



CAMBRIDGE CITY COUNCIL

Early Implementation Paper

Communities Group Design

December 2024

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Introduction

This early implementation paper follows on from the consultation paper issued on 14 October 2024 (and included here as an appendix). This paper does not repeat all the information contained in the consultation paper and it is therefore recommended for those who are not already familiar with the consultation document that the two papers are read in conjunction.

This paper and the changes it details are a part of the Our Cambridge transformation programme. It sets out the first stage of implementation of changes to parts of the Communities Management Team roles that were consulted on within Consultation. There are roles within Communities Management Team which aren't directly impacted or will remain as they are and form part of the wider implementation.

In addition, this early implementation paper contains details on the changes around the structure and roles concerned with planning and carrying out the Cambridge Folk Festival.

The changes respond to the discovery, research and design work carried out by the Communities Group Design project, implications of wider change including the national focus on Cambridge as a key driver for the UK economy, and to the responses given during the formal consultation process.

It should be noted that this paper focusses specifically on changes to staffing structure. While group and team structures are a key part of the design process, it is important to recognise that transformation also relates to wider cultural changes that will support the Communities Group to improve integration in the way we work, with the ultimate aim of improving services for our residents. This context is within the initial consultation paper, here in the response and within the wider feedback paper.

The high-level changes initially set out are confirmed as follows:

- Changes to three communities management team roles to reset a range of activities with strategic alignment to consultation proposals.
- Updating and minor modifications to wider communities management team roles to reinforce leadership responsibilities regarding, performance, growth, equalities and safeguarding.
- Changes to two roles that contribute directly to the delivery of the Cambridge Folk Festival.

The detail of the paper sets out the impact on directly affected staff within Communities Group Management Team and Folk Festival roles. This paper will be followed by a second main implementation paper (in February 2025) that will detail the impact for the rest of the staff that will be impacted due to changes related to moving to the new purpose-based service structure.

The rationale for early implementation for the majority of roles that work as Communities Group Management Team is to allow for work on reviewing feedback

and planning implementation of the main redesign to be done alongside these Leads in a transparent way. No formal change will happen ahead of February 24th 2025. The changes outlined particularly for the three new roles do identify areas of wider change that were proposed in consultation. The details of which require further work following consultation feedback with continued engagement with teams on a number of specific areas. These areas are outlined within the wider feedback paper.

Background

This paper builds on the outcomes of the earlier phases of the Our Cambridge programme, and in particular the Senior Management Review, which was completed in 2023. This was the first time the overarching operational structure of the Council had been considered in such depth since 2010.

The basis of the Communities redesign initial work has been to detail an approach to how we work and how we are structured to deliver two key outcomes:

1. To consider the purpose of our Group and how best to achieve improved outcomes for the residents of the City.
2. To work sustainably within the current and future financial envelope for our residents and tenants.

The design process for the Communities Group started at the beginning of 2024, with the discovery phase providing a real opportunity to staff within the group to reflect on current ways of working and propose ideas for ways in which teams within our group can support each other when objectives are aligned to purpose. The discovery phase guided a subsequent design phase involving further engagement both with the Community Group Management Team (CGMT) and across the organisation, and the development of a consultation paper focused on the new proposed structure.

As part of this process outline approval for the purpose and proposal for Communities Group was agreed by the Leader of the Council at the Strategy and Resources Scrutiny Committee on 30th September 2024.

Consultation process

The consultation process followed the Organisational Change Policy set out by the Council. During the consultation period:

- All members of staff were encouraged to send in their questions and feedback to the dedicated email address, and paper copies of the consultation paper were available on request.
- Two whole group MS Teams sessions, which were recorded and shared for those unable to attend.
- The Communities Director offered to meet with teams and/ or individuals who wished to meet directly regarding the process. He and the Assistant Director for Housing and Homelessness attended 17 meetings in total.
- Staff whose posts were proposed to be placed at risk had individual 1-2-1 meetings before the start of the consultation period and were offered an additional opportunity to meet during the consultation period.
- All staff on long term sick, Maternity leave, and secondment were invited to Group Meetings and given full sight of the consultation paper.
- The consultation paper was made available to all members and was shared directly with the Executive Councillors and members of the Strategy and Resources Committee. All members were encouraged to provide comment where appropriate.
- The Communities Director met with the Trade Unions via MS Teams prior to the consultation period, and during the consultation period itself.
- All questions were responded to directly and a CityNet page with all relevant documents and recordings live on the internet and updated weekly.

Following the closure of the consultation, which ran from Monday 14 October 2024 to Friday 15 November 2024, all the responses have been considered, with specific focus placed on changes that directly impact this early implementation. Further consideration and engagement will take place ahead of February.

Response to the Consultation

The more comprehensive response to consultation will be provided within the main implementation paper in February 2025. The response to consultation below is focused on reflecting feedback related directly to the changes made to roles being implemented early. Given the nature of the feedback across different roles being implemented early it is split between the communities management team roles and folk festival roles.

Structural and operational collaboration

Feedback across Groups has raised questions and challenges about particular approaches to structuring teams.

What is relevant to this early implementation is:

- This structure of CGMT does confirm our approach to purpose-based working. It sets out strategically, with the clusters further signalling this intent, to bring activities together based on the outcomes we wish to achieve and not dominated by the activity itself.
- Representations from across teams has highlighted challenges with developing teams across housing and wider communities functions, from a technical perspective and service delivery. A significant amount of this feedback will be considered as part of the wider implementation. Where there was clear support in looking to strengthen our approach to resident voice by harmonising teams, this is reflected within the Strategic Enabling Communities Lead role.
- Feedback on the names of the clusters has been received and though not changed within the structure chart presented below, will be reviewed as part of wider implementation. The clusters don't form part of any formal structuring so are not required to follow the same due process.

