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AGENDA

Committee	EMPLOYMENT CONDITIONS COMMITTEE
Date and Time of Meeting	WEDNESDAY, 22 NOVEMBER 2017, 11.00 AM
Venue	LEADERS CONFERENCE ROOM
Membership	Councillor Weaver (Chair) Councillors Bowen-Thomson, Boyle, Bridgeman, Cowan, Joyce, Stubbs and Walker

1 **Apologies for Absence**

To receive apologies for absence.

2 **Declarations of Interest**

To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.

3 **Chairperson**

To note that the Council at its meeting on the 25 May 2017 appointed Councillor Chris Weaver as Chairperson of this Committee.

4 **Membership and Terms of Reference**

Membership – to note the Council at its Annual meeting on the 25 May 2017 appointed the following Members to this Committee:

Councillors Bridgeman, Boyle, Bowen-Thompson, Cowan Joyce, Stubbs, Weaver and Walker

Terms of Reference

- a) To consider and determine policy and issues arising from the organisation, terms and conditions of individual employees at Chief Officer/Assistant Director level and above (together with any other category of employee specified in Regulation from time to time) where this is necessary;

- b) To decide requests for re-grading of posts at Chief Officer level and above (together with any other category of employee specified in Regulation from time to time) whether by way of appeal by an employee against a decision to refuse a re-grading application or to decide applications for re-grading which are supported.

5 Minutes (Pages 1 - 4)

To approve as a correct record the minutes of the 17 October 2016.

6 Senior Management Proposal (Pages 5 - 36)

Report of the Chief Executive

Appendix 5 to this report is not for publication by virtue of paragraph 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (descriptions of Exempt Information: Wales)

Davina Fiore

Director Governance & Legal Services

Date: Thursday, 16 November 2017

Contact: Kate Rees Tel: 02920872427; KRees@Cardiff.gov.uk

This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg

EMPLOYMENT CONDITIONS COMMITTEE

17 OCTOBER 2016

Present: County Councillor Hinchey (Chairperson);
County Councillors Bale, Magill and Walker

1 : APOLOGIES FOR ABSENCE

Apologies were from Councillors Chris Davis, Margaret Jones, Heather Joyce and David Rees.

1 : DECLARATIONS OF INTEREST

The Chair reminded Members that they had a responsibility under Article 16 of the Members' Code of Conduct to declare any interests and complete Personal Interest Forms, at the commencement of the agenda item in question.

There were no declarations of interest received.

3 : CHAIRPERSON

The Committee noted that the County Council at its Meeting on 26 May 2016 appointed County Councillor Hinchey as Chair of this Committee for 2016/17.

4 : MEMBERSHIP AND TERMS OF REFERENCE

The Committee noted that the Council at its Annual Meeting on 26 May 2016 agreed the following Membership & Terms of Reference.

(i) Membership

County Councillors Bale, Chris Davis, Hinchey, Margaret Jones, Joyce, Magill, David Rees and Walker.

(ii) Terms of Reference

(a) to consider and determine policy and issues arising from the organisation, terms and conditions of Chief Officers and Deputy Chief Officers (as defined in the Local Authorities (Standing Orders) (Wales) Regulations 2006), together with any other category of employee specified in Regulation from time to time this is necessary, subject to the approval of Council in respect of any determination or variation of the remuneration of Chief Officers.

(b) to decide requests for re-grading of Chief Officers and Deputy Chief Officers (as defined in the Local Authorities (Standing Orders) (Wales) Regulations 2006), together with any other category of employee specified in Regulation from time to time, whether by way of appeal by an employee against a decision to refuse a re-grading which are supported, subject to the approval of Council in respect of any determination or variation of the remuneration of a Chief Officer.

5 : MINUTES

The minutes of the meeting 25 February 2015 were approved as a correct record and signed by the Chairperson.

6 : ASSISTANT DIRECTOR - CHILDREN'S SERVICES

Appendix 1 to this report is not for publication by virtue of paragraph 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (descriptions of Exempt Information: Wales) and the public were excluded from the meeting during consideration of this information.

The Committee received the Chief Executive's report outlining the current position and remuneration information for the role of Assistant Director, Children's Services. This role had been advertised on 4 separate occasions since October 2013 with limited numbers of applicants.

The Chief Executive advised that the Hay Group had undertaken in August 2016 an analysis of the market rate and benchmarking of the role of Assistant Director of Children's Services (or equivalent) and had concluded that the current salary applied in Cardiff was below the median for the level of responsibility and leadership required by the role.

The Committee also considered the information in Appendix 2 produced by the Independent Support Team which has experience of assisting Local Authorities in Wales in efforts to strengthen performance in Social Services for Children and was recommended by the Welsh Local Government Association.

The Committee considered all the findings of the independent reports; benchmarking evidence and the options set out by the Chief Executive along with the Council's current Pay Policy relating to market supplements.

As part of the discussion the Committee recognised the need for stable and good leadership within Children's Services to deal with performance; service improvements and good practice as well as dealing with service demands; partnership and collaborative working.

The Committee unanimously agreed the recommendations.

RESOLVED – That

1. the issues and evidence provided in the Chief Executive report; the Hay Group and Independent Support Team report were noted;
2. the Committee approved the market supplement for the post of Assistant Director – Children's Services at a level of 15% for a 12 month period from the date of appointment;
3. the Committee approved that the market supplement be reviewed every 12 months in consultation with the Trade Unions and as follows: -

- that an up to date assessment of the business need and an up to date analysis of the market data be considered as part of the 12 month review;
 - the Director of Social Services make a recommendation to the Chief Executive on the role concerned;
 - any decision on a further extension of the current arrangement be taken by the Chief Executive in consultation with the Cabinet Members for Corporate Services and Performance and Children's Services and Trade Unions on whether the market supplement is preserved, decreased or removed.
4. should the 12 month review recommend any increase in the percentage rate paid, this would be referred back to this Committee to approve the review process for this market supplement in accordance with the annual Pay Policy.

