

# Cardiff Council Recruitment Pack

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## Corporate Director People & Communities

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 major British cities. 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

In no area is the need for integration across public services greater than at the interface between social care, health and housing. This is particularly the case in relation to supporting older people where the number of citizens in Cardiff aged between 65 and 84 is projected to rise by 45% over the next 20 years, and the number over 85 years old expected to nearly double. The demand pressures and costs associated with an aging population are significant, and are projected to increase.

Finding solutions to these long-term challenges will mean adopting a whole-system approach across social care, health and housing to help older people stay safe and healthy, and live independently in their own homes, for as long as possible. The new post of Corporate Director People & Communities will therefore have strategic responsibility for integrating services to vulnerable people, building on the positive working arrangements that have developed in recent years between the current Social Services and Communities, Housing and Customer Services directorates.

The post will make a crucial senior-level contribution towards enabling the Council – and Cardiff more broadly – to respond positively to fundamental challenges, formulating a cohesive cross-council approach to the development of a change agenda for social services and housing that is vital to the Council's reputation, service delivery role and financial resilience. Above all, there's a need to coordinate more effectively inter-related services in the areas of prevention, housing and social care.

Excellent work has taken place in recent years, particularly around improvements to social care practice and strengthening the Council's ability to support elderly citizens to maintain their independence in their home environment. However, there is now an opportunity to go further, to join up disparate services that are crucial to managing demand more effectively. In addition, at a time when we are seeking to build more council homes, it is essential that the opportunity is taken to meet the accommodation needs of Cardiff's most vulnerable citizens.

The post-holder will bring effective change management expertise and have line management responsibility for the statutory Director of Social Services, covering the full spectrum of adults and children's services.

The Corporate Director will also have overarching managerial responsibility for a net revenue budget in excess of £196m, along with a gross Housing Revenue Budget of £73.5m.

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

Yours sincerely

Paul Orders  
Chief Executive





## CARDIFF COUNCIL

### **Corporate Director, People and Communities** **Salary of £132,613 per annum**

This is an exciting opportunity to work in a vibrant and diverse city and to be part of a dynamic senior management team. In return, we ask you to bring excellent leadership and communication skills plus the passion and experience to deliver efficient, innovative, partnership-focused services to take both of us to the next level.

You will provide strategic leadership and direction on the integration of services provided to vulnerable people across Cardiff, 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.

The role requires an individual who is able to lead strategic and transformational change in public service delivery that ensures the effective and efficient implementation of the Council's strategic choices and achieves continually improving outcomes in the lives of people within Cardiff.

This is a keynote opportunity to become part of a senior management team in a large and diverse leading public organisation within the capital city of Wales. To support our citizens and communities we have over 15,000 employees delivering over 700 individual services to over 350,000 residents.

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](#). For a confidential discussion please contact Paul Orders, Chief Executive on (029) 2087 2401

**Closing Date: 20 December 2017 at 11.59pm**

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 23<sup>rd</sup> January 2018 and final interviews in early February 2018.**



# Role Profile



<b>Role Title</b>	Corporate Director, People and Communities
<b>Grade</b>	Corporate Director Spot Salary
<b>Primary Purpose of Role</b>	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.
<b>Key Accountabilities</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• 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</li> <li>• 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</li> <li>• 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</li> <li>• 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</li> <li>• 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</li> <li>• 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</li> <li>• To promote and lead a culture that realises the Council's aspirations in all aspects of services provided by the People and Communities Directorate</li> <li>• To scan the external context and to advise Cabinet Members on how to position their portfolios for emerging changes, challenges and opportunities</li> </ul>



# Role Profile



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

### **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, People & Communities 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).



# Terms & Conditions



**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.