Wider considerations and responses to feedback on neighbourhood-based working and tenure neutral services is more focused on the main implementation, with additional engagement with teams ahead of time.

Communities Senior Management

Leadership and management responsibilities

There was general feedback that the job descriptions didn't accurately reflect what was being outlined within the wider consultation. This was particularly the case for the new roles being proposed.

Firstly, we have updated all the job titles and job descriptions across the roles being implemented in this paper. Where these are deemed minor changes, they have been

made but are not published. Further work on job titles may take place through 2025 to further align across the organisation.

Secondly, where changes required amendments, we have worked to address these concerns, and key changes have been made.

The key change relates to:

- A change to the job title of Strategic Community Engagement and Cohesion Lead to avoid confusion with other organisational roles. This has been changed to more clearly reflect the purpose of the role. This role will be Strategic Resettlement and Community Equity Lead.

There was specific feedback related to ensuring a robust leadership and management approach to key areas across the organisation. Two specific areas around **safeguarding, growth and emergency planning** are addressed here, though it is recognised that wider points regarding both areas need further exploration as part of the wider implementation.

Safeguarding

The integration of safeguarding responsibilities was welcomed in general, however, concerns were raised about capacity, resources and clear guidance.

To clarify, we will have two designated leads for safeguarding (covering adults and children respectively). These are outlined as part of new job roles:

- Children's Lead to be: Strategic Resettlement and Community Equity Lead
- Adults' Lead to be: Strategic Health and Wellbeing Lead

Further to this more explicit reference to the role of leaders regarding safeguarding has been set out, outlining training and compliance within their teams. This will take some time to embed but sets out clearly the role of leaders. Further work and considerations will be made as to how safeguarding is embedded more coherently across the organisation as part of the main implementation.

Growth

Concerns were expressed about the alignment of the proposed restructure with the council's growth plans. We heard feedback that the proposals do not adequately accommodate the oversight and management of future growth and its potential impact on service demands.

Three elements of implementation are worth highlighting at this stage.

- The role of the Strategic Enabling Communities Lead has a coordinating role in representing the collective views of services impacted by growth proposals and continued work to support new communities.
- The Strategic Health and Wellbeing Lead and Environmental Health and Public Safety Lead have explicit reference to shaping the newly approved Health Impact Assessment required within planning.
- New job descriptions for leaders sets out more specifically the accountability to contribute to discussions and consultations on growth, which will include the continued development and implementation of the new S106 processes as the project develops.

Following wider feedback on the potential impact of the proposals on how we respond to the growth in City, this is an area that requires continued discussions as part of the wider implementation.

Emergency planning

Clarification was requested regarding the roles and responsibilities regarding emergency planning. This was particularly regarding being on call.

As part of continued work to ensure a more robust and organisationally resilient approach to emergency planning the roles have been modified to recognise this. There will not be an expectation of roles being 'on call' as part of these changes. The expectations will be more about ensuring skills are updated and we have more collective responsibility to support across areas of expertise should an emergency arise. Some roles have more specific responsibilities set out.

Communities Senior Structure



Key:



Folk Festival Roles

The Cultural Services section of the Consultation Paper proposed a change to the roles that relate to Folk Festival delivery.

Feedback during the consultation process has been reviewed and considered to assess whether changes should be made to the original suggestion to make the future design more successful. Some really valid points were raised and further discussion in how we support staff during the implementation phase and how we manage this change will be encouraged.

Specific questions

Would the proposal place additional demands on the City Events team management, and should the line management be under the new Folk Festival Marketing and Strategic lead?

Bringing the Events Operations Officer and a new Events Assistant post under the line management of the City Events team, reinforces a cross departmental approach and offers some additional support and resource to the City Events team where appropriate. The City Events Manager will not be expected to manage Folk Festival projects or delivery. This will be the overall responsibility of the Folk Festival Marketing and Strategic Lead Manager. They will be strategically leading and managing the festival, so the Events Operations Officer will be expected to work very closely with this post and be directed by this post on Folk Festival matters. This arrangement will be monitored during the first year of the implementation.

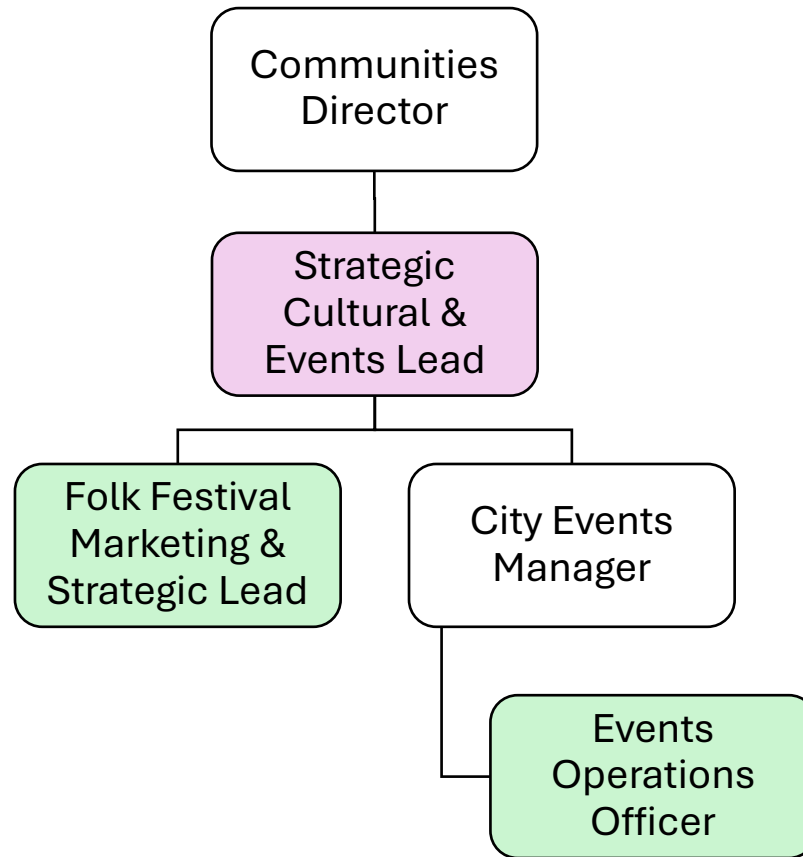
Will there be confusion between the Folk Festival Marketing and Strategic lead and the Marketing Manager role?

