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## AGENDA

**Committee** APPOINTMENT COMMITTEE - ASSISTANT DIRECTOR, ADULT SERVICES

**Date and Time of Meeting** MONDAY, 24 SEPTEMBER 2018, 4.00 PM

**Venue** LEADERS CONFERENCE ROOM - LEVEL 5, COUNTY HALL, ATLANTIC WHARF, CARDIFF

**Membership** Councillor Elsmore (Chairperson)  
Councillors Bowen-Thomson, Hinchey, McKerlich and Williams

### 1 Apologies

### 2 Declaration of Interest (if any)

### 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 of the meeting 3 September 2018 (Pages 3 - 4)

### 5 Exclusion of the Public

**Information included in the following items is not for publication by virtue of paragraphs 12 and 13 of Part 4 of Schedule 12A of the Local Government Act 1972.**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 Assistant Director, Adult Services (Pages 5 - 160)

To consider the shortlisting of candidates for the post of Assistant Director, Adult Services.

### 7 Dismissal (if required)

To consider any consequential dismissal (if required).

### 8 Date of Next Meeting - 8 October 2018, 09:30pm

By receiving this Agenda Pack electronically you have saved the Authority approx. £2.70 in printing costs

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

**Davina Fiore**

**Director Governance & Legal Services**

Date: 21 September 2018

Contact: Gill Nurton 02920 872432 G.Nurton@cardiff.gov.uk

APPOINTMENT COMMITTEE - ASSISTANT DIRECTOR, ADULT SERVICES

3 SEPTEMBER 2018

Present: Councillors Bowen-Thomson, Elsmore, McKerlich and Williams

1 : APOLOGIES

An apology was received from Councillor Graham Hinchey

2 : ELECTION OF CHAIRPERSON FOR THE COMMITTEE

RESOLVED: That Councillor Susan Elsmore be elected Chairperson of this Appointment Committee convened for the Appointment of Assistant Director – Adult Services.

*(Councillor Susan Elsmore in the Chair)*

3 : DECLARATION OF INTEREST (IF ANY)

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

4 : TERMS OF REFERENCE

To note the following 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.’

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 exempt 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 ASSISTANT DIRECTOR, ADULT SERVICES

The Appointment Committee was convened to consider the long-list of candidates for the appointment of Assistant Director – Adult Services.

The Committee reviewed the twelve applications received for this post and gave consideration to how candidates met the essential competencies from the Behavioural Competencies Framework and the role profile; and identified those candidates to be recommended to go forward to the Assessment Centre.

RESOLVED: That

- (1) Candidates 1, 2, 3, 7 & 11 be put forward to the Assessment Centre;
- (2) The Committee be reconvened for the 24 September 2018 at 4:00pm to allow consideration of the feedback from the Assessment Centre and agree which candidates will be put forward for interview on 8 October 2018.

7 : DISMISSAL (IF REQUIRED)

There were no consequential dismissal required as part of the Longlisting process.

8 : DATE OF NEXT MEETING - 24 SEPTEMBER 2018 AT 4.00 PM

*The meeting terminated at 16.50pm*

# Cardiff Council Recruitment Pack

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## Assistant Director Adult's Services

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



# Letter from the Director



Dear Applicant,

## Re: Assistant Director (Adults), Social Services

Thank you for taking the time to review this application pack for the position of Assistant Director of Adult Services in Cardiff. If you are motivated by making a real difference to people's lives and by the opportunity of leading social services in an ambitious capital city with the scale, sense of purpose and people to be the very best – then please read on!

This is an exciting time to come to Cardiff. As the new Director of Social Service in Cardiff, I am committed to developing a dynamic leadership team with the right values, professional experience and tenacity to take social service performance to the leading edge supporting the best possible outcomes for all our citizens.

Social Services in Cardiff benefits from being part of the newly formed People and Communities Directorate that provides for huge opportunities to work preventatively and collaboratively to support people to live the lives they want to live. There are already excellent examples in practice of the difference this approach can make such as through the independent living service and young person's accommodation gateway.

