

REVIEW OF THE POST OF CHIEF EXECUTIVE

Reason for the Report

1. To provide background information to enable pre-decision scrutiny of a review of the role of Chief Executive of Cardiff Council at a special meeting of the Policy Review and Performance Scrutiny Committee. The review has been carried out following confirmation from the current Chief Executive that he will be leaving his post later this summer.
2. Proposals regarding the Chief Executive post will be presented to Cabinet for decision on 19 June 2013. Members will find a copy of the Cabinet report attached at **Appendix A**.
3. Subject to agreement of a way forward by the Cabinet, the Employment Conditions Committee will consider this issue at a meeting which is also scheduled for 19 June 2013. That Committee's remit provides for it to consider the terms and conditions and remuneration of Chief Officers and above.

Background

4. Section 4 of the Local Government and Housing Act 1989 provides that every local authority has a duty to designate one of its officers as the Head of Paid Service, a role which to date has been filled by the traditional post title of Chief Executive. The appointment of the Head of Paid Service requires approval of Full Council. The Council must also have an Electoral registration Officer and Returning Officer in place to fulfil these statutory responsibilities.

5. In July 2012, a report was presented to the Cabinet proposing a revised senior management structure, designed to support delivery of the new Administration's vision for Cardiff. It had been made clear by the Leader that the Council should lessen the use of external consultants, as well as ensuring that any revised structure was not delivered at an additional cost.

6. This Committee considered the Senior Management structure proposals in September 2012, during a period of wider consultation. Subsequently, on 11 October 2012, the Cabinet approved revised proposals for the Senior Management structure. A copy of the structure agreed is attached at **Appendix B**. The Cabinet report stated that the Administration was 'eager to ensure that the Authority is Member-led, policy driven but professionally managed'.¹ The report further stated that the Chief Executive had, at the Cabinet's request, considered the possibility of making joint appointments with the Vale of Glamorgan County Council or with the Local Health Board in respect of certain key posts within the establishment. However it was concluded that suitable joint appointments were not achievable at that time.

7. The Employment Conditions Committee agreed terms and conditions for the new senior management posts at its meeting on 24 October 2012. The Committee was informed that 'local government in Wales is facing a period of unprecedented challenge and must respond to pressures to embrace change, develop new service delivery models and rise to the challenge of collaboration set by the Welsh Government. This calls for three key areas of management competency: change control, commerciality and collaboration'.²

Issues

8. When the current Chief Executive announced in late May that he would be leaving his post, the Leader acknowledged that this provided an opportunity to further review the senior tiers of management within the Council. This included the role of Chief Executive, which had not been considered as part of the wider Senior Management Review referred to above.

¹ Cabinet report, 11 October 2012, para 9.

² Employment Conditions Committee report, 24 October 2012, para 20

9. The attached Cabinet report sets out a number of challenges currently facing the authority. These include the wider financial climate, as well as operational and organisational issues. In the light of these issues, the report states that the Cabinet must act swiftly in determining the future requirements of the Chief Executive role.

10. Three options for replacing the Chief Executive have been brought forward and are detailed at paragraph 12 of the attached report:

Option 1: Appointment of Shared Chief Executive/Managing Director with a Neighbouring Council

Option 2: Appointment of New Chief Executive on a like-for-like basis

Option 3: Appointment of New City Director operating as a 'first among equals' in the senior management team, but not required to carry out many of the external-facing duties which the Chief Executive role traditionally undertakes. The proposed Job Description and Person Specification for this post are appended to the Cabinet report. The Cabinet has indicated that it is minded to support this option.

11. The report states that a swift external recruitment process is important in order to allow the Council to respond to the challenges it faces, as well as effectively responding to the ongoing Wales Audit Office Corporate Assessment process. This Committee considered the Corporate Assessment at its 5 June 2013 meeting. Interim arrangements until an external recruitment process can be completed are also discussed at paragraphs 13 – 14 of the report. The Cabinet has indicated that it would not be prepared to consider an external interim appointment to cover the role on a consultancy basis. Another option under consideration is the appointment of a member of the current senior management team to the Head of Paid Service role on an interim basis. Cabinet has indicated, however, that it would like to consider an offer made by the Welsh Local Government Association to provide an appropriate and experienced individual to cover the role on an interim basis as part of the Peer Review process about which this Committee was also informed at its 5 June 2013 meeting. The WLGA

has confirmed that this would be at no extra cost to the Council as it will be undertaken within the framework of the Peer Review process.