There is an ongoing requirement for all Senior Managers to work closely with each other, no less so than with these two posts. The distinction in roles and responsibilities can be outlined clearly in the detail. The new role will allow for an overview and a more focussed approach to the overall direction of the Marketing strategy required for the Festival to thrive.

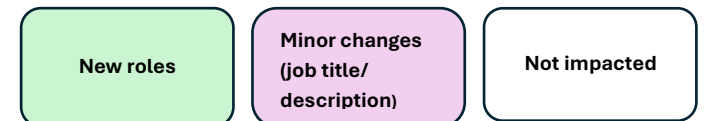
Is the role between the Folk Festival Marketing and Strategic Lead Manager and the Events Operations Officer role clear regarding event delivery and on site responsibility?

The Folk Festival Marketing and Strategic Lead will have the overall responsibility for the direction and delivery of the Folk Festival. This post will be involved in the delivery. The Event Operations Officer will have responsibility for key major areas of delivery on site and in the planning.

Folk Festival Roles Structure



Key for roles:



Post by Post Change

Posts to be deleted, with the post holders put at risk of redundancy

Current Post	FTE	Grade	Proposed Action	Impact on Postholder
Folk Festival Manager	1.00	6	Delete role	Postholder at risk and ringfenced to new Folk Festival role(s)
Event Officer – Folk Festival	1.00	4	Delete role	Postholder at risk and ringfenced to new Folk Festival role
Community Safety Manager	1.00	8	Delete role	Post holder at risk and ringfenced to new roles
Community Development Manager	1.00	8	Delete role	Postholder at risk and ringfenced to new roles
Housing Services Manager (Support & Performance)	0.89	9	Delete role	Postholder at risk and ringfenced to new roles

Modified roles, with current post holder slotted into new role

Role	FTE	Grade	Impact on Postholder
Assistant Director for Housing and Homelessness	1.00	AD1	Job Title change: Assistant Director for Housing and Health. Modified job description. Postholder assimilated.
Housing Services Manager – City Homes	1.00	9	Job title change: Strategic Housing Management Lead. Modified job description. Postholder assimilated
Cultural Services & Events Manager	1.00	9	Job title change: Strategic Cultural & Events Lead. Modified job description. Postholder assimilated
Environmental Health Manager	1.00	11	Job title change: Strategic Environmental Health & Public Safety Lead. Modified job description. Postholder assimilated
Community Funding & Voluntary Sector Manager	0.86	8	Job title change: Strategic Community Investment Lead. Modified job description. Postholder assimilated
Home Improvement Agency Manager	1.00	9	Job title change: Strategic Home Improvement Agency Lead. Modified job description. Postholder assimilated
Housing Services Manager – Housing Advice	1.00	9	Job title change: Strategic Housing Advice Lead. Modified job description. Postholder assimilated
Community Facilities Manager	1.00	8	Job title change: Strategic Community Facilities Lead. Modified job description. Postholder assimilated

New Posts

The following posts are available for ringfenced staff to apply to. Please note that different working hours and patterns will be considered.

Post	Cluster	FTE	Grade	Ringfenced
Strategic Enabling Communities Lead	Enabling Communities	1.00	9	Closed ringfenced for current Community Development Manager.
Strategic Resettlement & Community Equity Lead	Enabling Communities	1.00	9	Closed ringfenced for current Community Safety Manager.
Strategic Health & Wellbeing Lead	Being Healthy & Well	0.89	9	Closed ringfenced for current Housing Services Manager (Support & Performance)
Folk Festival & Strategic Lead Manager	Creating a Thriving Culture	1.00	6	Closed ringfenced for Folk Festival Manager & Event Officer – Folk Festival
Events Operations Officer	Creating a Thriving Culture	1.00	5	Closed ringfenced for Event Officer – Folk Festival

Appointment Process

The table below shows the confirmed new posts, titles and arrangements for selection. A full selection (assessment) process will be completed for all new roles.

New Post	Ring Fenced	Assessment
Strategic Enabling Communities Lead	Yes	Supporting statement & interview with Director
Strategic Resettlement and Community Equity Lead	Yes	Supporting statement & interview with Director
Strategic Health & Wellbeing Lead	Yes	Supporting statement & interview with Assistant Director
Folk Festival & Strategic Lead Manager	Yes	Supporting statement and interview with Cultural Services Manager
Events Operations Officer	Yes	Supporting statement and interview with Cultural Services Manager

Selection timetable / Next steps

Event	CGMT Timescales	Folk Festival Timescales
Individual discussions with all impacted staff. At risk letters issued to those placed at risk of redundancy	9 th December 2024	9 th December 2024
Confirmation of Changes via Implementation paper.	9 th December 2024	9 th December 2024

Event	CGMT Timescales	Folk Festival Timescales
Optional two-hour one-to-one Training on Effective Applications and Interview Tips with a specialist careers advisor for staff whose roles are at risk of redundancy	Week starting 13 th December 2024	
Written deadline for submission of expression of interest/Supporting Statement for role(s)	1pm 13 th December 2024	1pm 13 th December 2024
Interview Period	Week starting 16 th December 2024	Week starting 16 th December 2024
Individual discussions for all impacted to confirm appointment / next steps Notice letters issued for at risk staff not successful in securing alternative employment	Week starting 16 th December 2024	Week starting 16 th December 2024
External Selection for roles not filled commences	January 2025	January 2025
New structure Implemented (<i>job title changes and start to assume new line management responsibilities reflected in main implementation paper</i>)	24 th February 2025	24 th February 2025

Ringfenced application process

Individuals who are placed at risk of redundancy can apply for any of the ringfenced roles by emailing an expression of interest, confirming the role they wished to be considered for, and providing a supporting statement no longer than one side of A4 outlining how they meet the requirements of the job description and person specification.