We are particularly interested in hearing from you if you are:

- passionate about understanding and building on strengths – in individuals' lives and the teams and partnerships in which we work;
- an outward looking leader, committed to developing focussed and effective partnerships, across the Council, with key partners, and with the people and communities we serve;
- a professional expert with considerable knowledge of strength based practice and experience of building teams who can embed this approach to excellent practice across all social care teams and services;
- able to motivate, support and develop the culture and practice of the whole social care workforce;
- able to translate improved practice and innovative services into business cases which deliver cost efficiencies and are cost effective;
- a skilled commissioner, with understanding of how to develop progressive services through high value relationships with providers;
- able to quickly identify the most significant risks and manage and mitigate them;
- committed to safeguarding people and can demonstrate the ability to work effectively in partnership to proactively safeguard and protect;
- passionate about the very highest standards of quality and performance, and having the right range of information available to drive continuous improvement; and,
- able to demonstrate the innovation and creativity necessary to be truly person centred;
- personally resilient and solution focused in the face of the many challenges, not least significantly reducing budgets, we will inevitably face!

Cardiff is a fantastic place to work and live – a vibrant and diverse city. The Council, through its Capital Ambition programme is committed to addressing the root causes of deprivation and inequality, which are key causes of vulnerability and can increase the need for statutory social services. You will be joining a social services department which has made considerable progress in recent years. . 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. There is, of course, much more to do – to better integrate our services, to develop our



# Letter from the Director



workforce, our practice and commissioning and to connect people better to the considerable assets within our communities. You will have the full backing and support of the Council's leadership team, you will be able to deliver not just sustainable social services but truly excellent public services.

Applicants not currently working in Wales should be enthused by the opportunity to lead in a public services environment with a progressive and enabling legislative framework through the Well-being of Future Generations (Wales) Act, 2015, the Social Services and Well-being (Wales) Act, 2014, and the Regulation and Inspection of Social Care (Wales) Act, 2016. Social Services leaders in Wales benefit from a supportive peer network through the Association of Directors of Social Services (ADSS) and lots of opportunities for personal development and to get involved in developing and influencing policy at a national level. Wales is a great place to realise your personal ambitions to lead in an integrated social services – adult and children – environment. As a recent national study highlighted that social workers in Wales are happier, feel better supported and stay longer.

Therefore, if you feel you have the values, skills, behaviours, energy and experience to improve the lives of Cardiff's most vulnerable citizens, then we would love to hear from you. Please call me on 02920 873803 for an informal discussion about the role. I look forward to hearing from you.

Yours faithfully

Claire Marchant  
Director of Social Services







## CARDIFF COUNCIL

### Assistant Director, Adults Services

**Salary - £83,240 per annum (Awaiting pay award)**

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. We remain conscious, however, that a step change is needed in terms of the pace of change.

This post offers an opportunity to join and strengthen a high level of collaboration with our strategic partners in Education, Health, Housing and the Third Sector and with our neighbouring authorities.

The people focused Social Services and Well Being Act 2014, which took effect in April 2016, provides a distinctive Welsh policy agenda for change. This change gives greater impetus to prevention, integration, independence, advocacy and voice and opens new possibilities for creative and strategic thinkers.

An effective and integrated programme of strategic improvement initiatives has made very good progress in bringing in new thinking in relation to demand management and prevention including a Single Point Contact. Among the strides we have made are a contract for a modernised learning disability service; a recently established Regional Adults Safeguarding Board; a new vulnerable adult's accommodation strategy; positive inspection feedback in relation to DOLS and most recently Domiciliary Care.

With substantial experience of managing and commissioning at a senior level within health and social services, your experience will include a strong track record in safeguarding, leading the development of innovative practice and delivering improved standards and service quality.

Your ability to contribute to innovative delivery models that support financial sustainability against a reducing local government budget base will be an important skill.

If these challenges excite you and you are eager to join a committed management team, we would be interested in hearing from you. For further information or an informal conversation about this post please contact Claire Marchant, Director Social Services on telephone 02920 8773803.