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**CARDIFF COUNCIL
CYNGOR CAERDYDD**

**EMPLOYMENT CONDITIONS COMMITTEE:
22 NOVEMBER 2017**

SENIOR MANAGEMENT ARRANGEMENTS

REPORT OF CHIEF EXECUTIVE

Appendix 5 to this Report is not for publication by virtue of paragraph 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (descriptions of exempt information Wales)

Reason for this Report

1. The Cabinet has referred to this Committee, for determination as appropriate, the matter of statements specifying the duties of the new senior management posts and any qualifications or qualities to be sought in the persons to be appointed; the terms and conditions of the new posts; and the remuneration for the new posts.

Background

2. The current Tier 1 & 2 senior management structure is shown in **Appendix 1** to this report.
3. The salaries and terms and conditions of the current structure were approved previously by the Employment Conditions Committee on 5 November 2012. As part of the report that was considered by the Committee at that time, a senior officer remuneration report produced by Hay Group was included as an appendix, but was exempt from general publication. This provided recommended salary levels that were agreed by the Committee in November 2012 and have been reported subsequently in the Council's annual Pay Policy Statement.
4. On 16 November 2017, the Cabinet agreed an amended senior management structure at Tier 1 and Tier 2, which is designed to ensure that the administration can deliver its Capital Ambition commitments and to take account of the pending retirement of the Director of Social Services. The previous reports on Senior Management Arrangements, which were considered by the Cabinet on 21 September 2017 and 16 November 2017, should be considered as background papers to this report.

Issues

5. The Employment Conditions Committee is being asked to determine statements specifying the duties of the new posts and any qualifications or qualities to be sought in the persons to be appointed; the terms and conditions of the new posts; and the remuneration for the new posts.
6. The proposed creation, remuneration and advertisement of the new post of Corporate Director People & Communities will be subject to a decision of the Council on 30 November 2017.

New Senior Management Structure

7. The new senior management structure that was approved by the Cabinet on 16 November 2017 is included as **Appendix 2** to this report.
8. The new senior management structure at Tier 1 & 2 deletes the following posts:
 - Director Communities, Housing & Customer Services
 - Assistant Director Commercial Services
9. The following roles have been identified as having no, or only minor, changes in responsibilities and, therefore, there would be no change for the current incumbent:
 - Director Social Services
 - Assistant Director Children's Services
 - Assistant Director Adult Services
 - Director Economic Development
 - Director Planning, Transport & Environment (*change of job title only*)
 - Director Education & Lifelong Learning
 - Assistant Director Education & Lifelong Learning
 - Director Governance & Legal Services
 - Assistant Director Customer Services
 - Assistant Director Housing & Communities
 - Corporate Director Resources
 - Head of Finance
 - Chief HR Officer
 - Head of Performance and Partnerships
10. The amended senior management structure includes the following new posts, which would need to be advertised externally:
 - Corporate Director People & Communities
 - Assistant Director Corporate Landlord
 - Assistant Director Street Scene
 - Chief Digital Officer
 - Head of Democratic Services (Operational Manager post)

11. Details of these new posts, including the duties of the post and the qualifications and qualities required, are set out in the Role Profiles, which are included in **Appendix 3** to this report.
12. Based on the advice provided by Korn Ferry Hay Group, it is recommended that, as the first three of the new posts listed above in Paragraph 10 of the report are equivalent to existing Corporate Director and Assistant Director posts, they are paid at the spot salary for Corporate Director and Assistant Director as agreed previously by the Committee in November 2012 and also confirmed in the Council's annual Pay Policy Statement for 2017/18, which was agreed in March 2017.
13. The following table shows the pay for the senior management structure as reported in the Council's Pay Policy Statement 2017/18:

Level	Salary*
Chief Executive	£173,417
Corporate Director Resources	£132,613
Directors	£122,412
Chief Officers, Assistant Directors	£83,240
Operational Managers	<u>Level 1</u> 5 points from £54,673 - £66,625 <u>Level 2</u> 5 points from £44,744 - £54,049

**Effective from 1st April 2017 in line with JNC for Chief Officers and JNC Chief Executive national pay agreement.*

14. The new post of Chief Digital Officer has been evaluated by Korn Ferry Hay Group to be at a level between Director and Assistant Director and it is therefore proposed that a new spot salary of £98,270 should be created.
15. The new post of Head of Democratic Services has been evaluated as an Operational Manager Level 1 (OM1) position by Korn Ferry Hay Group. However, as it is a statutory role, it will require a member appointment panel process.
16. All of the new posts will have the terms and conditions that were agreed previously by the Committee in November 2012. These are detailed in **Appendix 4** to this report.

Market Analysis

17. Korn Ferry Hay Group has advised the Council that, in terms of market analysis, the proposed salaries are in line with Median of the Public and Not for Profit Basic Pay Benchmarking Data Nationally excluding London (see **Appendix 5**).

Advertisement of New Posts

18. The Standing Orders (Wales) Amendment Regulations 2014 require posts over £100k salary to be publicly advertised. As a result of these rules, an Authority cannot ring-fence any vacancies with salaries over £100k or above as 'suitable alternative employment' for redundant employees, but must advertise them externally.
19. Advice has been received which states that it is possible to divide up the duties of one deleted post between other existing post-holders without the need to advertise the receiving posts as there would be no vacancies to advertise. However, the extent to which this can be applied without turning the receiving posts into new posts is not detailed in the Regulations. On the basis that any additions to current roles are only minor, then those posts listed above in Paragraph 9 of the report are counted as not changing and, therefore, do not need to be advertised.
20. Advice has also been provided from the Welsh Government stating that any interim appointment of less than 12 months does not need to go through the public advertisement process.

Reasons for Recommendations

21. To support the implementation of the new senior management structure that was approved by the Cabinet on 16 November 2017 and to approve, or recommend to Council as applicable, the duties, role profiles, terms & conditions and remuneration of the new posts.

Legal Implications

22. It is the responsibility of the Cabinet to decide on employment strategy and policy in so far as this has not been further delegated. The Cabinet may therefore determine the broad Senior Management arrangements of the Council.
23. However this is subject to a number of specific requirements set out in the Local Authorities (Standing Orders) (Wales) Regulations 2006 as amended in 2014. These requirements are set out in the Employment Procedure Rules contained within the Council's Constitution. Some of them come within the scope of this Committee's terms of reference.
24. The matters which are within the scope of this Committee's terms of reference are:
 - (a) To draw up statements specifying the duties of the new posts and any qualifications or qualities to be sought in the persons to be appointed.
 - (b) To determine the terms and conditions of the new posts.
 - (c) To recommend the remuneration for the proposed new post of Corporate Director People & Communities to the full Council when it meets on 30 November 2017; and to set the remuneration of the other new posts.