For the following roles, these should be submitted to Communities Director (sam.scharf@cambridge.gov.uk) by 1pm 13th December:

- Strategic Enabling Communities Lead
- Strategic Resettlement and Community Equity Lead
- Strategic Health and Wellbeing Lead

For the following roles, these should be submitted to Cultural Services Manager (frances.alderton@cambridge.gov.uk) by 1pm 13th December 2024:

- Folk Festival Marketing and Strategic Lead Manager
- Events Operations Officer

EQIA

An EQIA has been undertaken for the post(s) directly impacted by these proposals this is available via CityNet.

Support

The overarching priority throughout this review will continue to be ensuring that staff feel supported throughout and trust the integrity of the process. We will provide:

- Every opportunity to engage with and be supported through the selection and at-risk process.
- A 1:1 meeting with for each person once they have received their formal at-risk letter.
- Confidential discussions with a member of Human Resources. The HR contact for this review is Susan Caranese (Susan.Caranese@cambridge.gov.uk).
- Access to a one-to-one facilitated training session for Effective Applications and Interview Tips with a specialist careers advisor. This will take place on Tuesday 17th December. To book a place email Learning and Development (Learning.Development@cambridge.gov.uk)

Staff who are at risk of redundancy will also be placed in the Council's redeployment pool with immediate effect. A member of the Recruitment Team will ensure that they receive notification of vacancies in the wider Council in advance of them being advertised internally/ externally. Throughout the consultation and there-after, there will be opportunities to discuss the proposed changes. Appropriate interventions will be provided to support people through the transition and development into new roles.

Organisational change can be a stressful time, and any staff member may request confidential counselling through PAM Assist on 0800 882 4102 or via www.pamassist.co.uk. The username is 'cambridgecc' and the password is 'cambridgecc1'.

Staff may wish to talk to trade union representatives individually or collectively. Trade Union representatives have been briefed and provided with a copy of this paper. The Trade Unions also responded to the proposals as part of the consultation process. The Trade Unions can be contacted through:

GMB: gmb.gmb@cambridge.gov.uk

UNISON: Unison@cambridge.gov.uk

A copy of the Organisational Change Policy is available on the intranet – [HERE](#).

Financial Implications

The changes in this paper are anticipated to result in annual revenue increase of approximately £15,500 as pay bands have increased with the proposed new roles. Any one-off redundancy and pension strain costs will be met from general reserves.

Conclusion

A huge thank you to everyone that has inputted to this point. Your feedback and contributions to the consultation process has been invaluable. I look forward to working with you as we move forward with further engagement ahead of the main implementation and beyond.

With best wishes,

A handwritten signature in black ink, appearing to read 'S. Scharf', with a stylized, cursive script.

Sam Scharf
Communities Director

Appendix One: Consultation Paper

The [consultation paper](#) for the Proposal for the Communities Group can be found here.

Appendix Two: Job Descriptions for New Posts

There are five job descriptions for the new posts included on the following pages. They have now all been completed and finalised.

They are:

• Strategic Enabling Communities Lead	starts on page 19
• Strategic Resettlement and Community Equity Lead	starts on page 23
• Strategic Health and Wellbeing Lead	starts on page 27
• Folk Festival Marketing and Strategic Lead Manager	starts on page 31
• Events Operations Officer	starts on page 36

Job Description

Strategic Enabling Communities Lead

The purpose of this role is:

The purpose of this role is to lead and direct neighbourhood-based engagement and enablement with local communities and partners in Cambridge, using community development approaches to achieve local and corporate objectives.

The role leads the organisation's work across all communities, which includes regulatory responsibility for tenant engagement for the Council's housing stock and oversight and leadership of growth coordination, supporting HDA and Planning to ensure coordination of the resident voice and colleague input. This is particularly focused on master planning and regeneration.

The role as part of the Communities Group Management Team will ensure we are delivering outcomes for residents that are purpose-focused, using a prevention approach wherever possible, and person-centric.

In this role you will provide:

Outcomes Leadership: Lead and manage a comprehensive programme of activities aimed at achieving outcomes-based performance measures. This will also include statutory reporting on regulatory areas of work.

Stakeholder and Partnership Management: Cultivate and maintain strong relationships with a wide range of stakeholders, internally and externally, including voluntary organisations and Members to effectively deliver a neighbourhood-based model of working.

Strategic Vision and Planning: Collaborate on the development and implementation of the vision, corporate plan, and community wealth-building initiatives, ensuring they reflect the needs and aspirations of the community.

Role specific responsibilities

1. Lead strategy, planning, and implementation of a structured model for neighbourhood-based community development that provides integration with wider public bodies where possible and allows colleagues across the Council to deliver proportionally and coherently for residents across the City.
2. Provide oversight and leadership of growth coordination for local and new communities, bringing together colleagues across a range of services as well as being informed by local stakeholders and residents. Support HDA and Planning to ensure coordination of the resident voice in the development of strategic plans and ensuring the Council's approach is joined up.

