County Hall
Cardiff
CF10 4UW
Tel: (029) 2087 2000

Neuadd y Sir
Caerdydd
CF10 4UW
Ffôn: (029) 2087 2000

CARDIFF
CAERDYDD

AGENDA

Committee	APPOINTMENT COMMITTEE- DIRECTOR OF SOCIAL SERVICES
Date and Time of Meeting	WEDNESDAY, 21 MARCH 2018, 9.30 am
Venue	LEADER'S CONFERENCE ROOM, LEVEL 5, COUNTY HALL, ATLANTIC WHARF, CARDIFF
Membership	Councillor Huw Thomas (Chairperson) Councillors Boyle, Elsmore, McGarry and Dianne Rees

1   **Apologies (if any)**

2   **Declarations of Interest**

To receive declarations of interest (such declarations to be made in accordance with the Members Code of Conduct).

3   **Terms of Reference**

To discharge the functions of the authority in respect of the appointment and dismissal of Chief Officers and Deputy Chief Officers (as defined in the Local Authorities (Standing Orders) (Wales) Regulations 2006) and the statutory Head of Democratic Services, in accordance with the Employment Procedure Rules and any other relevant Council policies and procedures.

4   **Minutes** *(Pages 1 - 2)*

To approve the minutes of the short-listing Committee held on 6 March 2018.

5   **Exclusion of the Public**

Information included in the following item is not for publication by virtue of paragraphs 12 and 13 of Part 4 of Schedule 12A of the Local Government Act 1972.

6   **Appointment of Director Social Services** *(Pages 3 - 110)*

To interview candidates and conclude the process for the appointment to the post of Director of Social Services.

7   Appointment to the Statutory Role of Director of Social Services *(Pages 111 - 116)*

Report of the Chief Executive

8   Dismissal (if required)

To consider any consequential dismissal (if required).

Davina Fiore
Director Governance & Legal Services
Date: Thursday, 15 March 2018
Contact: Gill Nurton, 029 2087 2432, g.nurton@cardiff.gov.uk

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

APPOINTMENT COMMITTEE

6 MARCH 2018

Present: Councillor Huw Thomas(Chairperson)
             Councillors Boyle, Elsmore, McGarry and Dianne Rees

1   :   APOLOGIES

There were no apologies.

2   :   DECLARATION OF INTERESTS

There were no declarations of interest in accordance with the Members Code of Conduct.

3   :   TERMS OF REFERENCE

The Terms of Reference were noted as follows:-

"To discharge the functions of the authority in respect of the appointment and dismissal of Chief Officers and Deputy Chief Officers (as defined in the Local Authorities (Standing Orders) (Wales) Regulations 2006) and the statutory Head of Democratic Services, in accordance with the Employment Procedure Rules and other relevant Council policies and procedures".

4   :   MINUTES

The minutes of the 8 February 2018 were approved as a correct record.

5   :   EXCLUSION OF THE PUBLIC

RESOLVED: That the public be excluded during the discussion on the following item of business on the grounds that, if members of the public were present during the discussion, because of the nature of the business to be transacted there would be disclosure to them of the except information as defined in Part 4 of Schedule 12A of the Local Government Act 1972 and as described below:-

Paragraph 12 – Information relating to an applicant to become an employee of the Authority; and

Paragraph 13 – Information which was likely to reveal the identity of an individual.

6   :   APPOINTMENT OF DIRECTOR OF SOCIAL SERVICES

The Appointment Committee for the post of Director Social Services was reconvened to receive and consider the findings from the Assessment Centre on 20 February 2018.

Mandy Pigny, the External Lead Assessor presented the findings for candidates following the assessment centre exercises which had been scored against the behavioural competencies for the role. The Committee based on the essential

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

criteria, assessment outcomes and the candidate's original application form considered which candidates should be put forward to formal interview.

