatePlan201620.pdf>

2.3 ORGANISATIONAL STRUCTURE OVERVIEW – SENIOR LEADERSHIP TEAM (SLT)



2.4 GROUP OVERVIEW

CHIEF EXECUTIVES

Human Resources – Employee Relations, Organisational Development; Health & Safety; Equalities & Diversity; Education, Employment & Training; Occupational Health & Wellbeing

Legal & Democratic Services – Legal Services; Committee, Scrutiny & Member Services; Electoral Registration & Land Charges, Insurance; Coroner

Cabinet Office & Public Relations – Cabinet Support; Policy & Media; Cultural Services; Research & Information; Marketing, Tourism & Events; Creative Design

Regeneration & Planning

CORPORATE & FRONTLINE

Financial Services – Financial Management & Accountancy; Revenues & Benefits; Performance & Resources; Payroll, Pensions & Payments

Corporate Estates & Procurement – Design Services; Education Maintenance; Estates Legal Services; Asset Management; Operational Procurement; Electronic Procurement & Process Improvement

Highways & Streetcare – Waste Services; Cleansing; Facilities Cleaning; Fleet; Transportation; Highways; Technical Services

ICT

Customer Care

COMMUNITY & CHILDRENS SERVICES

Public Health & Protection – Environmental Health; Trading Standards; Leisure, Parks & Countryside; Licensing; Bereavement Services; Communities & Prosperity; Community Housing; Community Safety & Enforcement

Adult Services – Accommodation Services; Adults Business Support; Adult Short Term Intervention; Adult Social Work; Adult Direct Services

Childrens Services – Childrens Business Support; Early Years & Family Support; Childrens Early Intervention; Safeguarding Services; Childrens Intensive Intervention; Cwm Taf Youth Offending Services

Transformational Services

EDUCATION & LIFELONG LEARNING

Schools & Community – School Improvement; Catering Services, Schools Facilities Cleaning; Governor Support; Libraries; Adult Education; Music Services; Welsh Translation; School Reorganisation & Planning; Education Information Systems

Access, Engagement & Inclusion – Access & Inclusion (SEN, Psychology); Attendance & Wellbeing; Engagement, Inclusion & Participation; Services to Young People

Schools

Central South Education Consortium

3. THE ROLE OF THE CHIEF EXECUTIVE

3.1 ADVERT



CHIEF EXECUTIVE AND HEAD OF PAID SERVICE
Salary: £143,147

‘TOGETHER WE CAN BUILD ON OUR SUCCESSSES’

If you are looking to lead a forward thinking and ambitious organisation then this is the opportunity for you. Rhondda Cynon Taf is a progressive, high performing and driven Council providing services to a population of approximately 230,000 across the Rhondda, Cynon and Taf Ely valleys.

Our success has been based on an innovative and enabling culture that has generated new ideas and ambitious initiatives throughout the Council. We have modernised and radically improved our organisation to adapt to the needs of a changing environment and have set in train a range of innovative developments that are geared to strengthening our ability to offer outstanding services and seize new opportunities. Thanks to the participation and commitment of our staff at every level, this transformational culture has enabled us to achieve our core objectives and meet targets while still creating new opportunities.

We are now looking for an outstanding individual to build on these successes and to continue to lead the Council forward. You will have responsibility for delivering the Council’s strategic ambitions whilst ensuring we are able to respond to the highly challenging financial environment.

To succeed in this role you will need:

- Vision and innovation in approaching opportunities and finding solutions;
- Drive and resilience in ensuring excellence in quality and access to our services;

- An appetite for taking calculated risks to achieve the resultant benefits;
- Outstanding leadership in order to manage continuous change and embed transformation;
- Outstanding communication skills with a wide variety of partners e.g. elected Members, staff, outside agencies and citizens;
- A commitment to working in partnership to bring the community together.

If you have the determination, passion and flair to be part of the Council's future success then we would like to hear from you. For a confidential discussion, please contact Tony Wilkins, Director of Human Resources on 01443 424188.

For further information please log on to: www.rhondda-cynon-taf.gov.uk/jobs.

