

Cardiff Council  
**Recruitment Pack**

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**Chief Digital Officer**  
Resources Directorate



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

Technology is transforming local public services. Increasingly, local authorities are seeking to automate processes, shift customer transactions and services into online channels of communication, and migrate council systems into cloud-based solutions.

The adoption of new technologies is providing more responsive access for residents who wish to engage digitally with public services, helping to deliver efficiencies and reducing the cost of transactional services in the face of rising demand. It is also providing intelligence on service demand, which can be analysed to drive improvement and target resources where they will have the greatest impact.

Cardiff Council is committed to a Digital First approach, by making the best use of new technologies to deliver our services, particularly our more transactional services, as efficiently and effectively as possible, and providing digital access which is indistinguishable from that available to citizens in every other aspect of their lives.

The new post of Chief Digital Officer will oversee a comprehensive programme of digital transformation, with a focus on streamlining and automating business processes that makes the best use of new technologies to deliver services. The post-holder will also make a crucial senior-level contribution towards enabling the Council to respond positively to fundamental challenges, particularly in terms of technology leadership nationally, organisational transformation and Cardiff's 'Smart City' credentials.

The Chief Digital Officer will provide a vital role in ensuring that this programme of change is co-ordinated and delivered consistently across all council services. The successful candidate will have good technical knowledge and the ability to lead organisational and technological change. The post-holder will also take lead responsibility for the governance, development and implementation of the Council's digital strategy and framework, in support of our Digital First approach to providing digital, 24/7 access to Council services.

You will lead the development of the Council's digital and smart city agendas by using technology to solve complex problems, particularly in relation to how smart technologies can more efficiently help manage city infrastructures. This will involve capturing data to understand customer needs, providing the Council with improved customer intelligence and the service user with improved customer service. You will also play a key role in designing and facilitating the changes to IT architecture that are required to support the use of digital solutions to gain maximum value for the business, while minimising disruptive impacts.

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

### **Chief Digital Officer, Resources Directorate** **Salary of £ 98,270 per annum**

Lead the digital transformation of Cardiff Council

Cardiff is one of the fastest growing Cities in the UK and a hub for digital technology and innovation. These technologies have the potential to transform the way that the people of Cardiff and visitors experience our city.

Much has been achieved already but there is so much more we can do to transform the ways in which we plan, discuss and deliver public services for the people of Cardiff – making them more accessible, efficient, and better suited to the needs of our complex and diverse city.

The Council has decided to appoint a Chief Digital Officer to help deliver its Capital Ambition and make Cardiff a leading smart city. You will work with partners and the technology sectors to encourage collaboration and adoption of common standards around data and service transformation, to drive the development of smart city technology.

You will be someone who has a deep understanding of how technology can be used and developed to make government, public services and decision making better. You will have a strong track record in the disciplines of Enterprise Architecture and Business Change Management and will have used that experience to identify and deliver innovative solutions to city challenges at a senior level, whether in the technology sector or in government.

You will be a powerful advocate for technology and have the communication and diplomatic skills to convene and influence a wide range of external stakeholders. This is an opportunity to work in a vibrant and diverse city and to complete a dynamic team. In return, we ask you to bring leadership and communication skills plus the passion and experience to deliver innovative, partnership-focused services to take us to the next level.

#### **The salary is £ 98,270 per annum.**

If you are ready for a challenge you can apply [here](#). For a confidential discussion please contact Paul Orders, Chief Executive on 02920 87 2401

**Closing Date: 29 January 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 19<sup>th</sup> February 2018 and final interviews in early March 2018.**



# Role Profile



|                                |  |
|--------------------------------|--|
| <b>Role Title</b>              | Chief Digital Officer, Resources Directorate   |
| <b>Grade</b>                   | Spot Salary  |
| <b>Primary Purpose of Role</b> | 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.  |
| <b>Key Accountabilities</b>    | <ul style="list-style-type: none"> <li>• 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</li> <li>• 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</li> <li>• 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</li> <li>• 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</li> <li>• 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</li> <li>• 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</li> <li>• 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</li> </ul> |



# Role Profile



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|--|---|
|  | <ul style="list-style-type: none"> <li>• 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</li> <li>• To promote high professional standards of practice and accountability within the workforce and ensure compliance with all relevant codes of conduct</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 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</li> <li>• As a key member of the senior management team, to undertake cross-cutting responsibilities throughout the Council</li> </ul> |
| <p><b>Areas of Responsibility</b></p>      | <ul style="list-style-type: none"> <li>• Digital First Strategy and Delivery</li> <li>• Organisational Development Programme</li> <li>• Enterprise Architecture</li> <li>• Information &amp; Communication Technology</li> <li>• 24/7 Services including ARC/CCTV, Locality Wardens / Concierge, Telecare Services, Community Alarm, Meals on Wheels</li> <li>• Connect to Cardiff (C2C)</li> <li>• Rent Smart Wales</li> <li>• Smart Cities</li> </ul>   |
| <p><b>Types of Measures of Success</b></p> | <ul style="list-style-type: none"> <li>• Development of a business architecture strategy and application of a structured business architecture approach and methodology</li> <li>• Achievement of corporate priorities for digital services</li> <li>• Continually improving corporate and directorate performance against key performance indicators</li> <li>• Effective budget control and management of resources, with the delivery of required financial savings</li> <li>• Satisfaction of the Cabinet Members with quality of advice offered in relation to key portfolio choices</li> </ul>  |



# 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                   |





## **PRINCIPAL TERMS AND CONDITIONS OF SERVICE APPOINTMENT OF CHIEF DIGITAL 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 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 £98,270 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 Digital 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).





**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.

