



County Hall  
Cardiff  
CF10 4UW  
Tel: (029) 2087 2000

Neuadd y Sir  
Caerdydd  
CF10 4UW  
Ffôn: (029) 2087 2000

## AGENDA

**Committee** APPOINTMENT - CORPORATE DIRECTOR RESOURCES

**Date and Time of Meeting** FRIDAY, 20 JULY 2018, 10.00 AM

**Venue** LEADERS CONFERENCE ROOM - LEVEL 5, COUNTY HALL, ATLANTIC WHARF, CARDIFF

**Membership**

Councillors Berman, Robson, Huw Thomas and Weaver  
(1vacancy)

### 1 Election of Chairperson

To elect a Chairperson for the Committee

### 2 Apologies (if any)

### 3 Declarations of Interests

To receive any declarations of interest in accordance with the Members Code of Conduct.

### 4 Terms of Reference

To discharge the functions of the authority in respect of the appointment and dismissal of Chief Officers and Deputy Chief Officers (as defined in the Local Authorities (Standing Orders) (Wales) Regulations 2006) and the statutory Head of Democratic Services, in accordance with the Employment Procedure Rules and any other relevant Council policies and procedures.

### 5 Exclusion of the Public

**Information included in the following items is not for publication by virtue of paragraphs 12 and 13 of Part 4 of Schedule 12A of the Local Government Act 1972.**

### 6 Appointment of Corporate Director Resources & Section 151 Officer (Pages 3 - 196)

To consider the long-listing of candidates for the post of Corporate Director

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

Resources & Section 151 Officer and short-list for Assessment Centre.

**7 Dismissal (if required)**

To consider any consequential dismissal (if required).

**8 Date of the Next Meeting - Wednesday 5 September 2018 at 11:00am**

**Davina Fiore**  
**Director Governance & Legal Services**

Date: 16 July 2018

Contact: Kate Rees

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**NOTES FOR APPOINTMENTS COMMITTEE – LONG-LISTING  
FOR APPOINTMENT OF CHIEF EXECUTIVE / CORPORATE  
DIRECTOR RESOURCES / DIRECTORS / ASSISTANT  
DIRECTORS / CHIEF OFFICERS**

1. Lead officer to open meeting of the Committee setting out purpose of the meeting and the appointment process, with a reminder of the need to elect a Chair who will reside for all stages of the appointment.
2. A Member proposes a nomination for Chair (past practice has been that the Leader be appointed as Chair) which needs to be seconded by another Member of the Committee.
3. Lead Officer presents the summary report.
4. Chair reminds Committee of the need to offer comments on the long list of candidates based on their personal review of applications (applications having been sent out with this note)
5. Agreement is sought on the candidates to be included in the shortlist for the assessment centre.
6. Lead officer answers any queries relating to this next stage.
7. Chair confirms the outcome of the discussion by listing the candidates to be taken through to the next stage – the assessment centre.
8. Lead officer to confirm with the Chair and Committee details of the reconvened Shortlist Committee (if not already agreed) and the Appointment Committee.
9. Chair concludes the Committee.

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# Cardiff Council Recruitment Pack

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## Corporate Director Resources

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



# Letter from the Leader



Dear Applicant

Thank you for your interest in this exciting and challenging role.

Cardiff has been reinvented over the past quarter of a century as an internationally recognised capital city. This success can be seen in the rapid growth of the city's population with Cardiff now one of the fastest growing and most highly skilled city in the UK. It can also be evidenced by strong performance in a number of headline economic indicators with unemployment down, employment growth up and visitor numbers having doubled over the last decade.

However, the proceeds of Cardiff's growth over recent decades have not been felt by all of the city's residents. The gap between the most and least prosperous communities in Cardiff is substantial. Similarly, while Cardiff's population growth is a sign of strength for the city, unless it is well-planned and well-managed it will put the city's physical and social infrastructures under real strain. This risk to the city's productivity, quality of life and standard of public services must be addressed. Tackling inequality and managing growth sustainably will therefore be at the heart of the Council's agenda.

The administration also recognises that it must deliver for Cardiff during a period of unprecedented financial austerity for the Council, and its public service partners. Protecting the services that are most important to residents will mean challenging old ways of working and embracing change where we are convinced it will deliver better services for the people of Cardiff.