The deadline for receipt of applications is midday on Monday 21st November 2016.

Rhondda Cynon Taf Council is striving towards Equality of Opportunity. Applicants are welcomed from all sections of the community.

3.2 JOB DESCRIPTION & PERSON SPECIFICATION

Unit:	Chief Executive's
Post Title:	Chief Executive's (and Head of Paid Service)
Vision Post Number:	625
Grade:	Chief Executive
Responsible to:	Leader of the Council
Location:	Clydach Vale
Date of Description:	October 2016

PRIMARY RESPONSIBILITIES

To be the Council's Head of Paid Service and as such the Council's principal policy adviser, to guide its Senior Team and lead its staff, to oversee the preparation, implementation, monitoring and review of the Council's plans, programmes and policies, to be ever mindful of the social, economic, environmental and democratic needs of citizens and to ensure that the Council works in a co-ordinated, corporate, effective, efficient and responsible way, both in the delivery of its own services and in its influence over the wider provision of all services within its area.

KEY AREAS

1. To lead the Council's paid service and have authority over all Chief Officers and other employees, so far as is necessary for the efficient management and delivery of the Council's functions.
2. To manage the interfaces within the Council, political, management, client and contractor.
3. To provide guidance to the Senior Leadership Team (SLT), to ensure effective communication between the groups and to give clear direction to all employees, through effective management systems.
4. To ensure that the Council's services are managed and developed in a coordinated and corporate way including: -
 - i) developing the identification of priorities, being responsive to the Council's changing economic, social and other needs;
 - ii) developing a strategic plan to convert policy objectives and priorities into action;

- iii) to develop processes, people and management skills to deliver the strategy;
 - iv) coordinating advice on forward planning for objectives and services;
 - v) ensuring the efficient and effective use of the Council's financial, human, property and other resources.
- 5. To review performance against objectives through the development and implementation of effective performance management systems.
- 6. To act as the Council's principal adviser on all matters of general policy and local governance and to ensure that Members have advice and support services which enable them to exercise their democratic representative and management roles.
- 7. In liaison with Members and Chief Officers to promote: -
 - i) commitment at all levels of the organisation to the ethos of a caring, responsive public service;
 - ii) effective and equitable human resource and equal opportunities policies;
 - iii) employee training and development initiative, motivation and job satisfaction and a good working environment;
 - iv) good employee and trade union relations.
- 8. To keep under review the Council's organisation and administration and, where appropriate to make recommendations for change in the interests of effective management.
- 9. To lead on the Council's 21st Century Schools delivery programme.
- 10. To represent the Council as required on national and local bodies to maintain good external and internal relations, to develop and promote the Authority's corporate identity.
- 11. To assist the Mayor in the performance of civic and other appropriate functions and to attend as necessary on such occasions.
- 12. To ensure that the Council's policies are effectively promoted through the development of a positive corporate image and to liaise with industry, the media and outside agencies as necessary.
- 13. To demonstrate an entrepreneurial approach to identifying, and pursuing as appropriate, all additional sources of funding or other resources, which could be used to augment those provided by the Council, ensuring that any special accounting or evaluation requirements involved are complied with, and that such resources are integrated fully into the Council's processes.

14. To ensure that service delivery and planning takes account of and is benchmarked against national and local Performance Indicators, and contributes to the targets set out in the Council's Corporate Plan.
15. To put in place effective arrangements for agreeing personal targets for SLT and for regularly appraising and reporting on their performance.
16. To develop and maintain the wider networks and partnerships the Council needs to deliver its Community Leadership role and to enhance services to its local communities.
17. To actively foster and develop positive relationships with all local agencies and partners, including the voluntary sector and local businesses, as well as with other statutory bodies at regional and national levels, including Welsh Government.

To undertake such other duties and responsibilities commensurate with the grade, as may be reasonably required.

The contents of the document will be subject to review from time to time in consultation with the post holder. Job descriptions may be amended to reflect and record such changes.