12. The report further states that the Cabinet has indicated that it is minded to invite the WLGA to oversee the external recruitment process in place of the process which was used to recruit to the wider senior management structure. Subject to approval of the proposals in the Cabinet report, the recruitment process is intended to be completed in time for Full Council to consider a recommendation for the appointment on 26 September 2013.

13. In addition to the role of the Chief Executive, the attached report states that the Cabinet has indicated that it wishes to bring forward a review of the tiers of the Council's management structure which were not considered as part of the Administration's October 2012 senior management restructure. This could contribute to delivering budgetary savings. Members may recall that a review of Tiers 3 and 4 of the Council's management layers was undertaken as part of the Transformation Portfolio under the last Administration.

Way Forward

14. The Leader, Councillor Heather Joyce, and Jon House, Chief Executive of Cardiff Council will be in attendance to present the review and to answer Members' questions.

15. Representatives of the GMB, Unison and Unite Trade Unions, as well as the Welsh Local Government Association, have been invited to attend the meeting. Due to the short timescale available for arranging this meeting, exact attendance was not confirmed at the time papers were published.

Legal Implications

16. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations

for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers of behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

17. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATION

The Committee is recommended to:

- i. Consider the attached report and the information presented at the meeting and forward any comments or concerns it wishes to relay to the Cabinet before it meets on 19 June 2013.

MIKE DAVIES

Head of Service

Scrutiny, Performance and Improvement

13 June 2013

REVIEW OF THE POST OF CHIEF EXECUTIVE

REPORT OF THE CHIEF EXECUTIVE

AGENDA ITEM: 4

PORTFOLIO : CORPORATE AFFAIRS

Reason for this Report

1. To review the current roles and responsibilities of the post of Chief Executive, following confirmation that the current Chief Executive will be leaving his post later this summer; to agree any revisions to the role, responsibilities and title of his successor; to agree appropriate interim arrangements and to approve an associated external recruitment process.

Background

2. Section 4 of the Local Government and Housing Act 1989 provides that every local authority has a duty to designate one of its officers as the Head of Paid Service. The appointment of the Head of Paid Service requires approval of full Council. This statutory role has an overall responsibility for the management of the Authority and, to date in Cardiff, this role has been designated according to permanent and temporary appointments to the traditional post title of Chief Executive.
3. The Council's current Chief Executive announced on 21 May 2013 that he will be leaving his post in the summer of 2013 to take up a new position in the private sector. The Leader of the Council has acknowledged publicly that this has created a further opportunity for the Cabinet to review the most senior tiers of the Council's management structure, particularly those which were not subject to the October 2012 review. This includes an opportunity to redefine and reshape the current title, role and responsibilities of the existing post of Chief Executive, which were not considered previously.

Issues

4. The Administration is ambitious for the Authority to be Member-led, policy driven, but professionally managed, which may require changes to be made to the traditional local government post of Chief Executive, as Head of Paid Service, whilst ensuring that the post holder possesses appropriate leadership, partnership and managerial skills. In Cardiff, the postholder needs to respond effectively to the challenges of leading an organisation of 18,000 staff; managing a gross budget of £1 billion and

overseeing the delivery of over 700 council services to 346,000 residents, 70,000 daily commuters and 14.6m annual visitors to the Capital City of Wales.