25. Appointments to the new posts, and decisions to dismiss redundant officers, are within the terms of reference of the Appointments Committee.

Financial Implications

26. The costs of the senior management arrangements approved by Cabinet on 16 November 2017 and as set out in this report can be met from within existing budgets for Tier 1 and Tier 2 posts, together with anticipated changes to the operational manager structure. If fully approved, the new structure will be reflected in the Council's 2018/19 Budget with any impact in the current financial year dependant on the timing of the changes including recruitment to the new posts identified in the report. There will be costs associated with the advertising and appointment process and in relation to any redundancy or pension costs that may be incurred and these one-off costs will be funded from within existing resources.

HR Implications

27. This report contains significant HR implications that will need to be managed in accordance with the recommended legal principles, the employment legislative framework and the requirements set out by the Welsh Government. There will need to be ongoing discussions with impacted employees and Trade Union colleagues, with work done to minimise any disruption to the organisation, once every aspect of the new structure has been agreed.

RECOMMENDATIONS

It is recommended that the Employment Conditions Committee:

1. Notes the new senior management structure as set out in Appendix 2.
2. Approves the statements as outlined in Appendix 3 specifying the duties of the new posts and the qualifications and qualities to be sought in the persons to be appointed.
3. Approves the use of the existing terms and conditions for the new posts in order to align with existing senior management posts as set out in Appendix 4.
4. Recommends to Council a spot salary of £132,613 per annum for the proposed new post of Corporate Director People & Communities.

PAUL ORDERS

Chief Executive

16 November 2017

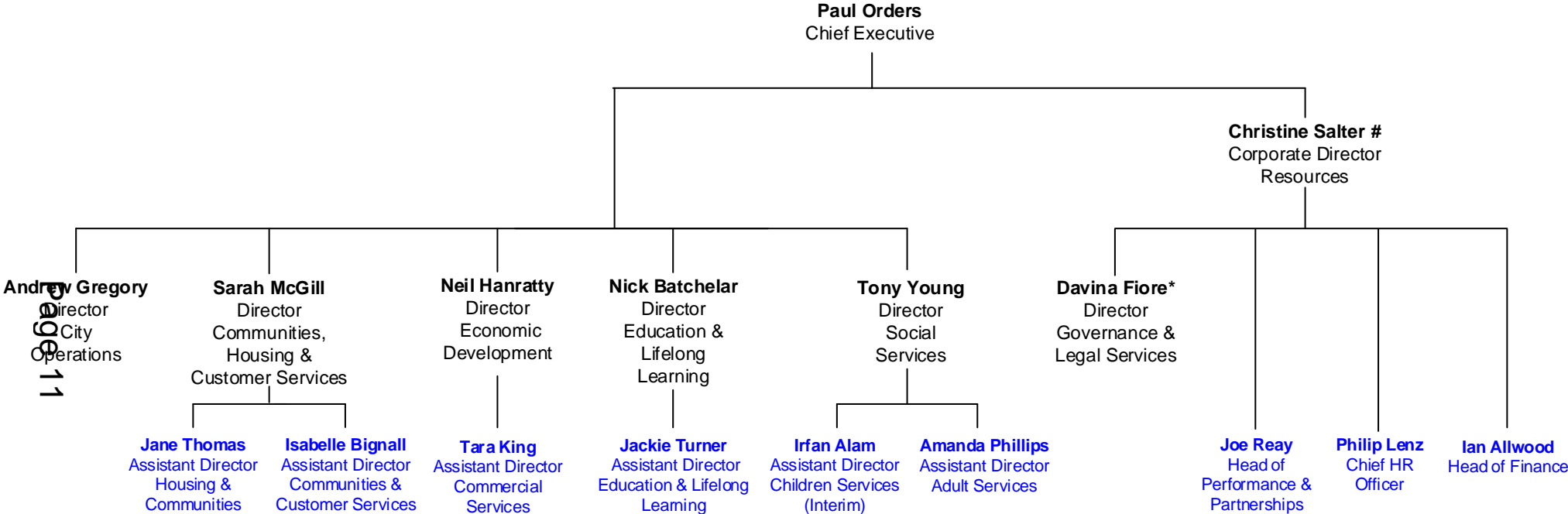
The following appendices are attached to this report:

- Appendix 1: Existing Senior Management Structure
- Appendix 2: New Senior Management Structure
- Appendix 3: Proposed Role Profiles
- Appendix 4: Proposed Principal Terms and Conditions
- Appendix 5: Pay Benchmarking, November 2017 – Korn Ferry Hay Group
(*Exempt Information*)

Background Papers

- Cabinet Report, 16 November 2017: Senior Management Arrangements – Update
- Cabinet Report, 21 September 2017: Senior Management Arrangements
- Pay Policy Statement 2017/18
- Hay Evaluation Report by Korn Ferry Hay Group (*Exempt Information*)