RESOLVED – That

1. candidates 1, 3 & 5 be invited for interview;

2. the candidates be advised of the chosen presentation topic and that a maximum of 10 minutes will be allocated for the presentation; and

3. the selected questions be finalised for the interview committee.

7   :   DISMISSAL (IF REQUIRED)

There was no consequential dismissal required as part of the short-listing process.

8   :   DATE OF NEXT MEETING

The next meeting was scheduled for Wednesday 21 March 2018.

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

NOTES FOR APPOINTMENTS COMMITTEE FOR APPOINTMENT OF CHIEF EXECUTIVE / CORPORATE DIRECTOR RESOURCES / DIRECTORS / ASSISTANT DIRECTORS / CHIEF OFFICERS

Appointment Committee Process

1. Confirmation of Chair (appointed at Appointments Committee Long Listing stage)

2. Chair checks on the order and who will ask which question from the prepared list.

3. Chair ensures all Members are clear on the process to be followed during the interview i.e. Candidates to be seen one at a time in line with interview structure below.

Interview Structure

4. Candidates will be welcomed and introduced to the Committee and reminded of the format of the interview by the Chair.

5. Candidate to give presentation (10 minutes) (Clerk to give indication of when reach 9 minutes)

6. Committee to ask questions related to the presentation only. (5 to 10 minutes)

7. When these questions have been answered the Chair will move to the first of the job specific questions and Members will ask the questions in the order agreed at 2 above. The Committee may ask any supplementary questions they may have in the time available. The Chair will advise when available time is used.

8. Chair will invite the candidate to ask any questions. When these are answered the Chair will move to the mandatory questions.

The Council's mandatory questions:

9. The Chair will ask the following questions which the Council has made mandatory:

- **Do you have any business or other interests including membership or affiliation of any political or other organisation which could cause real or observed conflict with the duties and responsibilities of this post?**

- **If you were offered the appointment, would you please confirm that you would accept on salary and conditions as advertised?**

Completion of interview:

The Chair will advise candidate that the process has been completed and an officer will make contact shortly with the outcome.

Professional Advice:

The Chair and Members of the Committee may take advice at any time from any officer or advisor appointed to assist the selection process. Prior to the Committee's decision the Chair should invite any advisor or officer appointed to assist in the process for any guidance they may wish to offer.

After completion of all the interviews

1. The Chair will ask the Committee whether it is able to make an appointment from the candidates who have been interviewed.

2. Once the Committee have agreed in principle that they are able to make an appointment, the Chair will then go round the table and ask Committees' views on what they believe to be the main strengths and weaknesses of each candidate.

3. The Chair will summarise what has been said and add her/his own personal summary and suggest that the Committee now indicate ranking candidates in preference order.

4. If a clear consensus to the appointment of one of the candidates is reached, then the Chair will suggest that a decision be taken.

5. If there is no consensus, Chair will make the decision to take a ballot.

6. The ballot papers will be returned to the Chair who will shuffle papers and count the votes with the Lead Officer.

7. A preferred candidate will emerge from this process.

8. The appointment will need to be proposed and seconded. Other Committee Members, by convention, support the proposal to enable a unanimous decision to be reached.

Successful candidate

The Committee delegate authority for the Lead Officer to inform the successful candidate and agree salary terms and conditions within the Council's agreed framework. HR Advisor to provide support on this if required

Unsuccessful Candidate(s)

The Committee delegates authority to the HR Advisor to inform the unsuccessful candidate/s of the Committee's decision.

Conclusion

At the conclusion of the meeting, any recorded minutes and papers will be collected administratively for confidential record purposes on the appointment.

Cardiff Council
Recruitment Pack

Director
Social Services

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

UCHELGAIS
PRIFDDINAS
CAPITAL
AMBITION

CARDIFF
CAERDYDD

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.