5. Currently, there are a number of pressing organisational matters which require the Cabinet to act swiftly and decisively in determining the future requirements of this role. The Cabinet is conscious that, upon taking office in May 2012, the current Chief Executive outlined a range of serious challenges facing the Council which needed to be addressed as a matter of urgency. He indicated that the Council lacked sufficient management capacity to address these challenges and had needed to rely on interim managers employed on a consultancy basis and other management consultants to address these matters. He confirmed that schools were on the verge of being placed into special measures, aspects of the Council's social services had been described as "dangerous", planned efficiency savings were unlikely to be realised and that a number of contingent liabilities were not supported by cash back reserves.
6. In February 2013, the Cabinet requested a meeting with the Auditor General for Wales in order to begin a dialogue with the Wales Audit Office (WAO) designed to agree appropriate ways forward to tackle these issues. At that meeting, the Cabinet explained that, although a number of actions had been taken to address these matters since May 2012, the risks associated with them have yet to be totally eliminated. The Cabinet explained that it was already minded to ask the Welsh Local Government Association (WLGA) to provide appropriate support to ensure that all known risks had been identified and that appropriate risk management arrangements were in place to deal with them. As a result, the Cabinet explained that it felt this support was necessary during a challenging time for the authority and when its new senior management team was in the process of being recruited.
7. The Auditor General explained that the WAO was in the process of planning to introduce a series of Council-wide Corporate Assessments of each local authority in Wales and asked whether, in the circumstances outlined by the Cabinet, Cardiff might benefit from being included in the first tranche of councils to be assessed which could support the actions that the Cabinet is currently taking. The Cabinet indicated that it would welcome such support.
8. The WAO Corporate Assessment, which was the subject of a report to the previous Cabinet meeting on 16 May 2013, requires the Council to take the necessary steps to ensure that the organisation can contribute and respond effectively to this audit process. The "desk-based" preparatory stage of this assessment was due to commence in May 2013, with the "fieldwork" element of the assessment to be undertaken in the autumn of 2013. Therefore, it is important that the organisation considers appropriate interim arrangements and proceeds with an external recruitment process as soon as possible in order to provide effective organisational leadership throughout this process.

9. As part of this improvement process, the Cabinet agreed to invite the WLGA to establish an Improvement Peer Review Team. This was confirmed by the Cabinet at its meeting on 16 May 2013. This peer review exercise will give specific consideration to an ongoing review of the “existing organisational structure and culture and its fitness for purpose”. It is therefore vital that the Council has appropriate senior management leadership and experience at a time when 8 of the 11 Director positions within the new senior management structure have been filled by external candidates who will mostly be taking up their positions between July and September 2013 and will still be acclimatising to the organisation.
10. Furthermore, the Council continues to face severe financial challenges and will need to respond effectively to the implications of the UK Government Spending Review later this month, which may result in the Council needing to identify further savings in addition to £64 million in savings which have been identified previously over the short to medium term. The Council’s budgetary planning process for 2014/15 is also due to commence within the next few months following the finalisation of the Council’s Statement of Accounts for 2012/13. This work will take place alongside the annual review of the Council’s Corporate Plan commitments and improvement priorities.
11. As a result, further to reviewing the existing post of Chief Executive, it is essential that the Council takes steps to put in place, as soon as possible, the strategic organisational leadership necessary to address the significant challenges facing the Council over the next six months and proceed with an external recruitment process at the earliest opportunity.

Appointment of Replacement for Chief Executive

12. The Cabinet is advised that it could consider the following options:

Option 1: Appointment of Shared Chief Executive/Managing Director with a Neighbouring Council

The Welsh Government requires councils to consider, as part of their current collaborative working arrangements, the possibility of sharing a Chief Executive or Managing Director post with a neighbouring Council. However, this process is likely to be difficult to achieve within the required timescale and there is also likely to be considerable variation in the remuneration and terms & conditions of both local authorities which would need to be addressed when considering any such future shared post.

Option 2: Appointment of New Chief Executive

The Cabinet could replace the Chief Executive on a like-for-like basis in order to maintain the status quo position. The Chief Executive would continue to play a strategic and more outward facing role, which is responsive to Members; provides leadership for officers; promotes public service partnership and collaboration; drives performance management and supports the Council’s role in delivering an economic development

strategy in Cardiff and across the city-region. A copy of the existing Job Description and Person Specification for the current Chief Executive post is attached as **Appendix A** to this report.

Option 3: Appointment of New City Director

The Cabinet could consider the deletion of the existing post, including the title of Chief Executive, and create a new 'City Director' post based on the example of other leading cities within the UK. The post would be responsible for implementing the policy priorities and delivering the strategic outcomes determined by the Leader and Cabinet, as set out in the Council's Corporate Plan, as well as providing strategic leadership to the Council's workforce. The City Director post would operate as a 'first amongst equals' within the senior management team and provide a focal point for Members, with accountability for the overall integration of, and strategy for, council services and performing the Head of Paid Service function. The role would no longer be required to carry out many of the externally facing promotional duties usually associated with the traditional Chief Executive role, with the Leader and Cabinet Members continuing to play a stronger and more prominent role in the leadership of the Council. Cabinet Members have indicated that they are minded to support this option.

This will provide an opportunity for the Cabinet to revise the Job Description and Person Specification for the post. A copy of the proposed Job Description and Person Specification for a City Director post is attached as **Appendix B** to this report. This, in turn, could potentially generate a financial saving for the Council as a result of revised remuneration and terms & conditions associated with the post. However, this would be a matter for the Council's Employment Conditions Committee to determine following the meeting.

