

Cardiff Council  
**Recruitment Pack**

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**Head of Service**  
Performance & Partnerships

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



# Letter from the Director



Dear Applicant,

Cardiff Council needs creative, experienced and enterprising people with an appetite to explore and implement new ways of working across boundaries and sectors. We want to secure the best possible future for Cardiff's citizens and businesses and for all those visiting the capital city of Wales.

To deliver the very best for our city and our region we need people with the skill, drive and enthusiasm to support the political leadership to deliver the Council's Capital Ambition. The successful applicant will be able to translate large scale ambition into measurable improvement activity across services and organisations.

This is an exciting opportunity to become part of a senior leadership team that has developed excellent strategic and operational relationships with public and private sector partners. The shared partnership vision will be delivered by changing the way we organise our services so that they are jointly designed and effectively integrated to deliver what matters to individuals, families and communities across the city.

The Council wants to attract the best candidate to support the achievement of this important agenda through a period of organisational change and improvement, looking to deliver outstanding outcomes whilst driving significant efficiencies. Our experience to date shows that such ambition is achievable and if you think you have the right skills to help deliver that ambition we would like to hear from you.

Yours sincerely

A handwritten signature in black ink that reads "Sarah McGill".

Sarah McGill  
Corporate Director, People & Communities





## Head of Service Performance and Partnerships

**Salary £84,905 (£86,603 from 1<sup>st</sup> April 2019)**

Cardiff Council, like many other public sector organisations, is focussed to deliver change that leads to improved outcomes for our citizens whilst transforming how we work with person centred integration, reduced duplication and better levels of efficiency. Reporting to the Corporate Director, People and Communities you will be responsible for providing strategic analysis and robust advice to Cabinet, Council and the Senior Management Team on appropriate priorities and mechanisms for delivering the Administrations Capital Ambition commitments.

Playing an integral strategic role in reshaping the Council and driving performance to ensure continued focus on improvement, you will be able to perform at your best. You will need to be articulate, credible and able to win respect by giving clear expert advice, thinking strategically and leading a broad range of functions.

Your in depth understanding of organisational and partnership performance will enable you to shape and influence the way that services are designed, delivered and monitored. You will work with senior partner leads through our Public Service Board & Regional Partnership Board arrangements and ensure effective integration across regional statutory and organisational strategic policies. Your ability to establish constructive relationships with regulators, partner agencies and other authorities will be key to ensuring that Cardiff is at the forefront of delivering excellent service.

You will also to lead the City's partnership arrangements in relation to community safety, community cohesion and citizen engagement.

For an informal discussion about this post, please contact the Corporate Director, People & Communities, Sarah McGill on **(029) 2087 2900**.

### [CORPORATE PLAN](#)

#### **The Recruitment Process**

Should you decide to make a formal application, the first stage will be longlisting based on your application. This is a Member appointment.

**Closing Date: 11<sup>th</sup> March 2019 at Midday 12.00pm**

The proposed date for the Assessment Centre is the week beginning the 25<sup>th</sup> March 2019 and the proposed date for Member interviews is the 16<sup>th</sup> April 2019.

#### **Queries**

If you wish to have an informal discussion prior to application, please contact the Corporate Director, People & Communities, Sarah McGill on 029 20872900.

#### **Equal Opportunities**

Equal opportunities will be afforded to all applicants. Appointment will be made on merit.