Councillor Huw Thomas
Leader of the Council

Dear Applicant

Cardiff Council is committed to working with partners in the public and third sectors to continue to improve our services and support our most vulnerable citizens, including looked after children, older people, individuals with learning or physical disabilities, those living with mental ill-health, or substance misuse. We are also committed to providing the highest quality of social care possible, in practice and delivery, in line with the administration's Capital Ambition commitments.

We are continuing to experience severe financial pressures that require services to be challenged to deliver extremely high levels of savings and to meet demand pressures in the area of social services, which continue to increase. For example, the number of citizens in Cardiff aged between 65 and 84 is projected to rise by 45% over the next 20 years, and the number over 85 years old expected to nearly double.

The post of Director of Social Services will make a crucial senior-level contribution towards enabling the Council to respond positively to the demand pressures, costs and budgetary challenges associated with the provision of social services to support vulnerable adults and children in Cardiff by reshaping sustainable social services for the future

The post-holder will discharge the statutory duties and responsibilities of the Director of Social Services role and have line management responsibility for two Assistant Directors covering the full spectrum of adults and children's services respectively. The successful candidate will also be responsible for reporting personally on an annual basis to the Cabinet and Council on the achievements and improvement priorities of Social Services in Cardiff and ensuring that effective performance management processes are in place across the directorate.

You will be required to demonstrate professional leadership in managing the breadth and complexity of social services risks and challenges, including ensuring that the Council's safeguarding arrangements are robust and effective. You will also play a lead role in the continued development of integrated health and social care services on a regional or national footprint, based on effective partnership working with health services and other local authorities.

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

Director, Social Services
Salary of £122,412 per annum

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 both of us to the next level.

We have an energetic and committed workforce, innovative programmes of development and aspirations to be everything that a capital city service should be. Across a basket of national measures, the Council's Social Services was rated as the most improved in Wales during 2015-16 and we received a very positive whole service inspection of Children's Services in March 2016.

We need an individual who is focused on adults and children, who values high professional standards and who can translate values and vision into practice and delivery. Working closely with all social care professionals and partner organisations, you will continue to develop service improvement and respond to the council's strategic agenda.

Much effective work has been done to ensure that we refocus on delivering improved outcomes for adults and children in need and looked after children. There is still much to achieve but we are highly optimistic of success.

You will be an experienced and qualified social work practitioner with extensive experience of managing social services at a senior level. That experience will have prepared you to take on a broader role. Here we will offer you scope, support and opportunity to grow into the role.

The total salary is **£122,412** per annum.

If you are ready for a broader role you can apply here. For a confidential discussion please contact Paul Orders, Chief Executive on 02920 872401

Closing Date: 29 January 2018 at 11.59pm

Safeguarding and Child Protection are key priorities for the Council. We aim to support children and vulnerable adults to ensure they are as safe as they can possibly be. Our services and schools are committed to ensuring the safety and protection of all children and vulnerable adults, and will take action to safeguard their well-being, and acknowledge that children and vulnerable adults have a right to protection. This is supported in the general ethos of the Council and all schools.

This post is subject to a Disclosure and Barring Service Enhanced check.
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 16th or 19th February 2018 and final interviews in early March 2018.

