

# Cardiff Council Recruitment Pack

## Chief Officer Human 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 major British cities. It can also be evidenced by strong performance over recent years 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 sustained 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, not least in the context of the current pandemic – focusing on reforms that 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.



Councillor Huw Thomas  
Leader of the Council

Working for Cardiff, working together



# Letter from the Chief Executive



Dear Applicant

This is an exciting opportunity to become part of our experienced, talented and committed Senior Management Team working collaboratively in a leading public sector organisation with 13,000 employees delivering over 700 individual services to over 350,000 residents.

Cardiff Council needs creative, experienced and enterprising people with an appetite to explore new ways of working across boundaries and sectors to secure the best possible outcomes for Cardiff, the capital city of Wales and a leading UK Core City.

Having the right people, with the right skills, in the right place, at the right time and at the right cost is critical to us achieving the administration's objectives as set out in Capital Ambition and the Corporate Plan.

We need to ensure that employees want to work for us, feel that they are valued and supported as individuals, in accordance with the Council's values in order to retain our talented workforce. At the same time, we want to be recognised as an employer of choice and be known for having a culture that supports high performance and enables a flexible, skilled, engaged and diverse workforce.

Traditional public service models of service delivery are being challenged in the context of austerity and demand, and an unprecedented public health emergency. This requires an ambitious and comprehensive modernisation agenda that will have significant implications for our workforce.

The Council will need to support the development of different leadership qualities and skills across the workforce. We recognise that, to deliver our corporate objectives, we will need to engage effectively with our employees to inspire and encourage them to generate ideas and participate in improving how we deliver our services.

The role of Chief Human Resources Officer is integral to all of this. As a member of the Senior Management Team, in this role, you will be leading on corporate and cross-cutting actions to ensure that the Council meets current and future workforce needs.

If you wish to discuss the role further, please contact Chris Lee, Corporate Director Resources, Tel: (029) 2087 2300.

Yours sincerely

Paul Orders  
Chief Executive



# Advertisement



## Chief Human Resources Officer

**Salary £88,985**

### About The Service

Cardiff is a vibrant and diverse city, and one of the fastest growing cities in the UK. As a major employer of 13,000 employees working across the Council's services and in schools, the Council is reliant on an efficient and effective Human Resources function as a key enabler for the delivery of relevant aspects of the administration's Capital Ambition commitments and the Council's Corporate Plan.

### About The Job

Reporting to the Corporate Director Resources, you will be responsible for providing quality human resources expertise across the Council. Your strategic focus and people-centred approach will ensure that the Council, as a major employer in the city, is well placed to respond to current and future challenges.

As a member of the Council's Senior Management Team you will play an integral strategic role in leading highly effective human resources service delivery, reshaping the Council and driving performance to ensure continued focus on improvement.

### What We Are Looking For From You

You will be able to perform at your best working at a strategic level in a large organisation. Your in depth understanding of local government will enable you to deliver service change, and to shape and influence the way that human resources services are delivered. You will also have the ability to contribute to corporate improvement outside of your direct remit.

You will be articulate, credible and able to win respect by giving clear expert advice. You will have the ability to think strategically and handle complex issues with ease.

A confident communicator, you will quickly establish effective professional relationships across the Council, including with trade union partners, as well as across the broader HR network in Wales and beyond.

You will have a proven track record in human resources management.

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).

**Closing Date:** 16<sup>th</sup> December 2020

### Additional Information

If you wish to have an informal discussion about the post, please contact Chris Lee, Corporate Director Resources, Tel: (029) 2087 2300.



# Advertisement



## Recruitment and Selection Process

The first stage for longlisted candidates will be an Assessment Centre, which will be held towards the end of **January 2021**. The second stage for shortlisted candidates will be an interview with the Appointments Committee in **February 2021**.



# Role Profile

<b>Role Title</b>	Chief Human Resources Officer
<b>Grade</b>	Chief Officer Salary
<b>Primary Purpose of Role</b>	<p>To provide analysis to the Corporate Director Resources regarding best options and methods to deliver relevant aspects of the Council's Corporate Plan.</p> <p>To take lead responsibility for compliant HR services, 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 services for customers.</p>
<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 HR services</li> <li>• To support the Corporate Director Resources in the ongoing development of deep-rooted strategic partnerships and relationships that will position Cardiff's HR services as an exemplar</li> <li>• To accurately advise the Corporate Director Resources on how and where to make efficiencies, cuts or investments in HR services that will best serve the people of Cardiff</li> <li>• To lead a management team; creating, implementing, monitoring and reviewing the performance of HR services and ensuring that significantly improved outcomes for customers are secured</li> <li>• To scan the external context and to advise the Corporate Director Resources on how to position HR services for emerging changes, challenges and opportunities</li> <li>• To ensure that 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> <li>• 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</li> <li>• To lead, motivate and develop a team of managers – ensuring the highest levels of buy-in and execution of the Council's priorities and corporate objectives</li> <li>• To lead managers in the production of robust and meaningful business plans – providing clarity of purpose, emphasis and key deliverables for HR 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>
<b>Areas of Responsibility</b>	<ul style="list-style-type: none"> <li>• Human Resources</li> </ul>
<b>Types of Measures of Success</b>	<ul style="list-style-type: none"> <li>• Achievement of corporate priorities for the HR service</li> <li>• Effective management of resources – improvement of HR performance, whilst achieving required financial savings</li> </ul>



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# Role Profile



**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



# Terms & Conditions



## **PRINCIPAL TERMS AND CONDITIONS OF SERVICE CHIEF HUMAN RESOURCES OFFICER (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 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 **£88,985** 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 Chief Human Resources Officer 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.