# Role Profile



|                                |   |
|--------------------------------|---|
| <b>Role Title</b>              | Head of Service – Performance & Partnerships  |
| <b>Grade</b>                   | Spot Salary £84,905 (£86,603 from 1 <sup>st</sup> April 2019)   |
| <b>Primary Purpose of Role</b> | <p>To provide strategic analysis and robust advice to Cabinet and Senior Management team on appropriate priorities and mechanisms for the effective delivery of the Council's vision; To take lead responsibility for the successful development and delivery of a broad range of functions to secure the development of a coherent policy agenda for the organisation, and the effective delivery and improvement of services across the Council; To take lead responsibility for the development an effective and proactive communications strategy and capability for the organisation;</p> <p>To manage and co-ordinate people, financial and capital resources to ensure the effective delivery of agreed priorities, and high-quality day-to-day service for customers.</p>   |
| <b>Key Accountabilities</b>    | <ul style="list-style-type: none"> <li>• To ensure the provision of high quality and timely policy advice and insight to the Leader, Cabinet &amp; Chief Executive;</li> <li>• To assess the strategic impact of shifting service demands and financial pressures on service delivery and improvement</li> <li>• To lead on work with Cabinet to shape strategic commitments for the organisation, and the development of a Corporate Plan through which to deliver the Council's vision;</li> <li>• To lead on the development and implementation of an operational planning framework to enable the delivery, review and improvement of corporate priorities;</li> <li>• To secure corporate engagement with effective individual and team performance management systems in order to monitor, assess and improve standards and the achievement of key performance indicators</li> <li>• To facilitate and ensure the successful implementation of partnership arrangements to facilitate the delivery of improved outcomes for Cardiff;</li> <li>• To establish constructive relationships with regulators, partner agencies and other authorities to ensure Cardiff has access to the latest developments in service delivery;</li> <li>• To support the development and implementation of effective arrangements to plan for, respond to and recover from major incidents and service interruptions;</li> <li>• To lead on community safety on behalf of the Council</li> <li>• To lead the City's partnership arrangements in relation to counter terrorism and radical extremism</li> <li>• To lead a management team; effectively manage the people, financial and other resources of the service area, and challenge and inform the management of resources in other service areas and portfolios, to ensure that corporate priorities and genuine customer needs are addressed;</li> <li>• 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</li> </ul> |



# Role Profile



|  |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>• 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</li> <li>• To ensure that practices are put into place to promote safe and appropriately risk-managed operational delivery</li> <li>• To lead Operational Managers in the production of robust and meaningful business plans – providing clarity of purpose, emphasis and key deliverables for the portfolio of services</li> <li>• 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</li> </ul> |
| <p><b>Areas of Responsibility</b></p>      | <ul style="list-style-type: none"> <li>• Corporate Policy and Partnerships</li> <li>• Corporate Communications</li> <li>• Performance &amp; Information Management</li> <li>• Bilingual Cardiff</li> <li>• Community Safety</li> <li>• CONTEST &amp; PREVENT</li> <li>• Cabinet Office</li> <li>• Community Cohesion &amp; Equalities</li> </ul>  |
| <p><b>Types of Measures of Success</b></p> | <ul style="list-style-type: none"> <li>• Achievement of Corporate Priorities for the Council</li> <li>• Continually improving performance across Cardiff Council and the Cardiff Partnership</li> <li>• Improved external assessments of the Council and its services</li> <li>• Enhanced national and international profile for Cardiff</li> <li>• Increased citizen satisfaction with the services provided by the Council</li> <li>• Effective co-ordination of resources across the portfolio of services</li> <li>• Effective budget control across the portfolio, with the delivery of required budget savings</li> </ul>   |



# Role Profile



**Core competencies that need to be demonstrated through the application form.  
Other competencies will be tested through the interview process**

| <b>Behavioural Competencies</b>                | <b>Application Stage</b> | <b>Competency Level(s)</b> |
|--|--------------------------|----------------------------|
| 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                          |



# Terms & Conditions



## **PRINCIPAL TERMS AND CONDITIONS OF SERVICE APPOINTMENT OF HEAD OF SERVICE, PERFORMANCE & PARTNERSHIPS, RESOURCES DIRECTORATE**

### **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 salary for this post is £84,905 per annum (£86,603 per annum from 1<sup>st</sup> April 2019). 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.

### **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 Head of Service Performance and Partnerships 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. You will automatically be enrolled in to the Scheme unless you obtain an opting out form from the Pensions 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**

If you need to use your vehicle for business purposes you will be reimbursed at the HMRC mileage rate.

## **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.