Role Title	Director, Social Services
Grade	Director Spot Salary
Primary Purpose of Role	To provide strategic analysis and robust advice to the Cabinet Members for Social Services regarding best options and methods to deliver relevant aspects of the Council's Corporate Plan ; also to ensure the effective and efficient implementation of the Cabinet's strategic choices with a firm focus on achieving continually improving outcomes in the field of Social Services with particular emphasis on the safeguarding role. To embrace the Corporate priorities across the Council and be part of a cohesive Corporate team.
Key Accountabilities	• To translate the Council's stated vision and priorities into a set of aligned and effective strategies for Social Services • To provide high-quality advice and insight for the Cabinet Members for Social Services regarding the most effective models for delivering the relevant corporate priorities and responding to emerging needs • As a key member of the senior management team, to undertake cross-cutting responsibilities throughout the Council • To take a lead role in the formation and on-going development of deep-rooted strategic partnerships and relationships that will place Cardiff's Social Services at the forefront of the City Region • To identify and make the most of existing and potential synergies across the work of the Council's Social Services and other services, plus those of partner organisations • 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 the key services needed by the people of Cardiff and the City Region • To accurately advise the Chief Executive and Cabinet Members how and where to make efficiencies, cuts or investments in Social Services that will best serve the people of Cardiff and the City Region. • To assess the strategic impact of shifting service demands in a diverse City Region, prominent financial pressures and a commitment to the provision of improving standards, and to advise the Cabinet Members of all of the options (including innovative responses) and associated implications • To lead a management team; creating, implementing, monitoring and reviewing the performance of Social Services and ensuring that significantly improved outcomes in the lives of service users are secured. • To promote and lead a culture that realises Cardiff's aspirations to becoming Europe's most liveable capital city in all aspects of its Social Services • To scan the external context and to advise the Cabinet Member for Social Services and how to position the portfolio for emerging changes, challenges and opportunities • To be accountable for all of the statutory duties and responsibilities of the authority's Director of Social Services.

Areas of Responsibility	• All Social Services for children and adults • Youth Service and Justice • Children and young carers • Strategies to secure Community Care Services • Health and Well-Being including Health partnerships • Integrating Health and Social Care
Types of Measures of Success	• Continually improving outcomes in the lives of people in Cardiff and the City Region • Achievement of Corporate Priorities for the Social Services portfolio • Effective management of resources – improvement of portfolio performance, whilst achieving required financial savings • Satisfaction of the Cabinet Member with quality of advice offered in relation to key portfolio choices

When preparing your written application you will need to provide evidence only for the competencies identified with an asterisk. These are the essential competencies for your written application. In responding to each of the essential competency areas, you must provide examples which demonstrate how you have successfully delivered results of a size, scope and complexity comparable to the challenges faced by Cardiff Council. These and the remaining competencies will be assessed during the remaining stages of the recruitment process.

Behavioural Competencies	Application Stage	Competency Level(s)
Putting Our Customers First	*	5
Getting Things Done	*	5
Taking Personal Responsibility	*	5
Seeking to Understand Others		5
Developing Potential		5
Leading Change	*	5
Initiating Change and Improvement	*	5
Organisational Awareness		5
Partnering and Corporate Working	*	5
Communicating		5
Analysing, Problem Solving and Decision Making		5
Equality & Diversity		5
Optimising Resources	*	5
Demonstrating Political Acumen		5

**PRINCIPAL TERMS AND CONDITIONS OF SERVICE
APPOINTMENT OF DIRECTOR SOCIAL SERVICES**

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 **£122,412** 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 Director – Social Services 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.

Cardiff Council Behavioural Competency Framework

Supporting the Values of the Council

Open
We are open and honest about the difficult choices we face, and allow people to have their say on what's important to them and their communities

Fair
We champion fairness, recognising that with less resource we need to prioritise services for those who need them most.

Together
We work with our communities and partners across the city to deliver the best outcomes for the people of Cardiff

Putting our Customers First (Core)

This competency is about placing the customer at the heart of our activities, listening to them and being prepared to do things differently to meet their needs				
Level 1 - What we stand for	**Level 2**	**Level 3**	**Level 4**	**Level 5**
Understand who our customers are Be polite, helpful and considerate and take time to listen to customers Work with colleagues to help meet customer needs	Seek to understand our customer needs Asking for customer feedback Using feedback to inform our actions, priorities and recommendations	Encouraging and supporting others to deliver excellent customer service Consulting and engaging with community and customer groups to identify customer need Developing ways of working, processes and structures to achieve continual improvements in customer service	Ensuring that customer views are fully taken into account in the planning of services Promoting and ensuring working across service areas to improve customer care Challenging others across the organisation to improve service delivery	Analysing services from the 'customer perspective' to ensure high-quality, timely and flexible Understanding and guiding others towards early intervention, prevention and the elimination of demand caused by service failure Putting the customer at the centre of cross-portfolio working and external partnerships: seeks to achieve seamless, efficient and accessible service provision Using rigorous methods to test, review and enhance the customer experience