3. Lead the organisation's statutory responsibilities to ensure tenants of the Council's housing stock in relation to tenant voice and engagement, guided by the principles of community development. This includes support for Residents Associations as required.
4. Have oversight of the implementation of a range of community wealth building approaches set out within the Strategy.
5. Coordinate the Council's approach, alongside partners, to Social Value and S106. Develop an investment approach to ensure that the organisation as well as the wider community sector benefits from all funding and resources available in line with its Community Wealth Building approach.
6. Be accountable for line management of staff, budget management, and securing external funding; develop and review service plans and training programs. Work alongside Members to ensure their input is reflected within programmes in their communities, and their roles as community leaders are reflected and supported through Council governance.
7. Demonstrate an awareness and understanding of equality, diversity and inclusion, and apply this to your role and ways of working.
8. You may be required to provide technical or professional expertise and help in the event of a major emergency.
9. Take specific responsibility for providing advice and guidance to your teams with regard to safeguarding children, young people and adults, whilst liaising with the Safeguarding Leads for Children and Young persons, and Older Persons on complex cases. This role will also ensure your teams are compliant with the Council's Safeguarding Policy and training requirements.
10. Undertake such other duties as may be reasonably required compatible with and/or arising from those listed above. Travel to and attend evening meetings as required.

Role Dimensions and Additional Information	
Group & Team:	Communities: Enabling Communities
Contractual Work Base:	To be confirmed in main implementation in Feb 2025
Grade:	City Pay Band 9
Line Management Responsibility:	To be confirmed in main implementation in Feb 2025
Budget Responsibility:	To be confirmed in main implementation in Feb 2025

Experience

Essential:

- Significant experience in community development or a related field
- Experience in leading and managing teams.
- Experience in working with diverse communities
- Experience in securing external funding
- Experience in developing and implementing service plans
- Experience of working with staff teams and influencing others to embrace change, maintain high performance and seek to continuously improve services
- Extensive knowledge and experience of issues affecting communities, including up to date knowledge of community development principles and good practice
- Extensive knowledge and experience of regeneration and growth, including planning structures
- Knowledge and experience of assessing and managing risks

Desirable:

- Experience in a local authority or housing association

Qualifications and Training

Essential:

- Demonstrable experience working in the areas of community development, third sector policy and management; and equalities and diversity

Desirable:

- A relevant qualification in community development, social sciences, or a related field

Essential Knowledge and Skills

- Extensive knowledge and experience of issues affecting safeguarding children and young people, including up to date knowledge of legislation and good practice
- Skills in using data and analytics to inform decision-making
- Understanding of housing regulation in relation to the Consumer Standards and resident involvement.
- Awareness and understanding of equality, diversity and inclusion issues
- Ability to work effectively with Councillors

Additional Qualities

- Knowledge of specific local issues and challenges

Values and Behaviours:

Demonstrating our values in all that we do helps us to deliver the best outcomes and make a difference to our communities. You will be able to demonstrate how you can model our values in your role



Additional Role Requirements:

DBS Check Required:	Enhanced
Politically Restricted	Yes
Requirement to Drive CCC Vehicles:	Yes
Requirement to travel around the City:	Yes
Additional Requirements for the role:	n/a
Is this role in scope for IR35:	No

Job Description

Strategic Resettlement and Community Equity Lead

The purpose of this role is:

Working in partnership with other agencies, including the voluntary sector, this role will provide strategic leadership for a programme of activity aimed at achieving outcomes focused on community empowerment, safety, resettlement, and evidence-based equity. Strategically, this role oversees duties such as the Community Safety Partnership, the Council's Youth Strategy and Statutory Equalities Duties and Domestic Abuse Related Death reviews.

The role as part of the Communities Group Management Team will ensure we are delivering outcomes for residents that are purpose-focused, using a prevention approach wherever possible, and person-centric.

In this role you will provide:

Outcomes Leadership: Lead and manage a comprehensive programme of activities aimed at achieving outcomes-based performance measures. This will also include statutory reporting for contracts and grants.

Stakeholder and Partnership Management: Cultivate and maintain robust relationships with stakeholders, including voluntary organisations, universities, businesses, and other key partners, to effectively deliver the programme's objectives and enhance community equity and cohesion.

Strategic Vision and Planning: Collaborate on the development and implementation of the Council's vision, corporate plan, and community wealth-building initiatives, ensuring they are inclusive and reflective of the diverse needs and aspirations of the community, particularly disadvantaged groups.

Role specific responsibilities

1. Provide oversight and leadership for the Community Safety Partnership, foster strong relationships with a wider range of stakeholders to enhance community safety and cohesion; achieving the annual objectives of the Cambridge Community Safety Plan, including: co-ordinating responses across the Council services with particular emphasis on matrix management across other teams, taking decisions on the allocation of delegated project budgets.
2. Lead on the Council's strategic vision and delivery of resettlement programmes for refugees and people seeking asylum in Cambridge and the surrounding areas. Work with a wide range of partners, liaising with other districts across the County, regional groups and local voluntary organisations to achieve support and integration for the resettled people, in line with central government funding and performance

requirements.

3. Apply a strong understanding of evidence-based equity and equalities to inform and guide professional practices, ensuring inclusivity and fairness in all activities and delivering a programme for the City that reflects the needs and aspirations of communities of identity that experience disadvantage. Lead the Council's Statutory Equalities Duty.
4. Develop and embed the council's TOM principle of 'prevention' across the Communities Group, working with colleagues to develop consistent practice and approaches of measuring outcomes.
5. Collaborate with colleagues and key stakeholders to influence policy and decision-making, ensuring sustainable and equitable growth for the City, aligned to the Council's vision and service strategies.
6. Be accountable for line management of staff, budget management, and securing external funding; develop and review service plans and training programs. Work alongside Members to ensure their input is reflected within programmes and work follows the organisation's governance processes.
7. You may be required to provide technical or professional expertise and help in the event of a major emergency.
8. Act as the joint corporate lead officer for safeguarding, specialising in children at risk of harm or neglect, ensuring that the City Council meets its statutory responsibilities. Lead safeguarding decision making for Senior Managers, Members and other Council departments. Be responsible for safeguarding audits and quality assurance, developing the Council's safeguarding policy and procedures, overseeing training content, matrix management of Designated Officers ensuring CPD, providing advice on complex safeguarding concerns, and acting as the Council link to the relevant Cambridgeshire and Peterborough Safeguarding Board.
9. Demonstrate an awareness and understanding of equality, diversity and inclusion, and apply this to your role and ways of working.
10. Undertake such other duties as may be reasonably required compatible with and/or arising from those listed above. Travel to and attend evening meetings as required.