### **Closing Date: 29 July 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.







<b>Role Title</b>	Assistant Director, Adults Social Services
<b>Grade</b>	Assistant Director, Spot Salary
<b>Primary Purpose of Role</b>	<p>To take lead responsibility for the successful and safe operations of a broad range of service areas: to manage and co-ordinate people, financial and capital resources to ensure the effective delivery of agreed priorities, change programmes and high-quality day-to-day service for customers.</p> <p>To lead, manage and develop a range of services, including integrated health services where applicable. To develop strategic commissioning intentions and working in partnership across statutory agencies, the independent and third sectors. To ensure that a comprehensive and equitable range of high quality, customer-focused, responsive and efficient adult social services are commissioned and delivered and where beneficial that these are effectively integrated and jointly managed with the University Health Board.</p> <p>To take lead responsibility for working in partnership with NHS stakeholders to ensure that citizens experience effectively integrated service delivery.</p>
<b>Key Accountabilities</b>	<ul style="list-style-type: none"> <li>• To deputise for the Director when required</li> <li>• To lead strategic commissioning activity to ensure that all services are procured, developed and designed to meet identified needs and outcomes for our customers cost effectively</li> <li>• To ensure effective and robust processes for the audit of practice consistent with national and local learning and the key recommendations within relevant national enquiry reports and to ensure that this is specified within commissioned and contracted services.</li> <li>• To promote high professional standards of practice and accountability within the workforce and to ensure compliance with all relevant codes of conduct.</li> <li>• To translate strategic and corporate commitments into an aligned framework of operational plans, and to oversee the execution, review and improvement of these plans</li> <li>• To play the lead role in the delivery of customer-centric change programmes and projects across the portfolio of services, working with partners, other key Council Directorates and Directorates in the University Health Board, ensuring that the desired outputs and outcomes are secured</li> <li>• To effectively manage the people, financial and other resources of the portfolio – ensuring that they are aligned with corporate priorities and genuine customer need</li> <li>• To work with Operational Managers to ensure that managers across the Social Services Directorate understand and fulfil their budgetary accountabilities; guiding and supporting them to optimise budget alignment within a context of diminishing resources and changing service demand.</li> <li>• To facilitate and ensure the successful implementation of internal and/or external partnership arrangements</li> <li>• To establish and apply effective individual and team performance management systems in order to monitor, assess and improve standards and the achievement of key performance indicators</li> <li>• To lead, motivate and develop a team of managers across the Directorate</li> </ul>





	<p>ensuring the highest levels of buy-in and execution of the Council's priorities and corporate objectives</p> <ul style="list-style-type: none"> <li>• To lead, motivate and develop integrated health and social services management teams to optimise alignment with joint Council and UHB priorities and to ensure that citizens experience the benefits of integrated professional delivery.</li> <li>• To ensure that practices are put into place to promote safe and appropriately risk-managed operational delivery, both internally within council-managed services, externally within commissioned services and where applicable in relation to relevant integrated health and social services.</li> <li>• To lead the production of robust and meaningful business plans – providing clarity of purpose, emphasis and key deliverables for the portfolio of services</li> <li>• To ensure that effective communication and engagement processes are in place to share new ideas, new ways of working and to provide insight to progress and achievements</li> </ul>
<p><b>Areas of Responsibility</b></p>	<ul style="list-style-type: none"> <li>• All Adult Social care</li> <li>• Strategies to Secure effective Community Care Services</li> <li>• Health and Well-being including Health Partnership</li> <li>• Integrated Health and Council Adult Social Services</li> </ul>
<p><b>Types of Measures of Success</b></p>	<ul style="list-style-type: none"> <li>• Continually improving performance against key performance indicators for the portfolio</li> <li>• Achievement of Corporate Priorities for the portfolio</li> <li>• Achievement of practice standards as measured by inspectorates and regulators</li> <li>• Effective co-ordination of resources across the portfolio of services</li> <li>• Effective budget control across the portfolio, with the delivery of required budget savings</li> </ul>