As an organisation we must move away from dealing with problems in isolation and begin to integrate frontline teams that are empowered to address the day-to-day issues we know need solving. In the same way, individual directorates can no longer operate as silos: the Council must act as one seamless team to drive improvement across the city.

More broadly, the Council must work across the public services to deliver lasting solutions to complex problems. Removing the barriers that prevent people from getting a job, delivering the best outcomes for children in our care and helping people to live independently all require services to be delivered without boundaries. It demands a relentless focus on service integration to deliver the outcomes that we want to achieve.

A successful capital city is also a national, not just a regional, asset. We must be an outward-looking city, working with all our partners to make sure that Cardiff's success is shared with local people, regional partners and the country as a whole. Cardiff must be a capital city that works for Wales.

The Administration has therefore set out in its policy statement- 'Capital Ambition'- a programme of action to create opportunity, manage growth and reform public services whilst ensuring that the benefits of success are felt by all residents.

We invite you to take up the challenge with us.

A handwritten signature in black ink, appearing to read 'Huw Thomas'.

Councillor Huw Thomas  
Leader of the Council



# Letter from the Chief Executive



Dear Applicant

Serving the Capital of a devolved nation, Cardiff Council is the largest Council in Wales with a net revenue budget of £609 million and around 15000 employees. In addition, the Council has an extensive capital programme and is the administering authority for the Cardiff and Vale of Glamorgan Pension Fund.

The Council's Medium Term Financial Plan currently shows a budgetary gap of £91 million to 2021/22. We are therefore looking for an experienced individual to support the strategic management of the Council's budget planning process and respond to the challenge of financial austerity by working closely with the Senior Management Team, Cabinet Members, Councillors and our partners.

As strategic leader for a range of corporate services, the post holder will play a leading role in developing a fully joined-up, cross-council approach to implementing the Council's change agenda. This will involve leading on the modernisation of working arrangements within the Council, which includes the adoption of new technology to improve services and generate efficiencies. This work forms a key part of the Council's financial resilience.

Cardiff Council has a track record of leading the local government agenda at regional and national levels in Wales— and is a member of Core Cities UK. The Council is also the Accountable Body for the £1.2 billion Cardiff Capital Region City Deal, which involves the ten councils of south east Wales.

Having led on transformative regeneration projects over a number of years, the Council is also involved in a number of ambitious capital projects, often being delivered with a broad range of partners. The Statutory Finance Officer (S151) will play a crucial role in managing and developing these relationships, which demand an understanding of funding sources and delivery options in order to advise the Council on issues such as best value, return on investment and risk.

You will be joining an experienced, talented and committed Senior Management Team providing the professional leadership needed to deliver the administration's Capital Ambition programme. It is an exciting opportunity.

Yours sincerely

Paul Orders  
Chief Executive







## CARDIFF COUNCIL

### **Corporate Director, Resources** **Salary of £132,613 per annum**

This is an exciting opportunity to work in one of the UK's most ambitious and fast growing cities, as part of a dynamic and experienced senior management team. As the Council's Statutory Finance Officer (S151) you will have a proven track record of improving the financial resilience of public services as well as delivering business transformation. You will provide strategic leadership and direction across a range of council support services, including the provision of robust advice to Cabinet Members and Councillors on the best options and methods to deliver the Council's Capital Ambition Programme. Professionally qualified, you will possess excellent communication skills and an ability to engage with, and influence, a wide range of stakeholders. You will also have an excellent understanding of the current and emerging local government issues.

Working for a capital city, this is a unique opportunity to become part of a senior management team within one of the largest and most diverse public organisations in Wales.

Are you ready to play a part in Cardiff's future?

The total salary is **£132,613** per annum.

If you are ready for this challenging but rewarding role, you can apply [here](#). To arrange a confidential discussion please contact Penna - Julie Towers on +44 (0)7764 791736 or Ben Cox on +44 (0)7809 374692

**Closing Date: 16 July 2018 at 1.00pm**

Role requires Consultative Committee of Accountancy Bodies (CCAB) qualified Accountant.

This vacancy is suitable for post share.

We welcome applications in both English and Welsh.