Role Dimensions and Additional Information	
Group & Team:	Communities: Enabling Communities
Contractual Work Base:	To be confirmed in main implementation in Feb 2025

Grade:	City Pay Band 9
Line Management Responsibility:	To be confirmed in main implementation in Feb 2025
Budget Responsibility:	To be confirmed in main implementation in Feb 2025

Person Specification	Strategic Resettlement and Community Equity Lead
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Experience

Essential:

Significant experience of partnership working particularly with external agencies to deliver collaborative results

Experience of working with people at a senior level across departments in a large organisation and with different

Leading regulated activity (eg The Community Safety Partnership)

Ability to lead and influence peers and senior leaders in the organisation

Experience of identifying and assessing need, risk management and complex decision making

Qualifications and Training

Essential:

Demonstrable experience working in the areas of community safety, equalities and directly within communities

Desirable:

Degree, ideally in the area of law or social policy with significant understanding of crime and disorder issues, or a related field

Essential Knowledge and Skills

In-depth understanding of functions and current issues facing local government

Knowledge of relevant safeguarding legislation, statutory guidance, and procedures

Knowledge of the key issues affecting communities that are often underrepresented and whose voices are seldom heard

Skills in using data and analytics to inform decision-making

Additional Qualities

Knowledge of specific local issues and challenges

Knowledge of central government schemes for the resettlement of refugees and people

seeking asylum

Values and Behaviours

Demonstrating our values in all that we do helps us to deliver the best outcomes and make a difference to our communities. You will be able to demonstrate how you can model our values in your role



COLLABORATIVE



COURAGEOUS



COMPASSIONATE



ACCOUNTABLE



Additional Role Requirements

DBS Check Required:	Enhanced
Politically Restricted	Yes
Requirement to Drive CCC Vehicles:	Yes
Requirement to travel around the City:	No
Additional Requirements for the role:	n/a
Is this role in scope for IR35:	No

Job Description

Strategic Health and Wellbeing Lead

The purpose of this role is:

The purpose for this role is to lead and motivate a team to deliver customer-focused independent living, health and wellbeing services on time and within budget, while ensuring resident safety, and collaboration with internal and external partners to achieve Cambridge City Council's objectives.

A key focus is on health and wellbeing, providing oversight and leadership for various health partnerships, and embedding the principle of prevention across working practices. The role is the strategic lead for safeguarding of older persons, working closely with the corporate safeguarding lead for children.

The role as part of the communities group management team will ensure we are delivering outcomes for residents that are purpose-focused, using a prevention approach wherever possible, and person-centric.

In this role you will provide:

Outcomes Leadership: Lead and manage a comprehensive programme of activities aimed at achieving outcomes-based performance measures. This will also include statutory reporting for contracts and grants.

Stakeholder and Partnership Management: Cultivate and maintain robust relationships with stakeholders, including voluntary organisations, universities, businesses, and other key partners, to effectively deliver the programmes objectives.

Strategic Vision and Planning: Collaborate on the development and implementation of the Council's vision, corporate plan, and community wealth-building initiatives, ensuring they are inclusive and reflective of the diverse needs and aspirations of the community, particularly disadvantaged groups.

Role specific responsibilities

1. Lead, support, inspire and develop the Health & Wellbeing Teams, including independent living, supportive housing solutions and active lifestyles teams, creating a pipeline of talent. Ensure that team members understand the importance of their roles within the housing service and the Council's values and behaviours.
2. Act as the joint corporate lead officer for safeguarding, specialising in adults at risk of harm or neglect, ensuring that the City Council meets its statutory responsibilities. Lead safeguarding decision making for Senior Managers, Members and other Council departments. Be responsible for safeguarding audits and quality assurance, developing the Council's safeguarding policy and procedures, overseeing

training content, matrix management of Designated Officers ensuring CPD, providing advice on complex safeguarding concerns, and acting as the Council link to the relevant Cambridgeshire and Peterborough Safeguarding Board.

3. Act as Housing Services' lead on domestic abuse, ensuring that the services' response meets the standards set out by the Domestic Abuse Housing Alliance and that accreditation is maintained.
4. Be proficient in financial management developing and monitoring budgets in line with corporate requirements. Take an active role in promoting sound financial practises and develop a close working relationship with Finance business partners.
5. Provide expert professional and technical advice to your team, the Communities Group, across the Council, elected members and residents in relation to older persons housing, supportive housing solutions, active lifestyles and health and wellbeing.
6. Set, achieve and take accountability for performance targets considering external benchmarking. Create a high performing team that places residents at the centre of service delivery and which is responsive to changing circumstances and demands and works preventively in relation to homelessness, health and wellbeing.
7. Be proficient at managing risks, with the ability to bring a strategic view to emerging risks whilst providing leadership and clear direction to risk management and mitigation. Ensure that the housing service is prepared to effectively react to incidents by maintaining a proportionate business continuity plan.
8. Collaborate with colleagues and key stakeholders to influence policy and decision-making, ensuring sustainable and equitable growth for the City, aligned to the Council's vision and service strategies. Bring a particular focus to the implementation of Health Impact Assessments.
9. Demonstrate an awareness and understanding of equality, diversity and inclusion, and apply this to your role and ways of working.
10. You may be required to provide technical or professional expertise and help in the event of a major emergency.
11. Undertake such other duties as may be reasonably required compatible with and/or arising from those listed above. Travel to and attend evening meetings as required.