Getting Things Done (Core)

This competency is about the personal, inner motivation, enthusiasm and drive to meet and exceed targets so that we focus on what needs to be done and make it happen

Level 1 - What we stand for	Level 2	Level 3	Level 4	Level 5
Ensuring tasks are completed to high standard and see them through to completion Contributing to ensure efficient ways of working Monitoring and checking own progress against requirements	Ensuring own and, where applicable, others' outputs meet requirements Identifying and communicating priorities to relevant people Identifying where the right resources and skills are available	Establishing ways of measuring and benchmarking performance Committing required resources and time to deliver and improve results Defining and communicating critical success factors for service delivery	Making decisions and setting priorities on the basis of calculated costs, benefits and risks. Supporting and driving new performance improvement initiatives Seeking, identifying and taking actions to overcome organisational barriers to deliver improved results Recognising and acknowledging the performance of others	Ensuring that performance is focused on continually improving outcomes for customers and the city region as a whole Engaging with internal and/or external partners at a strategic level to ensure that performance is optimised. Taking necessary actions and making hard choices to ensure results are delivered. Identifying and resolving systemic or structural barriers to performance. Establishing a culture of achievement and a shared commitment to exceed targets

Taking Personal Responsibility (Core)

This competency is about being consistent with our own values and those of the council, and demonstrate a commitment to support change and see it through.				
Level 1 - What we stand for	**Level 2**	**Level 3**	**Level 4**	**Level 5**
Being consistent and fair in dealings with others Rectifying errors and seeking appropriate guidance and support to correct them Sharing of all relevant information with others	Continuing to deliver when faced with tough circumstances, uncertainty, difficulty or change. Supporting and encouraging others to deal with uncertainty, difficulty or change Encouraging others to be fair, open and honest	Challenging established practices where they are not consistent with fairness and openness. Speaking out even when it jeopardises a trusted or valuable relationship Seeking to turn difficult situations around	Challenging powerful individuals to behave in a way that models the organisational values Actively promoting and driving an organisational commitment to public service Ensuring sharing of all relevant information across the organisation Ensuring organisational practices are transparent	As a visible leader, modelling and promoting values in all activities and interactions Retaining the highest standards of honesty, integrity and respect during periods of significant pressure and difficulties Providing values-based leadership for the development and maintenance of city-region and partnering arrangements

Seeking to understand others, and treating them with respect (Core)

This competency is about demonstrating an understanding of others and valuing their contribution and viewpoint even if it may be different from your own				
Level 1 - What we stand for	**Level 2**	**Level 3**	**Level 4**	**Level 5**
Asking about others' views and feelings, and actively listening and acknowledging these

Acknowledging and considering the different views and ideas of others

Checking own understanding of how others feel | Questioning others to understand their viewpoint and take them into account

Seeking to understand, the reasons for others actions and views

Encouraging others to consider the impact of their actions | Shaping the environment to ensure others feel positive and conflict is minimised

Addressing and changing things when the behaviours of others is disruptive

Seeking and taking opportunities to create and support forums where people can express their views and concerns | Assessing the strengths and development areas of others, aligning their strengths to the demands and requests made of them

Seeking to understand the source of negative emotions within and external to the organisation

Identifying and taking action to pre-empt situations where strong emotions will be aroused. | Building positive relationships with others in challenging and complex circumstances

Understanding and responding to the political, financial, reputational and other factors that influence the behaviour of senior people

Recognising and taking action to resolve cultural or systemic causes of conflict, misunderstanding or lack of collaboration

Modelling consistently collaborative, supportive and respectful behaviour towards others |

