

Cardiff Council Recruitment Pack

Assistant Director Street Scene

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 Director



Dear Applicant

Increasingly Street Scene services, including Waste Collections/Recycling, Street Cleansing, and Highways are seen as not just about keeping streets and public areas, clean, well maintained and attractive but essential to the wellbeing and prosperity of citizens and cities. Furthermore, local residents increasingly expect the Street Scene to be of a high quality and services to be joined up, responsive, and customer focussed as well as value for money.

To maximise all these important demands such as nationally benchmarked service levels and outcomes, staff engagement and productivity, customer responsiveness and satisfaction, and value for money the successful candidate will need to skilfully bring together a complex range of factors into a unified improvement focussed approach that addresses the fundamental challenges that environmental service face in a time of increasing economic constrained budgets.

In this context, there are a number of key priorities for the new role that should be highlighted. Firstly, the comprehensive introduction of digital technology is central to transforming Street Scene services and ensuring future success. This will require a focus on automating processes, shifting customer transactions and services into online channels of communication, introducing where appropriate digital work scheduling and other improvements to deliver efficiencies and reducing costs in the face of rising demand. It is also essential in providing intelligence on service demand, which can be analysed to drive improvement and target resources where they will have the greatest impact.

Secondly, there will need to be a clear focus on improving the workforce environment, staff relationships, and engagement in order to create a modern, motivated and well supported environment in which significant productivity improvements are consistently delivered by a workforce that feels highly valued, supported and has the right resources to deliver effectively.

The new post of Assistant Director Street Scene, will oversee a comprehensive programme of service change , with a focus on improving customer engagement and service levels, increasing productivity and digital change, and transforming workforce relationships in the context of value for money. It will be expected that the candidate has senior level experience of successful delivery in each of these areas. In particular they will need to highlight their previous leadership contribution to service and workforce transformation and their role in modernising and, more specifically, digitalising environmental services.

The post-holder will also make a crucial senior level contribution to a wide range of other initiatives both Directorate-wide in Planning, Transport and Environment as well as taking a leading role in wider corporate initiatives.

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

Yours sincerely

Andrew Gregory
Director Planning, Transport & Environment





CARDIFF COUNCIL

Assistant Director, Street Scene **Salary of £ 83,240 per annum**

This is an exciting opportunity to transform services in a vibrant and diverse city. 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 leadership and direction taking lead responsibility for the successful and safe operations of a range of service areas. Including managing and co-ordinating 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. You will also need to deliver relevant aspects of the administration's Capital Ambition commitments and the Council's Corporate Plan, in particular developing a 'total street approach'.

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 priorities and achieves continually improving outcomes in service delivery for the people of Cardiff.

This is an opportunity to become part of a dynamic management team in a large and diverse leading public organisation within the capital city of Wales.

Are you are ready to make the change happen?

The total salary is **£83,240** per annum.

If you are ready for this challenging but rewarding role, you can apply [here](#). For a confidential discussion please contact Andrew Gregory, Director Planning, Transport & Environment on (029) 2078 8567

Closing Date: 19 February 2018 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 8th March 2018 and final interviews in w/c 26th March 2018.



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



Role Profile



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





PRINCIPAL TERMS AND CONDITIONS OF SERVICE APPOINTMENT OF ASSISTANT DIRECTOR, STREET SCENE

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 **£83,240** 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 Assistant Director Street Scene 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.