**Note: The selection process for this role will involve initially an Assessment Centre, with shortlisted candidates being invited back for interview. It is envisaged that these processes will take place with Assessment Centre on 31<sup>st</sup> July 2018 or 9<sup>th</sup> August 2018 and final interviews in w/c 10<sup>th</sup> September 2018.**







<b>Role Title</b>	Corporate Director, Resources
<b>Grade</b>	Corporate Director Spot Salary
<b>Primary Purpose of Role</b>	To be the Council's Statutory Finance Officer; to provide high-level strategic analysis and robust advice to the Cabinet regarding best options and methods to enable the delivery of the Council's priorities as set out in its Corporate Plan; also to lead the full, effective and efficient integration of the Council's support services - with each other and partner organisations - in order to facilitate the delivery of continually improving outcomes for those living in, working in and visiting Cardiff and the wider City Region.
<b>Key Accountabilities</b>	<ul style="list-style-type: none"> <li>• To co-ordinate the translation of the Council's stated vision and priorities into a framework of coherent and aligned strategies across the Council's support services</li> <li>• To provide high-quality advice and insight for the Cabinet regarding the most effective models for support services to facilitate the outcomes stated in the Council's Corporate Plan and their delivery through the Capital Ambition Delivery Programme together with other emerging priorities</li> <li>• To take a lead role in the scoping and implementation of any alternative service delivery models for support services</li> <li>• To lead the efficiency agenda across the Council ensuring synergies are identified and realised. Specifically to lead on the financial planning, HR, procurement, digital and Capital Ambition delivery plan elements of the agenda.</li> <li>• To take a lead role in the formation and ongoing development of deep-rooted strategic partnerships and relationships that will place Cardiff at the forefront of the City Region</li> <li>• To identify and make the most of existing and potential synergies across the work of the Council's support service areas, plus those of existing or potential partner organisations, to deliver improved outcomes</li> <li>• To take a lead role in optimising the use of the Council's resources by creatively establishing a framework for risk-managed strategic commercial ventures</li> <li>• To look across portfolios and accurately advise the Chief Executive, Cabinet and Council how to most effectively manage its resources in ways that will best serve the people of Cardiff and the City Region</li> <li>• To assess the strategic organisational impact of growing service demand, increased financial pressures and a commitment to the provision of improving services; and to advise on all of the options (including innovative responses) and associated implications</li> <li>• To provide strategic leadership to a team, creating, implementing, monitoring and reviewing the performance of support services and</li> </ul>





	<p>ensuring that significantly improved outcomes are facilitated</p> <ul style="list-style-type: none"> <li>• To promote and lead a culture that realises Cardiff's aspirations to becoming a world-class capital city in all aspects of its support to externally-facing services</li> <li>• To scan the external context of the portfolio and to advise and prepare the Council for emerging change, challenges and entrepreneurial revenue raising opportunities</li> <li>• To provide high-level guidance, direction and support to Directors regarding the delivery of large-scale change, cross-portfolio programmes and the benefits and risks of utilising radically different approaches</li> <li>• To contribute to, model and promote the Cabinet's vision for the Council – ensuring it is fully implemented across support services</li> <li>• To promote and lead a culture that realises Cardiff's aspirations to become a world-class capital city</li> <li>• To fulfil all of the statutory duties and responsibilities of the authority's 'Section 151' Officer including operational responsibility for the Cardiff &amp; Vale of Glamorgan Local Government Pension Fund</li> </ul>
<b>Areas of Responsibility</b>	<ul style="list-style-type: none"> <li>• Governance &amp; Legal Services</li> <li>• Digital Services</li> <li>• Finance including Audit &amp; Risk Management</li> <li>• Commissioning &amp; Procurement</li> <li>• Performance &amp; Partnerships including Emergency Planning</li> <li>• Human Resources</li> <li>• Corporate Health &amp; Safety</li> </ul>
<b>Types of Measures of Success</b>	<ul style="list-style-type: none"> <li>• Continually improving outcomes in the lives of people in Cardiff and the City Region</li> <li>• Satisfaction of externally-facing services with the quality, scope and speed of support service provision</li> <li>• Effective co-ordination of resources across support services – improving of service performance, whilst achieving required financial savings and budget control</li> <li>• Satisfaction of Cabinet, Chief Executive and Councillors with the quality of advice offered in relation to key strategic choices</li> <li>• Degree of compliance with legal, regulatory and best practice principles in the delivery of support service provision</li> </ul>





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







## PRINCIPAL TERMS AND CONDITIONS OF SERVICE APPOINTMENT OF CORPORATE DIRECTOR, RESOURCES

### 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 total spot salary for this post is **£132,613** per annum. 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 Corporate Director, Resources 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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