Developing Potential

This competency is about identifying and growing talent to ensure we have the capability needed for the future				
Level 1 - What we stand for	**Level 2**	**Level 3**	**Level 4**	**Level 5**
	Supporting others' to identify their development needs and find ways to meet these needs Actively supporting others to develop understanding and/or skills Mentoring others and sharing knowledge to improve performance	Supporting others to acquire the skills needed for the future in the short, medium and long term Giving positive and constructive feedback Actively looking for and taking opportunities to coach and mentor others	Promoting and encouraging staff development across the organisation Ensure a resource pool to meet longer-term talent requirements Develop others to equip them for leadership roles	Predicting changing organisational needs and taking action to ensure people are fully equipped to meet them Taking a visible and proactive role to development high quality leadership and management skills across the organisation Understanding and nurturing the skills and behaviours required to optimise partnering arrangements

Leading Change

<table>
<tr><td colspan="5">This competency is about taking responsibility for change, encouraging initiative and making the Council's objectives real and relevant for others</td></tr>
<tr><th>Level 1 - What we stand for</th><th>Level 2</th><th>Level 3</th><th>Level 4</th><th>Level 5</th></tr>
<tr>
<td></td>
<td>Promoting and being positive about change

Seeking opportunities for self and others to contribute to change

Helping others to understand the reasons for and the process of change</td>
<td>Setting out and communicating the vision and the rationale for change

Looking for ways to support and contribute to successful change

Enabling and supporting colleagues and stakeholders to deal effectively with change</td>
<td>Simplifying a complex or confusing message to provide a clear vision that others are able to buy into and act upon

Following through on change to ensure it is fully embedded in the organisation, the benefits are realised and lessons learnt for future change.

Creating and promoting a culture and environment in which change is managed effectively and sensitively, to increase the likelihood of buy-in and success</td>
<td>Creating a coherent vision, aligning and integrating many different change initiatives and programmes

Testing and evaluating the longer-term and strategic impact of change programmes

Ensuring that structures and resources are in place to effectively lead and manage change programmes

Championing change and securing buy-in from senior players internally and externally

Demonstrating consistent drive, resilience and agility during challenging periods of change</td>
</tr>
</table>

Page 19

Initiating Change and improvement

This competency is about having the ability to look ahead, anticipate events, see opportunities and take action now to shape the future				
Level 1 - What we stand for	**Level 2**	**Level 3**	**Level 4**	**Level 5**
Seeking and taking opportunities to improve Being flexible and open to changes Being cooperative when change impacts upon you	Using knowledge and experience to proactively put forward suggestions for improving Dealing with the unexpected and adapting readily to change. Identifying and taking action to head off potential problems	Encouraging, promoting and supporting new ideas Constantly encouraging self and others to look for improvements in methods, approaches and ways of working Identifying and implementing new approaches to improve	Looking for long-term opportunities that will create positive changes and taking action to make these a reality Identify new and bold ideas to respond to opportunities that lie ahead. Actively use internal and external data and trends to add value for the customers and the council Develop clear direction on how the organisation can improve	Recognising when only radically different models of delivery will secure the desired outcomes Being creative and thinking without boundaries: challenging narrow views and deep-rooted resistance Taking action to quickly translate initial ideas into tangible results when speed of execution is essential Identifying when 'good ideas' do not fit with the bigger picture or strategic intent

Organisational Awareness

	This competency is about understanding formal and informal structures, decision-making, climate and culture and organisational politics, which shape how the council works			
Level 1 - What we stand for	**Level 2**	**Level 3**	**Level 4**	**Level 5**
		Identifying and challenging organisational limitations, where applicable Identifying both formal and informal sources of influence and using this knowledge to build relationships with key decision makers/influencers Recognising the reasons for on-going organisational behaviour	Acknowledging and responding to internal and external forces affecting the organisation Spotting trends and changes –both internal and external – that will affect the organisation in the future. Forming and maintaining relationships with key provincial and national institutions, bodies and individuals to protect and enhance the council's position	Identifying and optimising decision-making processes in city region and other partnering arrangements Sustainably exerts influence within a variety of different working arrangements e.g. city region, private sector partnerships, etc.