Role Dimensions and Additional Information	
Group & Team:	Communities: Being Healthy and Well
Contractual Work Base:	To be confirmed in main implementation in Feb 2025

Grade:	City Pay Band 9
Line Management Responsibility:	To be confirmed in main implementation in Feb 2025
Budget Responsibility:	To be confirmed in main implementation in Feb 2025

Person Specification	Strategic Health and Wellbeing Lead
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Experience

Essential:

- Leadership and team management in a Housing/Care/Health Sector
- Financial and performance management
- Project and programme management
- Housing, Care or Health Policy development and implementation
- Stakeholder engagement

Desirable:

- Experience of agile working
- Experience of local government
- Experience or expert knowledge of the complaints code
- Evidence of involvement in procurement processes

Qualifications and Training

Essential:

- Experience of managing a large service area
- Evidence of continuing professional development
- Experience of managing in a housing, older persons housing, care or supported housing sector

Desirable:

- Professional body membership
- Relevant Level 5 qualification (Housing, Homelessness, Care, Health or Management)
- Experience of health and wellbeing

Essential Knowledge and Skills

- Ability to write and present user-friendly reports and information, often on complex issues
- Knowledge of the current and future challenges facing the older persons housing

sector regionally and nationally

- In depth understanding of legislation, regulation
- Actively listens to and responds to customers sensitively and appropriately
- Able to negotiate and influence others to achieve service outcomes

Additional Qualities

- Ability to work in a political environment

Values and Behaviours:

Demonstrating our values in all that we do helps us to deliver the best outcomes and make a difference to our communities. You will be able to demonstrate how you can model our values in your role



COLLABORATIVE



COURAGEOUS



COMPASSIONATE



ACCOUNTABLE



Additional Role Requirements:

DBS Check Required:	Enhanced
Politically Restricted	Yes
Requirement to Drive CCC Vehicles:	Yes
Requirement to travel around the City:	Yes
Additional Requirements for the role:	n/a
Is this role in scope for IR35?	No

Job Description**Folk Festival Marketing and Strategic Lead Manager****The purpose of this role is:**

- To play a key role in driving the commercial success, audience growth, and brand visibility of the Cambridge Folk Festival.
- To combine leadership in strategic marketing, partnership management, and business development to enhance the festival's profile while ensuring financial sustainability and the Cambridge Folk identity.
- To be responsible for matrix managing and motivating the Folk Festival team to ensure effective delivery of customer-focused services on time and within budget.
- To forge the development of a future strategy for the Folk Festival with a clear 3-year business plan, high level Marketing strategy with new initiatives and proposals, and contribute to the corporate objectives and overall success of Cambridge City Council through effective working with colleagues in the Council and with partners and elected members.

In this role you will:

1. Develop and execute long-term marketing and business strategies aligned with the festival's goals, enhancing its reputation, audience base, and commercial revenue.
2. Create and embed a new targeted and effective Marketing Strategy. Lead and liaise on all marketing efforts, including digital, postcode analysis, social media, content creation, print, and PR campaigns, ensuring cohesive and impactful messaging.
3. Maintain and grow the festival's brand identity, ensuring its relevance, appeal, and consistency across all platforms.
4. Increase ticket sales and attendee numbers by creating compelling campaigns and developing innovative engagement strategies to attract diverse audiences.
5. Identify, negotiate, additional partnerships, and collaborations with external businesses, media, and cultural organizations to expand the festival's reach and revenue.
6. Lead the adoption of cutting-edge digital marketing tools, data analytics, and social media trends to optimize audience targeting and engagement.
7. Collaborate closely with the programming, production, and operations teams to ensure financial targets and key objectives align with event goals and timelines.

8. Ensure cost-effective festival execution, while also identifying opportunities for new revenue streams. Effective budget management and cost centre management responsibility to ensure successful and safe delivery of the festival and ancillary elements meeting agreed target outcomes and maximising financial yield from the event. Support the process of securing project funds for the festival's artistic and creative programming activities, eg grant funders, sponsors etc.
9. Build and maintain relationships with internal and external stakeholders, including festival staff, artists, media partners, and local government.
10. Lead, and mentor, a small team of marketing and event management professionals, freelancers, and external agencies working for the Folk Festival.
11. Regularly report on financial and operational performance to senior management, festival boards, and other stakeholders. Use data-driven insights to improve festival strategies year-on-year.
12. Ensure effective communication to maximise opportunities with the national and international music industry. Build professional networks with internal and external stakeholders including other teams, artists, other festival event management teams, traders etc.
13. Carry out risk assessments – including financial, reputational, and safety risks.
14. Directly manage responsibility and development for the festival and ancillary elements, while also secure new audiences and challenging audience expectations.
15. Be responsible for the license obligations of the event (including license holder where appropriate)
16. Act as Bronze (operational) command as part of onsite management structure.
17. Programme satellite events and activities throughout the year to regularly reinforce the festival brand and ensure effective communication and consultation with stakeholders of all events including local residents, schools, community groups, politicians and local businesses.
18. Carry out any other duties as required by your line manager from time to time in accordance with the grading of the post.