Appendix 1 – Current Structure

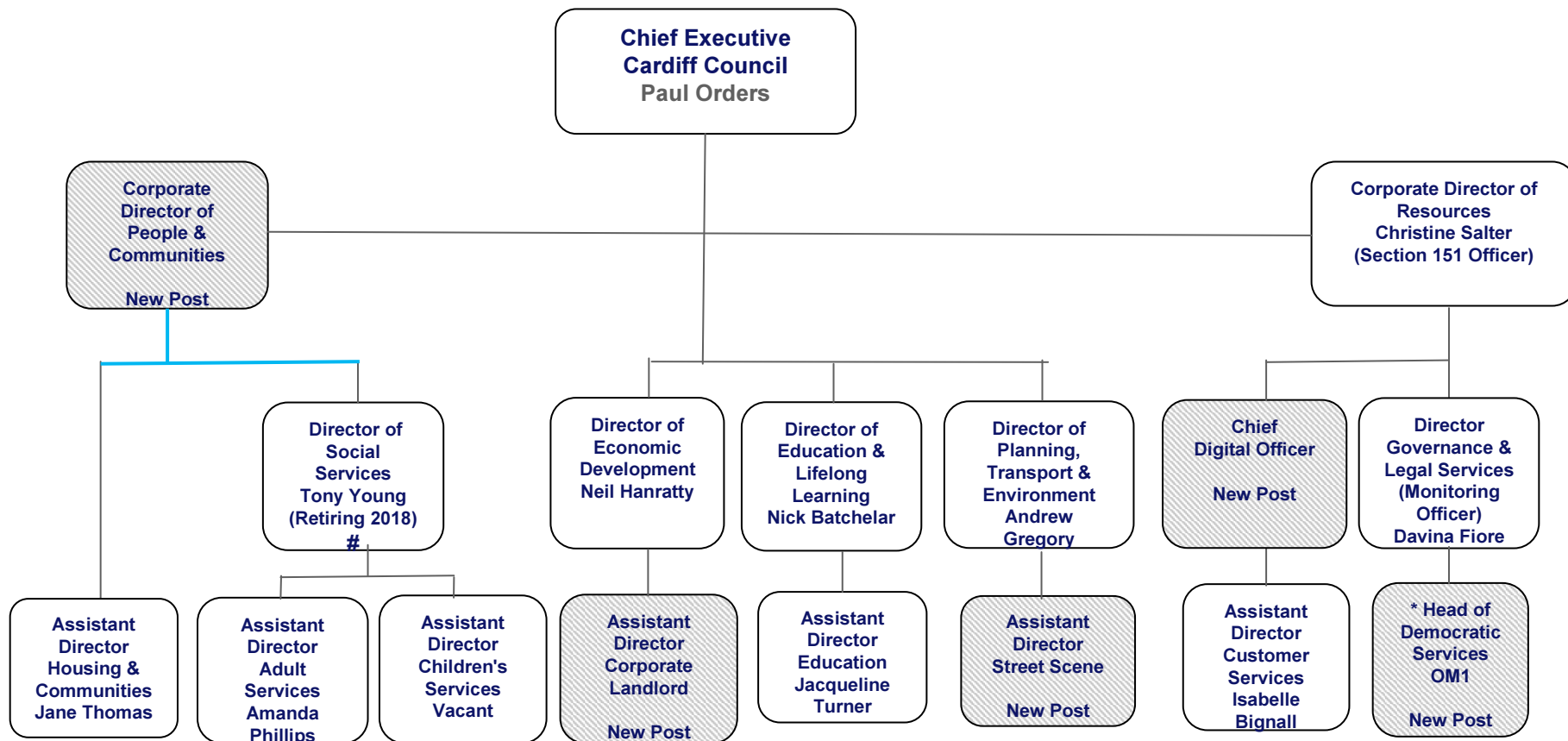


Section 151 Officer

* Monitoring Officer

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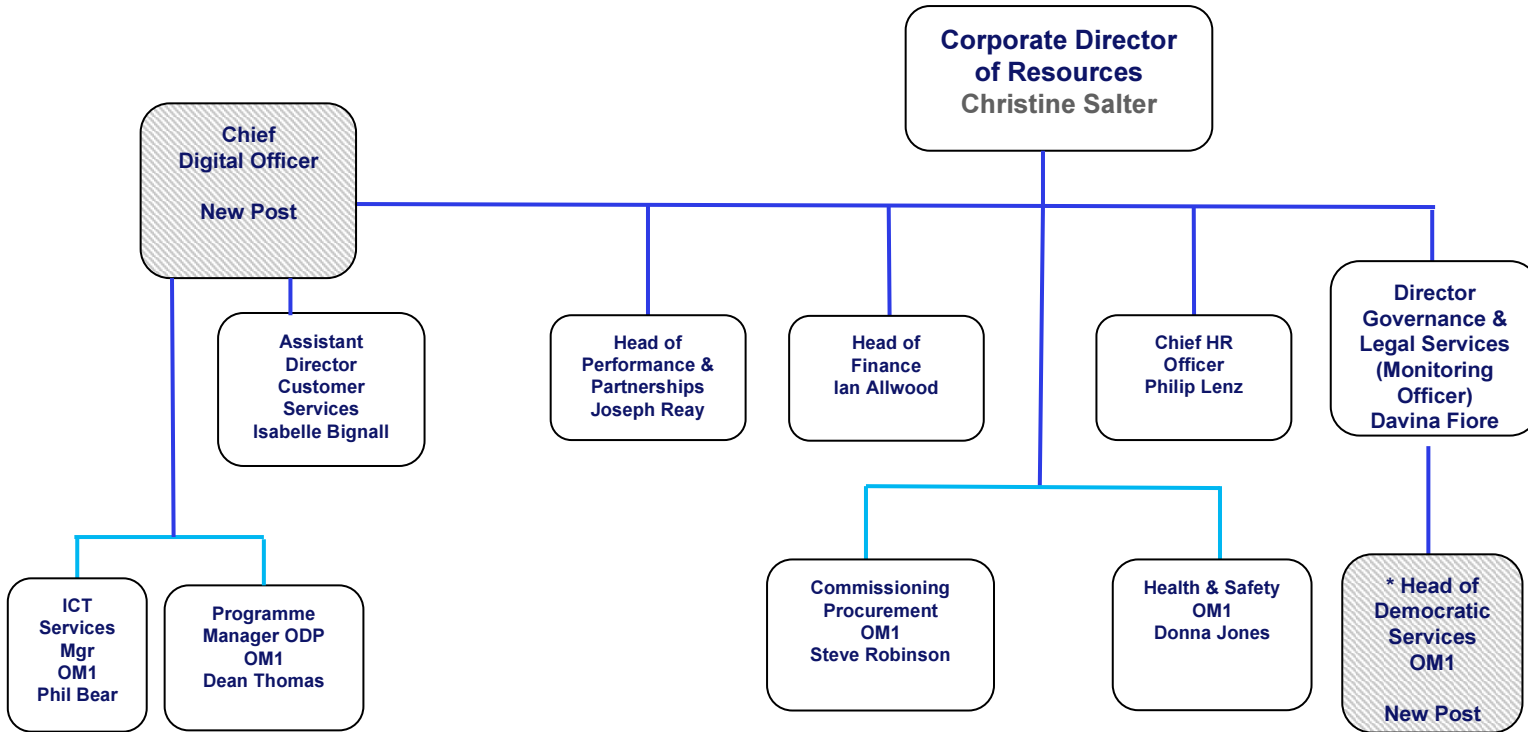
CEX Direct Reports - Final Proposal