Partnering and Corporate Working

This competency is about valuing, building and maintaining networks and relationships to achieve objectives				
Level 1 - What we stand for	**Level 2**	**Level 3**	**Level 4**	**Level 5**
Actively participating as member of a team Proactively sharing information and ideas openly within own team Supporting others to complete tasks	Identifying and building effective and collaborative working relationships Proactively sharing information and ideas openly with all relevant teams Acknowledge different stakeholder priorities and take them into account	Proactively maintaining a network of internal and external colleagues to enable service improvement and service delivery Promoting and forming cross-functional teams to deliver results and improvement Working collaboratively to gain buy-in and agreement towards a common goal	Promote and lead partnership and corporate working, across and outside the organisation Using depth and breadth of contacts to build alliances for wide and far reaching change Managing complex relationships, internally and externally, to establish common goals and develop mutual commitment to positive outcomes	Forging and continually developing a complex network of senior-level relationships to optimise the productivity of the city region Focusing on desired outcomes and defining which types of partnering arrangements will best achieve them Ensuring the right-strategic partnerships are in place to optimise the use of public sector resources in a climate of austerity Unlocking the key strategic barriers to partnership and collaboration Exploiting the use of commercial partnerships and ventures, whilst effectively accounting for the risk factors

Communicating

This competency is about facilitating and communicating all kinds of information and messages to different audiences in the most effective way				
Level 1 - What we stand for	**Level 2**	**Level 3**	**Level 4**	**Level 5**
Communicating clearly and effectively

Actively listening to other

Sharing information and knowledge with others. | Taking technical or complex information and turning it into clear oral or written communications

Producing communications that are focussed tailored and easily understood by the intended audience.

Capture and share useful information and feedback | Selecting most appropriate communication styles, approaches and channels

Communicating challenging and contentious messages with openness

Responding openly to challenges and addressing concerns | Communicating appropriately in response to a crisis or unexpected event where preparation time may be limited.

Clearly articulating highly complex, strategic and conceptual information to others in a meaningful and relevant way

Creating an environment and culture that encourages open, honest, timely and effective communication | Communicating and influencing effectively in critical internal and external environments

Interpreting accurately what has been said/not said in senior level discussions and negotiations: explores the important subtle messages

Positions the Council clearly and credibly when outlining its position

Conveys the right messages in the right places to secure the desired outcomes |

Analysing, Problem Solving and Decision Making

This competency is about gathering key information, recognising risks, evaluation, decision-making to support best practice				
Level 1 - What we stand for	**Level 2**	**Level 3**	**Level 4**	**Level 5**
Making reasoned decisions based on evidence Taking a logical approach to problem solving. Seeking to ensure all known key information is gathered	Exploring a variety of options in order to effectively solve problems and make reasoned decisions. Anticipating the impact that decisions will have on others and taking this into account and implementing solutions. Using appropriate approaches or tools to gather all relevant information in order to take a decision and/or solve a problem	Investigating and evaluating options when making decisions whilst anticipating and assessing short and medium term risks Ensuring solutions to complex problems are realistic and workable. Following through on solutions / decisions, until closure or resolution, to ensure they are understood and implemented by others	Anticipating and assessing long-term and strategic risks, addressing them and helping others to recognise and address them. Creating an environment and culture in which people make decisions and take responsibility for them. Taking appropriate steps to communicate and deal with the impact of decisions on colleagues, customers and/or partners	Looking beyond the immediate issues and placing them within the context of the Councils strategic direction Promoting and nurturing joined-up decision-making – ensures key people are communicating and aligning their efforts Undertaking complex strategic analyses and presenting the options to senior politicians in an accurate and balanced way Foreseeing and managing the longer-term implications and potential unintended consequences of key strategic decisions