Interim Arrangements

13. There is a need to consider the appointment of an interim Head of Paid Service and an interim Electoral Registration Officer and Returning Officer to fulfil those statutory responsibilities during the period following the current Chief Executive's departure until such time as his replacement commences employment.
14. The Cabinet is aware of the options available, but has indicated that it would not be prepared to consider an external interim appointment on a consultancy basis. However, a member of the existing senior management team could be appointed to the Head of Paid Service role on an interim basis or Cabinet could recommend that Council considers an offer by the WLGA to provide an appropriate and experienced individual to cover this role on an interim basis for three months as part of the forthcoming peer review process. The WLGA have confirmed that this will be at no cost to the Council as it will be undertaken within the framework of the peer review process. Cabinet has indicated a preference for this latter option.

Recruitment Process

15. The Cabinet has indicated that it is minded to invite the WLGA to oversee the external recruitment process in place of that used recently to appoint the new Directors. The WLGA has successfully undertaken this role with support of the Hay Group on behalf of a number of Welsh councils. It is understood that the WLGA uses the Hay Group to provide executive search support and executive assessment centres. This has the added advantage of avoiding the need for the involvement of council officers in the recruitment process in circumstances which involve the recruitment of their ultimate line manager. Subject to Cabinet confirming these arrangements, the WLGA will be asked to implement the recruitment process as soon as possible in order to secure the appointment of a high calibre candidate capable of managing an ambitious political agenda, through a complex organisation facing a number of considerable challenges. The final appointment will be made by a politically balanced Appointments Committee comprising only of elected members.
16. Following initial discussions relating to this proposal, the WLGA has advised that any external advertisement should be publicised for a minimum of four weeks and should avoid taking place during the summer recess period. As a result, it is proposed that the external advertisement will be published in relevant publications from 23 June 2013, with the closing date for applications on 22 July 2013.
17. Subject to approval by the Cabinet and subsequent approval of the title, remuneration and associated terms & conditions by the Council's Employment Conditions Committee thereafter, it is proposed that the recruitment process should commence with immediate effect, with the expectation that a recommendation for appointment will be considered by the Council on 26 September 2013.
18. The Welsh Government has recently tabled further amendments to the Local Government (Democracy) (Wales) Bill to include provision for the Independent Remuneration Panel for Wales (IRPW) to make recommendations regarding the salaries of local authority Head of Paid Service positions in Wales. The Bill is scheduled to be debated in Plenary by the National Assembly for Wales on 18 June 2013 (Stage 3 of the legislative process) and is expected to become law in advance of the summer recess.
19. The Localism Act 2011 requires all local authorities to develop and make public an annual Pay Policy Statement on all aspects of Chief Officer remuneration (including on ceasing to hold office) and that pertaining to the 'lowest paid' in the authority, explaining their policy on the relationship between remuneration for Chief Officer and other groups. The Council has already agreed a Pay Policy Statement for 2013/14, which was appended to the Budget report agreed by Council on 28 February 2013 and, therefore, any determinations of the IRPW are not expected to be implemented until 1 April 2014 at the earliest and there are also likely to be other legal and employment matters that would need to be addressed in the first instance.

20. Consequently, it is advisable that the external recruitment process should proceed following consideration of matters relating to the title, remuneration and terms & conditions by the Council's Employment Conditions Committee and should not be deferred until any such time that this provision becomes law and is implemented by the Welsh Government.

Other Matters

21. The Cabinet has indicated that, in line with the decision of the majority party taken during the 2013/14 budget process, it wishes to bring forward a review of the tiers of the Council's management not considered during the October 2012 senior management review, which could contribute to necessary overall budgetary savings. Further to the Assistant Director appointments already confirmed, the Cabinet is committed to securing the early appointment of Assistant Directors of Education & Lifelong Learning, Children Services and Health & Social Care. However, it has indicated that the appointments to remaining Assistant Director/Chief Officer posts should be timetabled to coincide with the outcome of this new review.
22. In the meanwhile, it is anticipated that the Corporate Directors for Operations and Resources respectively; the County Clerk and Monitoring Officer (Democratic Services); the Director of Economic Development and the Head of the Cabinet Office would continue to report directly to the Head of Paid Service.

Scrutiny Consideration

23. This report will be subject to pre-decision scrutiny by the Policy Review & Performance Scrutiny Committee on 18 June 2013 and their views will be available for Cabinet consideration at the Cabinet meeting.

Reasons for Recommendations

24. To enable the Cabinet to review the future title, role and responsibilities of the existing post of Chief Executive and to proceed with an external recruitment process for the position.

Legal Implications

25. As has been stated in Paragraph 2, the Council has a statutory duty to designate one of its officers as Head of the Council's Paid Service. The duties prescribed relate to the Council's organisation and management, so of necessity the Head of Paid Service should be the Council's most senior officer.
26. The Cabinet may determine issues such as the Council's structure and employment strategy and policy. However the appointment of officers and their terms and conditions is a Council function. The matter of title, remuneration and terms & conditions falls within the remit of the Employment Conditions Committee and shortlisting and interviews in a

competitive process will be undertaken by the Appointments Committee as appropriate.

27. The Chief Executive is to leave his post on 5 July 2013. It is proposed that the appointment of the incoming Head of Paid Service will be considered by Council on 26 September 2013. Therefore, there will be a gap during which arrangements must be made to designate an interim Head of Paid Service to fulfil the statutory requirements.
28. Options are identified in paragraph 14 of this Report. If the preferred option is that the WLGA provide an appropriate and experienced individual to be interim Head of Paid Service, at no cost to the Council, the matter may proceed directly to Council on 27 June 2013 for the designation to be made.
29. If the preferred option is that a member of the existing senior management team be appointed to the interim role the matter will be considered by the Employment Conditions Committee (if required) and the Appointments Committee, with an interim designation being considered by the Council on 27 June 2013.
30. As the current Chief Executive is leaving the Council's employment, it is considered that there is no conflict of interest in this report being in his name, nor in his participation as an officer in meetings and discussions, subject to the standing rules about declaration of personal interests.

Financial Implications

31. The Chief Executive's salary scale is currently £176,376 to £188,976. It is not anticipated that any of the options identified in the report will exceed this figure with some options indicating a potential saving. The costs associated with the recruitment process and any interim arrangements will be met from within the Council's overall budget for senior management costs.

HR Implications

32. Legislation determines that every local authority has a duty to designate one of its officers as the Head of Paid Service which is a statutory role that has an overall responsibility for the management of the Authority. Cabinet is taking the opportunity to review and reshape its requirements in this respect and options are outlined for consideration. Cabinet has indicated that it wishes also to review the available options for implementing interim arrangements following the departure of the current Chief Executive which will also include the need to appoint an Electoral Registration Officer and Returning Officer on an interim basis. Any people implications arising from any permanent or interim arrangements will need to be managed in accordance with recommended legal principles, employment legislative framework and Council policy including appropriate consultation. Appropriate advice will need to be sought in relation to matters such as remuneration and terms & conditions packages required.

RECOMMENDATIONS

The Cabinet is recommended to:

1. review the post of Chief Executive and agree a preferred option for the future title, role and responsibilities of the post from among those set out in Paragraph 12 of the report;
2. refer the matter of the title, remuneration and terms & conditions of the post to the Council's Employment Conditions Committee for determination as appropriate;
3. delegate authority to the current Chief Executive, in consultation with the Leader of the Council and the Cabinet Member with responsibility for Human Resources, to proceed with the implementation of the external recruitment process for the post with immediate effect and to engage the WLGA to assist with this process, subject to recommendations (1) and (2) above; and
4. recommend that Council accept the offer from the WLGA to provide an appropriate and experienced individual to cover the role on an interim basis for three months as part of the forthcoming peer review process.

JON HOUSE

Chief Executive

13 June 2013

The following Appendices are attached to this report:

Appendix A: Existing Chief Executive Job Description & Person Specification

Appendix B: Proposed City Director Job Description & Person Specification

Job Description

Chief Executive – Cardiff Council

Salary: £176,376 to £188,976

Job Purpose: To be responsible for providing leadership to the Council's Corporate Management Team and all employees, addressing the staff and other resources needed to deliver high quality, cost effective services to the people of Cardiff, whilst addressing the capital city role for Wales. Working closely with Elected Members to ensure the realisation of the Council's vision, policies and programmes as reflected in the Community Strategy, Corporate Plan and Budgetary Framework. Working with strategic partners and other institutions to realise Cardiff's international aspiration to be a world class, quality of life, Capital City for Wales.

Principal Duties & Responsibilities:

Job Specific

1. To act as principal advisor to the Council, providing clear leadership to Elected Members in shaping and delivering a manageable Community Strategy and Corporate Plan within the Council's Budgetary Framework.
2. To act as the Council's Head of Paid Service, focusing on matters of strategic significance, leading and managing the relationships with internal and external stakeholders and partners.
3. To promote the profile of Cardiff as the capital city for Wales locally, regionally, nationally and internationally.
4. To ensure community engagement and consultation enabling the citizens of Cardiff to express opinions and choices.
5. To lead the Council through periods of significant change, ensuring effective multi-functional working across the Council and with partners.
6. To lead the Corporate Management Team enabling the effective prioritisation of service delivery and resources within the Economic, Environmental and Social/Health dimensions of the Community Strategy and Corporate Plan, and driving forward the delivery of quality services which meet the needs of citizens, communities and customers.
7. To co-ordinate the Council's management of key resources – human resources, financial resources, information and assets – to secure efficiency and value for money.
8. To set and review the objectives and standards of performance for the Corporate Management Team.

9. To ensure arrangements are in place for the effective corporate governance of the Council and the legality, probity, integrity, proper accountability and scrutiny of decision making processes.
10. To ensure that arrangements are in place to deliver the Council's objectives and achieve continuous and sustainable improvement.
11. To demonstrate an open commitment to actively celebrate the rich diversity of the city ensuring equality and social justice.
12. To have overall officer responsibility for ensuring that the Council meets all legal requirements in respect of the management of health and safety.
13. As the Council's Returning Officer, to ensure that arrangements are in place to conduct local elections.
14. To undertake a representative and ambassadorial role on behalf of the Council's employees.

Corporate

15. To participate actively in supporting the principles and practice of equality of opportunity as laid down in the organisation's Equal Opportunities Policy.
16. To take reasonable care for the health and safety of yourself and other persons who may be affected by your acts or omissions and to comply with all health and safety legislation as appropriate.
17. As a term of your employment you may be required to undertake such other duties as may be reasonably be required by the Council.

Person Specification

Chief Executive – Cardiff Council

Qualifications

- An appropriate professional or equivalent qualification. Evidence of, and commitment to, continuing personal development.

Experience

- Evidence of leading and making a sustained contribution to strategic leadership, decision making, policy formulation and service delivery.
- Evidence of successfully formulating and leading strategies, initiatives and projects, which cross service and/or professional boundaries.
- Evidence of and background in effective multi-agency and partnership working to meet strategic organisational aims.

- Experience of the effective management of the Corporate Governance arrangements.
- Experience of leading, implementing and evaluating major change agendas that have resulted in significant culture change within the public sector.
- Experience of leading team development processes through application of techniques to assist continuous improvement and development for individuals, teams and the whole organisation.
- Evidence of working closely with, and providing effective leadership for Elected Members.
- Experience of promoting organisational profile and acting as an ambassador.
- Knowledge of the range of issues facing individuals, communities and government, both local and central and their implications for planning and delivering services.
- Experience of establishing a positive performance culture and effective performance and quality evaluation that involves building productive working relationships with a variety of stakeholders.
- Experience of co-ordinating the management of key resources, people, budgets, assets and information.
- Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes.
- Experience of meeting all the legal requirements in respect of health and safety.

Skills

- Demonstrates best practice in managing and developing staff, having a clear focus around identifying and promoting appropriate organisational behaviours.
- Ability to demonstrate true leadership qualities and genuinely motivate and instil commitment in others.
- Ability to think and plan strategically, set realistic objectives, lead and inspire people and prioritise the use of resources.
- Politically sensitive and aware and able to work closely with Elected Members.
- Ability to promote the vision, strategic direction and processes of the Council.

- Actively recognising and promoting the need for change and provide an appropriate role model across the council.
- Highly developed networking, advocacy, oral written and presentation skills that are persuasive and influential with others with evidence of real outcomes with the ability to relate to a diverse range of audiences.
- Ability to deliver successful organisational change.
- Effective and creative team player with ability to foster and develop effective relationship and work collaboratively across boundaries to achieve results.
- Ability to provide leadership to enhance service delivery and drive the Council's cultural and organisational agenda.

Personal Attributes

- Actively recognise and promote the need for change and provide an appropriate role model across the Council.
- Demonstrate willingness to change personally and influence others.
- Personal commitment and evidence of achievement in the promotion of diversity both in service delivery and employment.
- Ability to work under pressure and to tight time-tables. Able to motivate others to work quickly without undue stress and demonstrating the duty of care to employees and individuals.
- An adaptable and flexible approach to change.
- A strong commitment to customer service, the role of communities, local democracy and the active involvement of the wider community in the delivery of services.
- Outcome focused corporate leader.

Job Description

City Director

Salary : To be determined by Employment Conditions Committee

Responsible to : The Leader of Cardiff Council

Job Purpose :

Working to the Leader and Cabinet within a Member-led Council providing high level strategic analysis and robust advice regarding the best options and methods to enable the delivery of Leading Cardiff – Building Communities and the Corporate Plan. As Head of Paid Service to head up the full, effective and efficient integration of all Council services. Provide strategic leadership to the Council's workforce that ensures delivery of the administration's vision for Cardiff, the Capital City of Wales.

Key Accountabilities

1. Support the Leader and Cabinet in the development of the vision for Cardiff and determine deliverable plans and business objectives ensuring these are translated these into coherent and aligned strategies.
2. Be the Council's Head of Paid Service, focusing on matters of strategic significance for the Leader, Cabinet and Cardiff Council.
3. Support the Council in the development and maintenance of its overall policy framework and ensure a consistent approach, where appropriate, across the Council.
4. Develop and implement the governance framework and appropriate operational policies to secure an effective and efficient organisation focused on the needs of Cardiff's citizens, communities and businesses.
5. To lead the Corporate Directors and the wider management team, holding them to account for the delivery of the administration's vision and the resultant business objectives.
6. Lead and motivate the Council's workforce, promoting a progressive delivery focused culture that inspires the confidence of the Leader, Cabinet and the Council, citizens, communities, business and other key stakeholders.
7. Promote innovation, flexibility and a business oriented environment securing continuous service improvement, quality service provision and value for money.
8. Work with partners and stakeholders to develop deep rooted partnerships that will place Cardiff at the forefront of the City region, where this is seen to be to the benefit of the Council's corporate objectives.

9. Take appropriate and timely business decisions to secure the delivery of agreed objectives.
10. Act as a positive ambassador for Cardiff and the Council promoting and securing an excellent reputation locally, regionally and nationally.

Person Specification

Experience

Proven leadership, inspiring staff, setting and ensuring delivery of exacting performance expectations. Securing employee commitment in delivering the organisation's vision and objectives.

Substantial general management experience with regard to the development, management and optimal use of resources, ideally gained in both the public and private sector.

Proven track record of successfully leading change for a large, complex, multi-functional organisation with reducing resources.

Extensive experience in developing and engaging others in business strategy and organisational plans that translate a vision into reality.

Demonstrable judgment and ability to make business led decisions, evidenced by a step change improvement in service outcomes and resources available.

A successful track record of delivering rigorous professional challenge and advice whilst keeping productive relationships in a dynamic political environment with multiple stakeholders.

Skills and Abilities

Excellent interpersonal, communication, persuading and negotiation skills that will inspire the confidence of the Leader, the Cabinet and members, employees, citizens, communities and other stakeholders.

The ability to provide inspirational leadership to the workforce, motivating, empowering and developing employees to create a positive culture of innovation, transformation and delivery.

A proven track record of leading and managing change across a multi-disciplinary and complex environment.

The ability to maintain a strategic overview of the issues affecting the Council and provide accurate and timely advice to the Leader, Cabinet and Council, keeping them informed of relevant issues.

A well developed ability to apply long term strategic thinking to develop a vision and properly articulated delivery plans

Good commercial awareness and business acumen establishing risk appetite and risk management.

Good analytical skills and personal judgment with an ability to quickly diagnose underlying causes in a complex environment. Takes informed decisions anticipating, tackling and mitigating against performance issues.

The ability to track and manage performance in a large organisation and hold employees to account for the delivery of business objectives.

The ability to operate effectively in a political setting and develop effective relationships both within the Council and maintain them in a high pressure sometimes charged environment.

The ability to build constructive, diplomatic, executive relationships with neighbouring authorities, local businesses, the private sector and other stakeholders for the benefit of Cardiff.

Personal Attributes

High standards of probity, performance and integrity.

Driven, focused and able to lead a top team that makes things happen at pace.