Statutory Director of Social Services

* Statutory role – Head of Democratic Services

Resources



• Statutory role - Head of Democratic Services

CARDIFF COUNCIL

Role Profile

Role Title	Corporate Director, People and Communities
Grade	Corporate Director Spot Salary
Primary Purpose of Role	To provide a strategic lead and direction on the integration of services provided to vulnerable people, including the provision of analysis and robust advice to Cabinet Members and Councillors on the best options and methods to deliver relevant aspects of the administration's Capital Ambition commitments and the Council's Corporate Plan; and to lead strategic and transformational change in public service delivery which ensures the effective and efficient implementation of the Council's strategic choices and achieves continually improving outcomes in the lives of people within Cardiff.
Key Accountabilities	<ul style="list-style-type: none"> • To translate the Council's stated vision and priorities into a set of aligned and effective strategies for services within the People and Communities Directorate • To provide high-quality advice and insight for Cabinet Members and Councillors regarding the most effective models for delivering relevant corporate priorities and responding to emerging needs • To take a lead role in the formation and ongoing development of deep-rooted strategic partnerships and relationships that will place services provided by the People and Communities Directorate at the forefront of projects and initiatives to support national and regional working • To identify and make the most of existing and potential synergies in public service delivery across the People and Communities Directorate and other council services, plus those of partner organisations • To take a lead role in optimising the use of the Council's resources by creatively using risk-managed partnerships, collaborations and commercial ventures to best deliver the key services needed by the people of Cardiff • To assess the strategic impact of shifting service demands in a diverse City, with growing financial pressures and a commitment to improving service standards, and to advise Cabinet Members and Councillors of all of the options (including innovative responses) and associated implications • To lead a management team; creating, implementing, monitoring and reviewing the performance of services provided by the People and Communities Directorate and ensuring that significantly improved outcomes in the lives of service users are secured • To promote and lead a culture that realises the Council's aspirations in all aspects of services provided by the People and Communities Directorate • To scan the external context and to advise Cabinet Members on how to position their portfolios for emerging changes, challenges and opportunities

<p>Areas of Responsibility</p>	<ul style="list-style-type: none"> • Strategic Responsibility for Integrating Services to Vulnerable People • Preventative Services including Independent Living Service, Joint Equipment Service, Occupational Therapy, Physical Disabilities Day Service and Disabled Facilities Grants • Cardiff Strategic Housing Functions • Housing Strategy, Development, Enquiries and Advice • Assessment and Support including Benefits, tenant Support and homelessness • Landlord Services • Responsive Repairs • Neighbourhood Regeneration and Partnerships • Community Hubs and Libraries • Into Work Service • Adult Community Learning
<p>Types of Measures of Success</p>	<ul style="list-style-type: none"> • Continually improving outcomes in the lives of people within Cardiff • Achievement of corporate priorities for the People and Communities Directorate • Effective budget control and management of resources – improvement of corporate and directorate performance, whilst achieving required financial savings • Satisfaction of the Cabinet Members with quality of advice offered in relation to key portfolio choices

When preparing your written application you will need to provide evidence only for the competencies identified with an asterisk. These are the essential competencies for your written application. In responding to each of the essential competency areas, you must provide examples which demonstrate how you have successfully delivered results of a size, scope and complexity comparable to the challenges faced by Cardiff Council. These and the remaining competencies will be assessed during the remaining stages of the recruitment process.

Behavioural Competencies	Application Stage	Competency Level(s)
Putting Our Customers First	*	5
Getting Things Done	*	5
Taking Personal Responsibility	*	5
Seeking to Understand Others		5
Developing Potential		5
Leading Change	*	5
Initiating Change and Improvement	*	5
Organisational Awareness		5
Partnering and Corporate Working	*	5
Communicating		5
Analysing , Problem Solving and Decision Making		5
Equality & Diversity		5
Optimising Resources	*	5
Demonstrating Political Acumen		5

CARDIFF COUNCIL

Role Profile

Role Title	Assistant Director, Corporate Landlord
Grade	Assistant Director Spot Salary
Primary Purpose of Role	To take lead responsibility for the successful and safe operation of a broad range of service areas; to manage and co-ordinate people, financial and capital resources to ensure the effective delivery of agreed priorities, change programmes and high quality day to day service for customers.
Key Accountabilities	<ul style="list-style-type: none"> • To translate strategic commitments for the Economic Development Directorate into an aligned framework of operational plans, and subsequently, to oversee the execution, review and improvement of these plans • To play the lead role in the delivery of change programmes and projects across a range of Corporate Landlord services (working with partners where appropriate) ensuring that the desired outputs and outcomes are secured • To effectively manage the people, financial and other resources of the service – ensuring that they are aligned with corporate priorities and genuine customer need • To ensure Operational Managers understand and fulfil their budgetary accountabilities; guiding and supporting them to make tougher choices within a context of diminishing resources and changing service demand • To facilitate and ensure the successful implementation of internal and/or external partnership arrangement • To establish and apply effective individual and team performance management systems in order to monitor, assess and improve standards and the achievement of key performance indicators • To lead, motivate and develop a team of Operational Managers (and wider management and staff group - ensuring the highest levels of buy-in and execution of the Council's priorities and corporate objectives • To ensure that practices are put into place to promote safe and appropriately risk managed operational delivery • To lead Operational Managers in the production of robust and meaningful business plans – providing clarity of purpose, emphasis and key deliverables for Corporate Landlord services • To ensure that effective communication and engagement processes are in place to share new ideas, new ways of working and to provide insight to progress and achievements

Areas of Responsibility	<ul style="list-style-type: none"> • Asset Management • Estate Management • Design, Projects and Delivery • Compliance • Facilities Management • Repairs and Maintenance • Energy Management • Property Maintenance
Types of Measures of Success	<ul style="list-style-type: none"> • Achievement of corporate priorities for the Economic Development Directorate • Continually improving corporate and directorate performance against key performance indicators • Effective budget control and management of resources, with the delivery of required financial savings • Satisfaction of the Cabinet Members with quality of advice offered in relation to key portfolio choices

When preparing your written application you will need to provide evidence only for the competencies identified with an asterisk. These are the essential competencies for your written application. In responding to each of the essential competency areas, you must provide examples which demonstrate how you have successfully delivered results of a size, scope and complexity comparable to the challenges faced by Cardiff Council. These and the remaining competencies will be assessed during the remaining stages of the recruitment process.