Equality and Diversity

Removing discrimination and barriers to fair access to Council employment and services on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation or Welsh language. Recognising, valuing and celebrating difference, and being able to work together to create a vibrant, diverse, just, cohesive and decent society where everyone can enjoy their human rights and achieve their potential

Level 1 - What we stand for	Level 2	Level 3	Level 4	Level 5
Follow equality policies, procedures and legislation

Treating others with dignity and respect

Acknowledging the value of differences between people | Promoting the importance of equality and valuing diversity in the workplace and in service delivery

Acknowledging and communicating that every employee has a role to play in making the Council an Employer of Choice and a successful deliverer of services to diverse communities | Identifying and ensuring good equality and diversity practice and remove barriers.

Ensuring that equality and diversity are always actively considered when introducing a new activity, policy or decision

Supporting others to consider and deliver good practice | Promoting and ensuring a culture in which equality and diversity is valued through fair and just service delivery and employment.

Advocating and championing equality and diversity within the organisation

Engaging equalities communities and stakeholders, and involving them in shaping Council policies and practices | Challenging and testing services to ensure that commitments to equality and diversity are being robustly implemented.

Putting systems in place and using them to evaluate the degree to which services are securing improved outcomes in the lives of all service users: taking action to tackle all aspects of inequality.

Challenging and improving the culture and processes of the organisation; ensuring that the potential of all employees is identified, nurtured and fully realised.

Working together with partner organisations to cohesively achieve improving strategic equality and diversity outcomes. |

Page 25

Optimising Resources

Leading and creating a culture where resources are effectively deployed, efficiently managed and used creatively to deliver the best outcomes for the city and region.

Level 1 What we stand for	Level 2	Level 3	Level 4	Level 5
-	-	-	Providing higher-level guidance and advice to managers regarding the efficient deployment of resources Taking responsibility for developing skills and attitudes that promote the effective use of resources Encouraging a creative culture, where people look for novel or adapted ways to deliver excellent results more efficiently Taking difficult decisions about services with the priorities of customers being paramount	Giving strategic direction to senior colleagues about where to invest, to disinvest and to save: clarifies the big picture context (in line with Cabinet priorities) Demonstrating commercial/acumen; fully understanding the financial and other factors of potential ventures Establishing a culture of accountability where resources are efficiently and carefully managed across all services Utilising regional and other partnerships and collaborations to optimise resources Encouraging and supporting efforts to attract new or increased income streams

Demonstrating Political Acumen

Working effectively within the context of a member-led authority; understanding political priorities for the city region and establishing a position as a trusted and impartial advisor. Helping senior politicians to 'test' and fully appreciate the best ways to implement agreed priorities and commitments.				
Level 1 **What we stand for**	**Level 2**	**Level 3**	**Level 4**	**Level 5**
-	-	-	Understanding key political decision-making processes and engaging with them appropriately Ensuring the production of clear, accurate and timely responses to member enquiries Deputising for the relevant Director and providing robust guidance to senior elected members Ensuring that managers and staff engage appropriately and effectively with elected members	Understanding the priorities of the Cabinet and translating these into action in the organisation Offering clear and accurate advice to senior politicians, highlighting the benefits, risks and implications of key strategic choices Being aware of political sensitivities, whilst retaining non-political objectivity Keeping politicians informed in a timely and proactive manner; avoiding unnecessary surprises Understanding and making sense of the local, regional and national political agendas

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 12, 13 of Part(s) 4 and 5 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 12, 13 of Part(s) 4 and 5 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 12, 13 of Part(s) 4 and 5 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 12, 13 of Part(s) 4 and 5 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 12, 13 of Part(s) 4 and 5 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 12, 13 of Part(s) 4 and 5 of Schedule 12A
of the Local Government Act 1972.

This page is intentionally left blank

By virtue of paragraph(s) 12, 13 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 12, 13 of Part(s) 4 and 5 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank