

CARDIFF COUNCIL**Role Profile**

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| 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 |

Appendix 3 – Proposed Role Profiles

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| Areas of Responsibility | <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 |
| Types of Measures of Success | <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

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|--------------------------------|---|
| 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 |

Appendix 3 – Proposed Role Profiles

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|-------------------------------------|--|
| 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 |

Appendix 3 – Proposed Role Profiles

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|-------------------------------------|--|
| 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

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|--------------------------------|--|
| 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

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|--|---|
| | <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.

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| 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

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|--|--|
| 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: _____