Behavioural Competencies	Application Stage	Competency Level(s)
Putting Our Customers First	*	5
Getting Things Done	*	4
Taking Personal Responsibility	*	4
Seeking to Understand Others		4
Developing Potential		4
Leading Change	*	4
Initiating Change and Improvement	*	4
Organisational Awareness		4
Partnering and Corporate Working	*	4
Communicating		4
Analysing , Problem Solving and Decision Making		4
Equality & Diversity		4
Optimising Resources	*	4
Demonstrating Political Acumen		4

CARDIFF COUNCIL

Role Profile



Role Title	Assistant Director, Street Scene
Grade	Assistant Director Spot Salary
Primary Purpose of Role	To take lead responsibility for the successful and safe operations of a range of service areas: to manage and co-ordinate people, financial and capital resources to ensure the effective delivery of agreed priorities, change and commercial programmes and high-quality day-to-day service for customers.
Key Accountabilities	<ul style="list-style-type: none"> • To translate strategic commitments for the Planning, Transport & Environment Directorate into an aligned framework of operational plans, and, subsequently, to oversee the execution, review and improvement of these plans with a commercial mindset • To play the lead role in developing a 'Total Street' approach to keeping streets and public spaces clean that joins up Council services and in delivering change programmes and projects across a range of Street Scene services (working with partners where appropriate), ensuring that the desired outputs and outcomes are secured • To effectively manage the people, financial and other resources of the service – ensuring that they are aligned with corporate priorities and genuine customer need • To ensure that Operational Managers understand and fulfil their budgetary accountabilities; guiding and supporting them to make tougher choices within a context of diminishing resources and changing service demand • To facilitate and ensure the successful implementation of internal and/or external partnership arrangements • To establish and apply effective individual and team performance management systems in order to monitor, assess and improve standards and the achievement of key performance indicators • To lead, motivate and develop a team of Operational Managers (and wider management and staff group) – ensuring the highest levels of buy-in and execution of the Council's priorities and corporate objectives • To ensure that practices are put into place to promote safe and appropriately risk-managed operational delivery • To lead Operational Managers in the production of robust and meaningful business plans – providing clarity of purpose, emphasis and key deliverables for Street Scene services • To ensure that effective communication and engagement processes are in place to share new ideas, new ways of working and to provide insight to progress and achievements

Areas of Responsibility	<ul style="list-style-type: none"> • Waste Strategy • Waste Recycling, Collections and Disposal • Neighbourhood Services • Central Transport Services • Civil Parking Enforcement including parking and moving traffic offences • Highways Assets & Operations
Types of Measures of Success	<ul style="list-style-type: none"> • Achievement of corporate priorities for the Planning, Transport & Environment Directorate • Continually improving corporate and directorate performance against key performance indicators • Effective budget control and management of resources , with the delivery of required financial savings • Satisfaction of the Cabinet Members with quality of advice offered in relation to key portfolio choices

When preparing your written application you will need to provide evidence only for the competencies identified with an asterisk. These are the essential competencies for your written application. In responding to each of the essential competency areas, you must provide examples which demonstrate how you have successfully delivered results of a size, scope and complexity comparable to the challenges faced by Cardiff Council. These and the remaining competencies will be assessed during the remaining stages of the recruitment process.

Behavioural Competencies	Application Stage	Competency Level(s)
Putting Our Customers First	*	5
Getting Things Done	*	4
Taking Personal Responsibility	*	4
Seeking to Understand Others		4
Developing Potential		4
Leading Change	*	4
Initiating Change and Improvement	*	4
Organisational Awareness		4
Partnering and Corporate Working	*	4
Communicating		4
Analysing , Problem Solving and Decision Making		4
Equality & Diversity		4
Optimising Resources	*	4
Demonstrating Political Acumen		4



CARDIFF COUNCIL

Role Profile

Role Title	Chief Digital Officer
Grade	TBC
Primary Purpose of Role	<p>To take lead responsibility for the governance and development of the digital strategy and framework, and execution of strategic objectives and the delivery of business value. Develop the Council’s digital vision and Smart City agenda by planning, developing and advising Cabinet Members on decisions that support the evolution and increased use of digital services, platforms and data intelligence, through working with partners in the City. Proactively support effective decision making regarding IT architectural choices and drive architectural clarity from IT that supports the overall digital strategy. Facilitate the changes required that will support the use of digital solutions to gain maximum value for the business while minimising disruptive impacts. Advise and lead the digital strategy formulation process for the Council to ensure the alignment with strategic objectives and the delivery of best in class services.</p>
Key Accountabilities	<ul style="list-style-type: none"> • To translate the Council’s strategic commitments for digital services into an aligned framework of operational practices and plans to promote safe, risk-managed operational delivery and subsequently ensure the successful review, execution and improvement of the plans • To assess the strategic impact of shifting service demands in a diverse City, prominent financial pressures and a commitment to the provision of improving standards • To provide high-quality advice and insight to the Chief Executive, Senior Management Team, Cabinet Members and Councillors on the requirements and objectives of Enterprise Architecture, the associated implications and emerging needs, including where to make efficiencies or investments to meet the objectives of Enterprise Architecture within Cardiff Council • To scan the external context and advise Cabinet Members and Councillors on the Council’s Smart City agenda and how to develop and implement digital services that respond effectively to emerging changes, challenges and opportunities • To take a lead role in the formation and ongoing development of strategic partnerships and relationships, make the most of existing and potential synergies in order to place Cardiff’s Enterprise Architecture at the centre of the Council in order to meet future obligations • To play the lead role in the delivery of change programmes and projects that form part of the Council’s digital strategy across a range of council services (working with partners where appropriate) ensuring that the desired outputs and outcomes are secured and that effective communication and engagement processes are in place to share new ideas, new ways of working and to provide insight to progress and achievements • To effectively manage the people, financial and other resources within the service, ensuring that they are aligned with corporate and directorate priorities and future-focussed need