# Role Profile



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

Behavioural Competencies	Application Stage	Competency Level(s)
Putting Our Customers First	*	5
Getting Things Done	*	4
Taking Personal Responsibility	*	4
Seeking to Understand Others	*	4
Developing Potential		4
Leading Change	*	4
Initiating Change and Improvement		4
Organisational Awareness		4
Partnering and Corporate Working	*	4
Communicating		4
Analysing , Problem Solving and Decision Making		4
Equality & Diversity		4
Optimising Resources	*	4
Demonstrating Political Acumen		4





## **PRINCIPAL TERMS AND CONDITIONS OF SERVICE APPOINTMENT OF ASSISTANT DIRECTOR – ADULT’S 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 inclusive salary for this post is £83,240 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.

### **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 Assistant Director – Adult 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. You will automatically be enrolled in to the Scheme unless you obtain an opting out form from the Pensions Section.

### **9. POLITICAL RESTRICTION**

This post is politically restricted in accordance with the Local Government and Housing Act 1989 (as amended by Local Democracy, Economic Development and Construction Act 2009).







## **10. CAR LOAN SCHEME**

You are eligible for a loan (which is not a taxable benefit) under the Council's scheme.

## **11. CAR MILEAGE ALLOWANCE**

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

## **12. SMOKING**

The Council has a no smoking policy.

## **13. FLEXIBILITY AND MOBILITY CLAUSE**

As a term of your employment you may be required to undertake such other duties and/or times of work as may reasonably be required of you commensurate with your grade or general level of responsibility within the organisation, at your initial place of work or at or from any other of the Council's establishments.

## **14. SATISFACTORY MEDICAL REPORT**

A satisfactory medical report is required from the Council's Medical Adviser on initial appointment to the Council.

## **15. NOTICE PERIODS**

This will normally be three months in writing on either side but this can be changed by mutual agreement.

## **16. RESTRICTIONS ON RE-EMPLOYMENT**

Certain restrictions apply after termination of employment. These relate to not divulging confidential information. Also within 12 months not taking up employment or providing services for reward to a body in the circumstances outlined in the conditions of service, without the consent of the Council which will not unreasonably be withheld. These provisions do not apply if the termination is as a result of redundancy or externalisation of work and a consequent transfer to a new employer.



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## **NOTES FOR RECONVENED APPOINTMENT COMMITTEE FOR SHORT-LISTING FOR APPOINTMENT OF CHIEF EXECUTIVE / CORPORATE DIRECTOR, RESOURCES / DIRECTORS / ASSISTANT DIRECTORS /CHIEF OFFICERS**

1. Chair reminds Members of the Committee of the need to offer comments on the list of candidates based on their personal review of applications (applications having been sent out with this note) and the results of the assessment centre which will follow and be presented by the Advisor and Lead Officer for discussion at the meeting.
2. Lead Officer / Advisor talks through the assessment centre report each candidate in turn answering any questions relating to the assessment raised by any Member of the Committee.
3. Members discuss the information received and consider who should go through to the final Appointment Committee.
4. Agreement is sought from Committee on the candidates to be included for the final stage of the process.
5. Lead officer / Advisor answers any queries relating to the next stage of the assessment.
6. Chair confirms the outcome of the discussion by listing the candidates being taken through to the next stage – the Appointment Committee.
7. Lead officer confirms the Appointment Committee details including date and timings based on the number of candidates confirmed by the shortlist committee.
8. Chair concludes the Committee.



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## Cardiff Council Behavioural Competency Framework Supporting the Values of the Council