PROTECTING CHILDREN AND VULNERABLE ADULTS IS A CORE RESPONSIBILITY OF ALL STAFF. STAFF ARE EXPECTED TO ALERT THEIR LINE MANAGER TO ANY CONCERNS THEY MAY HAVE REGARDING THE ABUSE OR INAPPROPRIATE TREATMENT OF A CHILD OR YOUNG PERSON, OR VULNERABLE ADULTS.

PERSON SPECIFICATION

Post Title:	Chief Executive
Vision Post Number:	625

This Person Specification sets out the knowledge and/ or qualifications, past experience and personal competencies that would be ideal for this particular post.

The **Knowledge/Qualifications and Experience** sections describe what is required in terms of the technical ability that is needed to do this job successfully.

The **Competencies** section describes the kinds of non-technical skills, abilities and personal characteristics that the ideal person for this particular role would have. The competencies describe how that person would ideally work with other people and how they would approach their responsibilities.

The **Special Conditions and Professional Requirements** section describes any other qualities appropriate to the particular circumstances associated with this role.

<u>ATTRIBUTE</u>	<u>ESSENTIAL</u>	<u>DESIRABLE</u>
KNOWLEDGE / EDUCATION	<ul style="list-style-type: none"> • degree or equivalent • relevant professional qualification • thorough knowledge of legislative and regulatory framework • detailed knowledge of relevant area(s) of service delivery 	
EXPERIENCE	<ul style="list-style-type: none"> • extensive experience of running a major service, at a Director/ Chief Officer level • extensive experience of working closely with Elected Members or the ability to demonstrate that such political sensitivity could be acquired quickly 	

COMPETENCIES		
<u>Developing and Motivating People</u>	<ul style="list-style-type: none"> • Identifies and makes the best use of the skills (including literacy and numeracy skills), knowledge and strengths of the team • Develops people for both the immediate and the longer term, and promotes a culture of continuous learning (Workforce Planning) • Ensures that team members are made actively aware of the social and environmental impact of their role 	
<u>Communicating Effectively</u>	<ul style="list-style-type: none"> • Demonstrates open, honest and regular communication with all those who might need it • Communicates clearly and concisely • Communicates early to flag up potential 'surprises' in advance 	
<u>Working in Partnerships and Teams</u>	<ul style="list-style-type: none"> • Builds lasting, positive & constructive relationships with a wide variety of people • Constantly looks for opportunities to improve service provision through working with other service areas and beyond the Council • Promotes and demonstrates an ethos of equality and diversity • Maintains the democratic accountability of the Council when making decisions with external partners 	
<u>Leading Change</u>	<ul style="list-style-type: none"> • Understands and embraces the need for change and responds positively to a modernising agenda • Develops a creative approach to service delivery • Encourages and supports others, including staff & middle managers, to be innovative 	

<u>Working Strategically</u>	<ul style="list-style-type: none"> • Drives strategic priorities based on real need, grounded on well-informed evaluation of data • Sets a strategy that combines departmental strategy, the corporate vision and wider strategic imperatives (e.g. WAG) • Is aware of, and acts on, emerging issues, trends and implications for their service and the Council • Has clear knowledge of the connections between services and wider corporate issues • Challenges service delivery to ensure a more sustainable future to improve people's quality of life and the quality of the environment 	
<u>Managing Resources</u>	<ul style="list-style-type: none"> • Develops creative and radically different approaches to maintain high quality delivery with fewer resources (Workforce Planning) • Finds efficiency savings without compromising service delivery (Workforce Planning) • Anticipates future budget trends early and seeks to make necessary adjustments (Workforce Planning) • Constantly looks for ways to attract money through partnerships and joint commissioning • Successfully manages budgets, understands, uses and analyses numerically presented information 	
<u>Focusing on Service Users</u>	<ul style="list-style-type: none"> • Has well developed policies and processes for engaging Service Users • Ensures services are accessible and are provided equitably • Raises the profile and image of the Council and service by publicising successes to the wider community 	

<u>Political Knowledge & Awareness</u>	<ul style="list-style-type: none"> • Makes clear, well - justified recommendations • Makes other people aware of political sensitivities and develops others' political understanding • Has a local and national political knowledge and awareness 	
SPECIAL CONDITIONS AND PROFESSIONAL REQUIREMENTS	Ability to travel throughout the County Borough to meet the requirements of the post.	