Appendix 3 – Proposed Role Profiles

	<ul style="list-style-type: none"> • To lead Operational Managers (and wider management and staff group), in the understanding of their accountabilities, production of robust and meaningful business plans; providing clarity of purpose, emphasis on key deliverables for the development and implementation of digital policy and services, whilst establishing the highest level of buy-in and execution of the Council’s priorities and corporate objectives • To promote high professional standards of practice and accountability within the workforce and ensure compliance with all relevant codes of conduct • To establish and apply effective individual and team performance management systems in order to monitor, assess and improve standards and the achievement of key performance indicators • To take a lead role in optimising the use of the Council’s resources by creatively using risk-managed partnerships, collaborations and commercial ventures to best deliver key services • As a key member of the senior management team, to undertake cross-cutting responsibilities throughout the Council
<p>Areas of Responsibility</p>	<ul style="list-style-type: none"> • Digital First Strategy and Delivery • Organisational Development Programme • Enterprise Architecture • Information & Communication Technology • 24/7 Services including ARC/CCTV, Locality Wardens / Concierge, Telecare Services, Community Alarm, Meals on Wheels • Connect to Cardiff (C2C) • Rent Smart Wales • Smart Cities
<p>Types of Measures of Success</p>	<ul style="list-style-type: none"> • Development of a business architecture strategy and application of a structured business architecture approach and methodology • Achievement of corporate priorities for digital services • Continually improving corporate and directorate performance against key performance indicators • Effective budget control and management of resources, with the delivery of required financial savings • Satisfaction of the Cabinet Members with quality of advice offered in relation to key portfolio choices

When preparing your written application you will need to provide evidence only for the competencies identified with an asterisk. These are the essential competencies for your written application. In responding to each of the essential competency areas, you must provide examples which demonstrate how you have successfully delivered results of a size, scope and complexity comparable to the challenges faced by Cardiff Council. These and the remaining competencies will be assessed during the remaining stages of the recruitment process.

Behavioural Competencies	Application Stage	Competency Level(s)
Putting Our Customers First	*	5
Getting Things Done	*	4
Taking Personal Responsibility	*	4
Seeking to Understand Others		4
Developing Potential		4
Leading Change	*	4
Initiating Change and Improvement	*	4
Organisational Awareness		4
Partnering and Corporate Working	*	4
Communicating		4
Analysing , Problem Solving and Decision Making		4
Equality & Diversity		4
Optimising Resources	*	4
Demonstrating Political Acumen		4



JOB DESCRIPTION AND PERSON SPECIFICATION

Job Title: Head of Democratic Services	Directorate: Resources
Section: Governance and Legal Services	Reporting to: Director of Governance & Legal Services and Monitoring Officer
Grade: OM1	Hours per Week: 37 The duties of this post cannot be satisfactorily undertaken within a fixed working week and some element of unsociable hours will be required for the proper performance of the responsibilities. The inclusive salary scale for the appointment reflects the need to work in addition to normal office hours and therefore you will not be eligible to work under the Council's Flexible Working Hours Scheme.
Post Number:	Number of Employees: Reporting to Post: Director of Governance and Legal Services and Monitoring Officer
Special Conditions: Bar points will be applied to each point in the salary scale. Progression through the bar will be subject to annual performance review. This post is politically restricted in accordance with the Local Government and Housing Act 1989 (as amended by Local Democracy, Economic Development and Construction Act 2009)	Location of Post: County Hall

Job Purpose:

- Carry out the role of Head of Democratic Services as defined in the Local Government (Wales) Measure 2011 and to discharge the Democratic Services Functions as set out in the Local Government (Wales) Measure 2011 and in any relevant guidance.
- Ensure the provision of services to which support the democratic function of the Council, ensuring the Council, the Cabinet and Committees receive high level support in the discharge of its democratic functions and that processes are in place to facilitate sound decision making and that democratic accountabilities are upheld.
- To ensure compliance with statutory and non-statutory arrangements for the effective delivery of a Democratic Services service.
- To have strategic and operational responsibility for the organisation and management of Committee and Member Services, Scrutiny Services and Electoral Services, and ensure they are operating within the Council's policies and strategies to achieve the objectives and performance standards set, within the resources allocated.
- Be responsible for maintaining all Registers, Disclosures and Declarations as required under the Council's Constitution.

Job Specific Duties and Responsibilities

1. Manage, lead and direct the operations of the 3 Teams (Committee and Member Services, Scrutiny Services, and Electoral Services) including recruitment, management, supervision, performance review and development of employees to meet the identified needs of the Corporate Directors, Directors, Assistant Directors, Heads of Service and the Councillors.
2. Be responsible for the Democratic Services functions as defined in the Local Government (Wales) Measure 2011 and to make all appropriate reports to the Democratic Services Committee.
3. Manage partnership working with the private sector, other Council's, WLGA and the Welsh Government, the MSO Network and the Independent Remuneration Panel.
4. Act as a signatory to any documents as delegated through the Council's delegations.
5. Maintain and give advice to Councillors and Statutory Co-opted Members with regards the Registers of Interest, Gifts and Hospitality.
6. Develop and deliver support for the Democratic Process aimed at contributing to the promotion of local democracy, openness and accountability.

7. Manage, lead and ensure that the Electoral Services and Electoral Registration functions are effectively and efficiently delivered on behalf of the Returning Officer.
8. Manage and ensure that arrangements for the support of d Councillors lead to the delivery of effective outcomes.
9. Fully support the development, implementation, and review of management systems, processes and structures in line with corporate policies.
10. Agree with the Director objectives, performance targets and resources, to feed into the Directorate Business Plan and to manage these.
11. Review and evaluate resources for the services and to identify and maximise any external income sources.
12. Ensure the development and delivery of an effective programme of Member Development to provide the opportunities for Elected Members to develop the essential skills and knowledge they need to undertake their demanding and evolving roles responsibilities.
13. Proactively work to deliver improvements to performance, customer care and satisfaction, awareness of equalities and 'one council' working.
14. Advise the Director of Governance and Legal Services and Monitoring Officer on professional issues and opportunities for service improvement and problem resolution.
15. Work with other Council services, stakeholders and external partners to deliver continuous improvement, seeking to ensure that service delivery is efficient, effective and accords with best practice.
16. Deputise for the Director of Governance & Legal Services and Monitoring Officer as and when required (including as Deputy Monitoring Officer) and perform other duties consistent with the level of the post as agreed with the Director of Governance & Legal Services and Monitoring Officer.
17. Recognise and act on the basis that the role is a politically restricted one under the terms of the Local Government Act 1989.