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### 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
<p>Understand who our customers are</p> <p>Be polite, helpful and considerate and take time to listen to customers</p> <p>Work with colleagues to help meet customer needs</p>	<p>Seek to understand our customer needs</p> <p>Asking for customer feedback</p> <p>Using feedback to inform our actions, priorities and recommendations</p>	<p>Encouraging and supporting others to deliver excellent customer service</p> <p>Consulting and engaging with community and customer groups to identify customer need</p> <p>Developing ways of working, processes and structures to achieve continual improvements in customer service</p>	<p>Ensuring that customer views are fully taken into account in the planning of services</p> <p>Promoting and ensuring working across service areas to improve customer care</p> <p>Challenging others across the organisation to improve service delivery</p>	<p>Analysing services from the 'customer perspective' to ensure high-quality, timely and flexible</p> <p>Understanding and guiding others towards early intervention, prevention and the elimination of demand caused by service failure</p> <p>Putting the customer at the centre of cross-portfolio working and external partnerships: seeks to achieve seamless, efficient and accessible service provision</p> <p>Using rigorous methods to test, review and enhance the customer experience</p>

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

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

## 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
<p>Asking about others' views and feelings, and actively listening and acknowledging these</p> <p>Acknowledging and considering the different views and ideas of others</p> <p>Checking own understanding of how others feel</p>	<p>Questioning others to understand their viewpoint and take them into account</p> <p>Seeking to understand, the reasons for others actions and views</p> <p>Encouraging others to consider the impact of their actions</p>	<p>Shaping the environment to ensure others feel positive and conflict is minimised</p> <p>Addressing and changing things when the behaviours of others is disruptive</p> <p>Seeking and taking opportunities to create and support forums where people can express their views and concerns</p>	<p>Assessing the strengths and development areas of others, aligning their strengths to the demands and requests made of them</p> <p>Seeking to understand the source of negative emotions within and external to the organisation</p> <p>Identifying and taking action to pre-empt situations where strong emotions will be aroused.</p>	<p>Building positive relationships with others in challenging and complex circumstances</p> <p>Understanding and responding to the political, financial, reputational and other factors that influence the behaviour of senior people</p> <p>Recognising and taking action to resolve cultural or systemic causes of conflict, misunderstanding or lack of collaboration</p> <p>Modelling consistently collaborative, supportive and respectful behaviour towards others</p>

## 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
	<p>Supporting others' to identify their development needs and find ways to meet these needs</p> <p>Actively supporting others to develop understanding and/or skills</p> <p>Mentoring others and sharing knowledge to improve performance</p>	<p>Supporting others to acquire the skills needed for the future in the short, medium and long term</p> <p>Giving positive and constructive feedback</p> <p>Actively looking for and taking opportunities to coach and mentor others</p>	<p>Promoting and encouraging staff development across the organisation</p> <p>Ensure a resource pool to meet longer-term talent requirements</p> <p>Develop others to equip them for leadership roles</p>	<p>Predicting changing organisational needs and taking action to ensure people are fully equipped to meet them</p> <p>Taking a visible and proactive role to development high quality leadership and management skills across the organisation</p> <p>Understanding and nurturing the skills and behaviours required to optimise partnering arrangements</p>



## Leading Change

This competency is about taking responsibility for change, encouraging initiative and making the Council's objectives real and relevant for others

Level 1 - What we stand for	Level 2	Level 3	Level 4	Level 5
	<p>Promoting and being positive about change</p> <p>Seeking opportunities for self and others to contribute to change</p> <p>Helping others to understand the reasons for and the process of change</p>	<p>Setting out and communicating the vision and the rationale for change</p> <p>Looking for ways to support and contribute to successful change</p> <p>Enabling and supporting colleagues and stakeholders to deal effectively with change</p>	<p>Simplifying a complex or confusing message to provide a clear vision that others are able to buy into and act upon</p> <p>Following through on change to ensure it is fully embedded in the organisation, the benefits are realised and lessons learnt for future change.</p> <p>Creating and promoting a culture and environment in which change is managed effectively and sensitively, to increase the likelihood of buy-in and success</p>	<p>Creating a coherent vision, aligning and integrating many different change initiatives and programmes</p> <p>Testing and evaluating the longer-term and strategic impact of change programmes</p> <p>Ensuring that structures and resources are in place to effectively lead and manage change programmes</p> <p>Championing change and securing buy-in from senior players internally and externally</p> <p>Demonstrating consistent drive, resilience and agility during challenging periods of change</p>