3.3 EQUALITY & DIVERSITY

Rhondda Cynon Taf Council recognises and values the diversity of its workforce and is committed to creating a working environment where everyone is respected and where all current and potential staff are afforded dignity and equality of opportunity.

We recognise that false assumptions, prejudice and stereotyping can lead to discrimination. That's why we're committed to actively promoting equality and combating prejudice, discrimination and harassment through the use of policies, procedures and education.

Our Mission Statement is:

'To eliminate discrimination and achieve equality in the workplace and in service delivery.'

Work-Life Balance Statement

Rhondda Cynon Taf Council recognises that in today's society people want a workplace that is flexible, and understands individuals' outside commitments. Our approach to work-life balance is based upon this principle and we seek to provide appropriate ways of achieving this.

Personal Data Statement

This is sensitive personal data and will be treated with the utmost confidentiality, in line with the requirements of the Data Protection legislation. The information will only be used for general statistical and monitoring purposes. It will be separated from the application form and will not be given to the selection panel.

The Disability Symbol Scheme

Rhondda Cynon Taf has been awarded the Disability Symbol by Job Centre Plus.

This means that all disabled applicants who meet the minimum criteria for a job, as identified on the Person Specification, will be invited for interview if the disabled applicant chooses to participate in the scheme.

If you are disabled and wish to be considered under the scheme you may do this when registering on the web site if you are applying on-line. Alternatively if you are applying by post, please complete the form with your application. The information provided will be treated confidentially.

Reasonable Adjustments / Alternative Formats

At any stage of the recruitment and selection process, should you require any information in alternative formats or reasonable adjustments to participate, please do not hesitate to contact a member of the Equality, Diversity & Social Justice Team on telephone number 01443 424121 or by e-mailing equality@rhondda-cynon-taf.gov.uk Should you be successful in obtaining a post, there are a number of schemes available to assist with reasonable adjustments within the workplace.

4. RECRUITMENT TIMETABLE

CLOSING DATE FOR APPLICATIONS	Midday 21 st November 2016
SHORTLISTING BY APPOINTMENT COMMITTEE	29 th November 2016
ASSESSMENT CENTRE	DAY 1 Wednesday 7 th December 2016
	DAY 2 Thursday 8 th December 2016

5. LIVING IN RHONDDA CYNON TAF

Places and attractions

The region of Rhondda Cynon Taf has much to offer, whether you are looking for culture, shopping, sporting opportunities or all three. There are also plenty of places to socialise.

Heritage

There are plenty of museums and heritage sites to visit in the region. At the Rhondda Heritage Park in Trehafod, experience the great days of the nineteenth-century coal boom, as well as its decline. For Pontypridd's story, pay a trip to the Historical and Cultural Centre, found beside the single-arch pack-horse bridge, built in 1756. Fact finders may also be interested to learn that the Welsh National Anthem, Hen Wlad fy Nhadau (Land of my Fathers), was composed here in 1856.

The Great Outdoors

If you love walking you couldn't come to a better place. But it's not just walkers who will enjoy our spectacular views. If you prefer a less energetic approach to appreciating the great outdoors, you're also in luck. Near Aberdare, you'll find the beautiful Dare Valley Country Park. We have some of the highest main roads in the UK, with viewpoints at all the summits, and sweeping vistas of the picturesque Brecon Beacons and the sea.

Rhondda Cynon Taf is actually home to a section of the Brecon Beacons National Park. The magnificent stretch of country to the south of the main peaks slopes west to the limestone country at the head of the Hepste and Mellte valleys. You can walk into Powys on a path passing behind the 100-ft Sgwd yr Eira waterfall.

Sports

Pontypridd's Rugby Club is well known the world over, however there are numerous Rugby clubs in the area catering for all age groups starting with the under 7s through to seniors. Considerable investment has gone into modernising and upgrading many of our sports centres. There are a variety of sporting clubs such as football, netball and boxing in Rhondda Cynon Taf that cater for all tastes.

Shopping and going out

There are a large variety of shops in Rhondda Cynon Taf, everything from craft and gift shops to town-centre stores, retail parks and traditional markets. There is also Talbot Green shopping centre, where you will find many of the major chains.

Fans of the performing arts are well catered for, too, with the Coliseum Theatre in Aberdare and the Park and Dare Theatre in Treorchy. In Llantrisant – one of Wales' oldest towns – the Model House is well worth a visit. Originally a workhouse, it's now a centre for exhibits and the sale of crafts of all kinds.

Facts and figures

The County Borough of Rhondda Cynon Taf is made up of three parts – the Cynon Valley, the Rhondda Valleys and the Taff Ely area. Situated in the heart of Wales just north of Cardiff, between the Brecon Beacons and the M4 Motorway, we are the second largest local authority in Wales, with approximately 232,000 people living in 424 square miles.

While the region grew with the coal industry, it is all change in the 21st century. The coal tips have long gone and today you will find a wide range of landscapes. There are many valleys in Wales, but nowhere is there such pride and passion, and nowhere will you find so warm a welcome.

Housing

Here in Rhondda Cynon Taf, you will find a wide range of housing solutions, from budget rental accommodation through to large detached executive homes. Although property prices have been rising in recent years, prices still remain relatively competitive in Rhondda Cynon Taf, compared to other areas in the UK.

Transport

Here in Rhondda Cynon Taf, we can offer excellent bus and rail services right across the region – and plenty of recent investment has been meant bus and train stations are now vastly improved. The road network has also seen lots of change, with major projects being delivered and we are well placed for the M4 motorway, with easy access to Cardiff and beyond. We're also keen to promote walking and cycling in Rhondda Cynon Taf. We believe that introducing walking and cycling into the daily routine will help improve public health, at the same time protecting the environment.

Access to the rest of Wales

Wherever you are in Rhondda Cynon Taf, you are always within easy reach of Cardiff, thanks to excellent road and rail links. In Wales' capital, you can enjoy a rich and varied cultural environment including provision at centres such as the New Theatre, St David's Centre and the Cardiff Motorpoint Arena. There is also the Principality Stadium which is widely regarded as one of the best sporting and entertainment venues in the world. Along with international rugby and football games, it is host to some of the biggest music stars. Cardiff Castle is located in the heart of the city and enjoys a history spanning nearly 2,000 years. The castle is one of Wales' leading heritage attractions and a site of international significance.

There is also Europe's Largest Waterfront Development in Cardiff Bay. Transformed by the Cardiff Barrage that impounds the Rivers Taff and the Ely a massive fresh-water lake has been created. Cardiff Bay is home to a number of attractions such as Techniquest Science Discovery Centre - ideal for all the family, Craft in the Bay, The Welsh Government Building at the Pierhead, Butetown History and Arts Centre, Goleulong 2000 Lightship, the Norwegian Church Arts Centre and the Wales Millennium Centre, a stunning international arts centre.

The Glamorgan Heritage Coast stretches for 14 miles from Barry to Porthcawl. With plunging cliffs, tiny secluded coves and breathtaking views make the Heritage Coast a must for walkers, cyclists or anyone with a love of the countryside. The whole coastline is fringed with delightful towns, small villages and miles of footpaths and country lanes. You are also close to the Gower Peninsula that is both beautiful and unspoilt. There are many historic features located over an area that measures just sixteen miles by seven miles wide. Not surprisingly, such an enclosed peninsula surrounded by the Bristol Sea and Atlantic Ocean, has become a haven for some of the richest wildlife and varied habitats in the UK.

Scattering the landscape in Gower are historic reminders of the past, from castles, medieval churches, Iron Age fortifications, and prehistoric standing stones. All this against an awe-inspiring, natural backdrop of hills, valleys, beaches and cliff tops, commons, woodland, dunes, marshes and caves.