Corporate Duties and Responsibilities

1. Prepare and monitor service budgets in accordance with Council policy, and ensure that delegated budgets are managed effectively to maximise service outcomes.
2. Formulate service plans and priorities for the Service which reflect the Corporate Plan and other corporate priorities to contribute to achieving the relevant areas of the overall corporate strategy, ensure that these plans and objectives are understood internally and externally and are effectively implemented.

3. Be responsible for constantly revising and adapting a strategy for delivering a service which takes account not only of the intra-authority pressures, but also relates to the needs and aspirations of the people of Cardiff and to staff and resources available, or potentially available, to meet those needs.
4. Build mutual confidence and respect and foster effective working arrangements with Members, Chief Executive, Corporate Directors, Directors, Assistant Directors, Heads of Service, Operational Managers, employees and Trade Union representatives throughout the Council to maximise the efficiency of the service.
5. Define performance measures by placing a high value on the views of the elected members and the people of Cardiff and demonstrate a commitment and willingness to meet directly with customers to ensure a customer focus to the service.
6. Lead the development and delivery of regional and sub regional partnerships that contribute to the efficiency programme of the Council and the service area and develop and contribute towards delivering the objectives of the Service, achieving value for money for the Council taxpayer and effective service for the elected members and the people of Cardiff.
7. Provide full and detailed advice on the Service to appropriate Members and account to the Chair of Democratic Services Committee and the relevant Cabinet Member(s) via the established procedures to ensure that Members are fully informed and involved in appropriate decision making.
8. Be committed and sensitive to achieving the Council's strategies, policies and practices in relation to equal opportunities to provide equality of access to the service and to move towards a more diverse workforce to reflect the diversity of the people of Cardiff.
9. Ensure the Service's management structure and its internal management processes are appropriate to delivery of the service and the implementation of policy. Recommend changes in the organisation, to respond to new circumstances or the achievement of new policy objectives.
10. Be responsible for actively managing staff in accordance with Corporate Policy, which including effective performance management and performance appraisal arrangements at all levels and the monitoring and review of performance, to maximise the potential of staff and ensure effective delivery and contribution to the Council's Organisational Development programme.
11. Ensure that legal, statutory and other relevant provisions governing or affecting the Council, or any other directions from the Director from time to time in force, are observed to ensure probity and protect the Council from legal challenge.
12. Take responsibility for any allocated cross authority project/assignment to ensure its successful outcome.
13. Undertake other duties as may be reasonably required by the Director.

DATE OF JOB DESCRIPTION :

DATE COMPLETED: _____ **AGREED BY:** _____

(Recruiting Manager)

Date Received by Post holder: _____

Signature of Post holder: _____

PRINCIPAL TERMS AND CONDITIONS OF SERVICE APPOINTMENT OF SENIOR MANAGERS

1. CONTRACT This is a permanent appointment.
2. CONDITIONS Conditions of service will be in accordance with the Joint Negotiating Committee for Chief Officers of Local Authorities as adopted by the County Council from time to time, plus any other conditions or regulations determined by the Council from time to time in consultation with the recognised trade unions.
3. SALARY The inclusive spot salary for this post is £xxxxxxx National pay awards in accordance with the JNC for Chief Officers of Local Authorities will be applied.
4. PERFORMANCE APPRAISAL There will be an annual process of performance appraisal linked to the setting and achievement of the responsibilities and accountabilities of the job; and identifying any continuing personal development needs to maintain a high level of performance. The process is separate from any scheme relating to either pay or performance related pay.
5. ANNUAL LEAVE Annual leave will be 27 days for employees with less than 5 years continuous service, and 32 days for employees with more than 5 years continuous service. You will also be entitled to 8 bank holidays.
6. HOURS OF WORK The job of xxxxxxxx cannot be satisfactorily undertaken within a fixed working week and some element of unsocial hours will be required for the proper performance of the responsibilities. The inclusive salary scale for the appointment reflects the need to work in addition to and outside normal office hours.
7. SICK PAY Occupational Sick Pay Scheme will be in accordance with the JNC for Chief Officers' Conditions of Service.
8. PENSION Local Government Pension Scheme. An opting out notice is available from the Pension Section.
9. POLITICAL RESTRICTION This post is politically restricted in accordance with the Local Government and Housing Act 1989. (as amended by Local Democracy, Economic Development and Construction Act 2009)
10. CAR LOAN SCHEME You are eligible for a loan (which is not a taxable benefit) under the Council's scheme.
11. CAR MILEAGE ALLOWANCE HMRC rate of 45 pence per mile will apply.
12. SMOKING The Council has a no smoking policy.
13. FLEXIBILITY AND MOBILITY CLAUSE As a term of your employment you may be required to undertake such other duties and/or times of work as may reasonably be required of you commensurate with your grade or general level of responsibility within the organisation, at your initial place of work or at or from any other of the Council's establishments.
14. SATISFACTORY MEDICAL REPORT A satisfactory medical report is required from the Council's Medical Adviser on initial appointment to the Council.
15. NOTICE PERIODS This will normally be three months in writing on either side but this can be changed by mutual agreement.
16. RESTRICTIONS ON RE-EMPLOYMENT Certain restrictions apply after termination of employment. These relate to not divulging confidential information. Also within 12 months not taking up employment or providing services for reward to a body in the circumstances outlined in the conditions of service, without the consent of the Council which will not unreasonably be withheld. These provisions do not apply if the termination is as a result of redundancy or externalisation of work and a consequent transfer to a new employer.

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By virtue of paragraph(s) 14 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

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