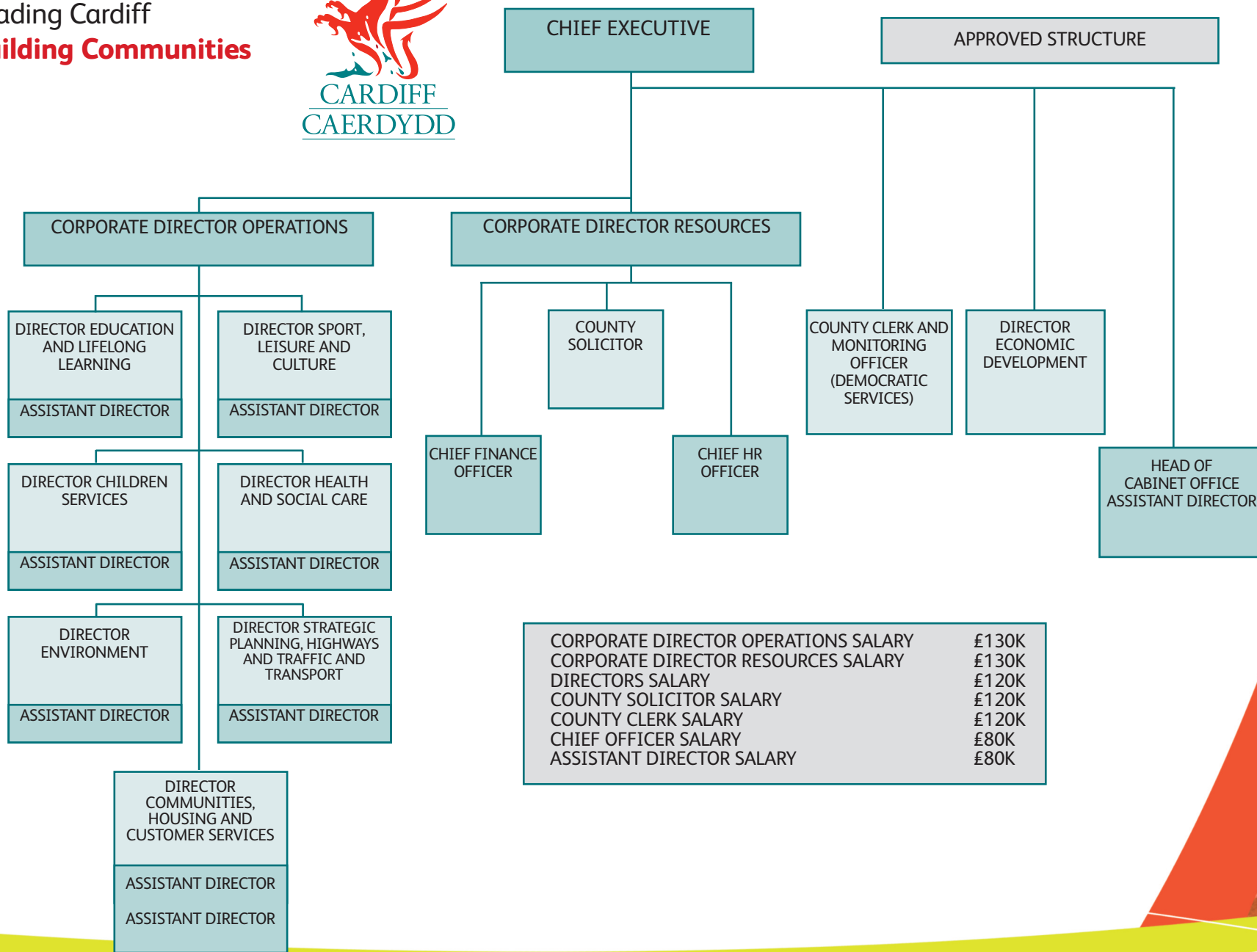
Resilient and solution focused. Committed to optimising the benefits secured by the use of public funds.

Innovative and creative.

A demonstrable commitment to equality of opportunity, respect, openness and fairness, promoting high standards of behaviour and professionalism for self and others.

Qualifications

An appropriate professional or equivalent qualification. Evidence of, and commitment to, continuing personal development.



CORPORATE DIRECTOR OPERATIONS SALARY	£130K
CORPORATE DIRECTOR RESOURCES SALARY	£130K
DIRECTORS SALARY	£120K
COUNTY SOLICITOR SALARY	£120K
COUNTY CLERK SALARY	£120K
CHIEF OFFICER SALARY	£80K
ASSISTANT DIRECTOR SALARY	£80K