Role Dimensions and Additional Information	
Group & Team:	Communities: Creating a Thriving Culture
Contractual Work Base:	

Grade:	City Pay Band 6
Line Management Responsibility:	Freelance Folk Festival Programmer and temporary workers
Budget Responsibility:	£1.7m expenditure

Person Specification	Folk Festival Marketing and Strategic Lead Manager
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Experience

Essential:

- Proven experience of successfully leading and project managing large scale outdoor live events (no smaller than 5000 attendees)
- Providing customer focused services
- Leading an onsite team and acting as operational Bronze command (at least)
- Managing professional relationships with relevant stakeholders eg, caterers, media, traders, artists, contractors, local residents, landowners and local authorities
- Contract management and procurement in accordance with Council policies and procedures
- Successfully leadership of own team and wider teams of staff including temporary workers both pre-event and onsite
- Obtaining and complying with event licenses
- Creating event management planning documentation (including briefing documents)
- Direct responsibility for traffic management including car parks and at event sites
- Successfully managing budgets and securing funding through grants and obtaining sponsors
- Consistently achieving deadlines and targets
- Effective management of risk and producing risk assessments

Desirable:

- Presenting event information at Safety Advisory Group meeting

Qualifications and Training

Essential:

- Educated to degree level or equivalent in business management, marketing, or chartered institute of Marketing
- Project management qualification or equivalent

Desirable:

- IOSH

Essential Knowledge and Skills

- Able to inspire trust, confidence, respect and credibility from a range of people
- Ability to manage and develop staff
- Able to deal effectively with performance, conduct and absence issues
- Ability to deal with change and support new ways of working
- Communicates in an effective and respectful manner
- Awareness and understanding of diversity issues
- Demonstrates personal responsibility for decisions and actions and the consequences of these
- Solid project management for large scale outdoor events
- Actively listens to and responds to customers sensitively and appropriately
- Able to influence others to achieve service outcomes
- Understanding of outdoor festival, music and event industry
- Excellent IT literacy
- Excellent communication, negotiation and influencing skills
- Innovative problem-solving skills
- Excellent interpersonal skills and able to work collaboratively building rapport quickly
- Strong team player and able to lead using own initiative

Additional Qualities

- Awareness of the external environment and its impact on the Council

Values and Behaviours

Demonstrating our values in all that we do helps us to deliver the best outcomes and make a difference to our communities. You will be able to demonstrate how you can model our values in your role

**COLLABORATIVE****COURAGEOUS****COMPASSIONATE****ACCOUNTABLE**

Additional Role Requirements	
DBS Check Required:	
Politically Restricted:	No
Requirement to Drive CCC Vehicles:	No
Requirement to travel around the City:	Yes
Additional Requirements for the role:	n/a
Is this role in scope for IR35:	No

Job Description**Events Operations Officer****The purpose of this role is:**

To manage the effective operational planning and delivery of Cambridge Folk Festival, working with the Folk Festival Marketing and Strategic Lead Manager, and to support the wider City Events programme.

In this role you will:

1. Manage the planning of operational Festival delivery, and contribute to the longer-term objectives for the festival;
2. Manage the effective administrative, operational and organisational delivery of Cambridge Folk Festival, including the efficient management of event processes and contracting
3. Manage specific workstreams, but not limited to, the procurement administrative process, the management control information process, sourcing caterers and traders, merchandise, temporary staff, and advancing arrangements with artists and performers and other contractors;
4. Be the main point of contact for Festival enquiries and general event correspondence;
5. Ensure that the Folk Festival achieves its expected targets through effective planning and monitoring against agreed targets, financial and other;
6. Ensure that all financial transactions relating to allocated workstreams are properly recorded, and that all purchases are carried out in accordance with the procurement policies of the Council;
7. Ensure administrative compliance with relevant industry legislation and guidance, health and safety legislation, Council policies, including procurement administrative processes, for successful and safe event delivery;
8. Ensure that the Folk Festival maintains and develops its status as a green, environmentally friendly and ethically considerate festival retaining its core values, ethos and traditions;
9. Ensure robust event management control documentation is produced for onsite management including preparation and delivery of briefings and procedures for staff;
10. Ensure effective recruitment of temporary staff and contractors in accordance with Council procedures to deliver the festival including security, stewarding, policing, first-aid, bars and catering, staging, power, toilets, noise monitoring, stage management, transport etc;

11. Build professional networks with internal and external stakeholders including other teams, artists, other festival event management teams, traders etc;
12. Secure use of festival's locations including campsites, performance sites, car parks etc. and effectively manage associated contracts for services, in liaison with the Folk Festival Marketing and Strategic Lead Manager;
13. Manage and delegate key tasks of the on-site delivery team and the overall operational process, coordinating, briefing, and supervising temporary staff as required, including permanent and temporary Folk Festival office staff;
14. Ensure that office based administrative systems are translated effectively and seamlessly into the on-site environment and manage their on-site operation;
15. Line management of the Events Assistant
16. Carry out any other duties as required by your line manager from time to time in accordance with the grading of the post; and
17. Support the production and operational process of the Communities Event portfolio especially the City Events.

Role Dimensions and Additional Information	
Group & Team:	Communities: Creating a Thriving Culture
Contractual Work Base:	To be confirmed in Communities Design project main implementation in Feb 2025
Grade:	City Pay Band 5
Line Management Responsibility:	Events Assistant and temporary workers
Budget Responsibility:	To be confirmed in Communities Design project main implementation in Feb 2025
Date Evaluated/updated	Nov 2024

Person Specification	Events Operations Officer
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Experience

Essential:

Working in a live/outdoor events environment

Project Management with multiple priorities

Working with a variety of stakeholders i.e. caterers, traders, artists, contractors

Working as part of a team

Handling income and expenditure

Working with event management software

Monitoring and managing budgets

Monitoring and managing contractors

Qualifications and Training

Essential:

- A good level of maths and English at GCSE level or equivalent.

Desirable:

- IOSH

Essential Knowledge and Skills

- Awareness of good event management practice
- Knowledge of relevant statutory regulations and legislation, including food hygiene
- Knowledge of procurement practice

Additional Qualities

Appreciation and understanding of the live event industry and folk music

Values and Behaviours

Demonstrating our values in all that we do helps us to deliver the best outcomes and make a difference to our communities. You will be able to demonstrate how you can model our values in your role



COLLABORATIVE



COURAGEOUS



COMPASSIONATE



ACCOUNTABLE



Additional Role Requirements

DBS Check Required:	No
Politically Restricted	No
Requirement to Drive CCC Vehicles:	Yes
Requirement to travel around the City:	Yes
Additional Requirements for the role:	Ability to attend events as required
Is this role in scope for IR35:	No