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

## 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
		<p>Identifying and challenging organisational limitations, where applicable</p> <p>Identifying both formal and informal sources of influence and using this knowledge to build relationships with key decision makers/influencers</p> <p>Recognising the reasons for on-going organisational behaviour</p>	<p>Acknowledging and responding to internal and external forces affecting the organisation</p> <p>Spotting trends and changes –both internal and external – that will affect the organisation in the future.</p> <p>Forming and maintaining relationships with key provincial and national institutions, bodies and individuals to protect and enhance the council’s position</p>	<p>Identifying and optimising decision-making processes in city region and other partnering arrangements</p> <p>Sustainably exerts influence within a variety of different working arrangements e.g. city region, private sector partnerships, etc.</p>

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

## 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
<p>Communicating clearly and effectively</p> <p>Actively listening to other</p> <p>Sharing information and knowledge with others.</p>	<p>Taking technical or complex information and turning it into clear oral or written communications</p> <p>Producing communications that are focussed tailored and easily understood by the intended audience.</p> <p>Capture and share useful information and feedback</p>	<p>Selecting most appropriate communication styles, approaches and channels</p> <p>Communicating challenging and contentious messages with openness</p> <p>Responding openly to challenges and addressing concerns</p>	<p>Communicating appropriately in response to a crisis or unexpected event where preparation time may be limited.</p> <p>Clearly articulating highly complex, strategic and conceptual information to others in a meaningful and relevant way</p> <p>Creating an environment and culture that encourages open, honest, timely and effective communication</p>	<p>Communicating and influencing effectively in critical internal and external environments</p> <p>Interpreting accurately what has been said/not said in senior level discussions and negotiations: explores the important subtle messages</p> <p>Positions the Council clearly and credibly when outlining its position</p> <p>Conveys the right messages in the right places to secure the desired outcomes</p>

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

## 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
<p>Follow equality policies, procedures and legislation</p> <p>Treating others with dignity and respect</p> <p>Acknowledging the value of differences between people</p>	<p>Promoting the importance of equality and valuing diversity in the workplace and in service delivery</p> <p>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</p>	<p>Identifying and ensuring good equality and diversity practice and remove barriers.</p> <p>Ensuring that equality and diversity are always actively considered when introducing a new activity, policy or decision</p> <p>Supporting others to consider and deliver good practice</p>	<p>Promoting and ensuring a culture in which equality and diversity is valued through fair and just service delivery and employment.</p> <p>Advocating and championing equality and diversity within the organisation</p> <p>Engaging equalities communities and stakeholders, and involving them in shaping Council policies and practices</p>	<p>Challenging and testing services to ensure that commitments to equality and diversity are being robustly implemented.</p> <p>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.</p> <p>Challenging and improving the culture and processes of the organisation; ensuring that the potential of all employees is identified, nurtured and fully realised.</p> <p>Working together with partner organisations to cohesively achieve improving strategic equality and diversity outcomes.</p>



## 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
-	-	-	<p>Providing higher-level guidance and advice to managers regarding the efficient deployment of resources</p> <p>Taking responsibility for developing skills and attitudes that promote the effective use of resources</p> <p>Encouraging a creative culture, where people look for novel or adapted ways to deliver excellent results more efficiently</p> <p>Taking difficult decisions about services with the priorities of customers being paramount</p>	<p>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)</p> <p>Demonstrating commercial/acumen; fully understanding the financial and other factors of potential ventures</p> <p>Establishing a culture of accountability where resources are efficiently and carefully managed across all services</p> <p>Utilising regional and other partnerships and collaborations to optimise resources</p> <p>Encouraging and supporting efforts to attract new or increased income streams</p>

## 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
-	-	-	<p>Understanding key political decision-making processes and engaging with them appropriately</p> <p>Ensuring the production of clear, accurate and timely responses to member enquiries</p> <p>Deputising for the relevant Director and providing robust guidance to senior elected members</p> <p>Ensuring that managers and staff engage appropriately and effectively with elected members</p>	<p>Understanding the priorities of the Cabinet and translating these into action in the organisation</p> <p>Offering clear and accurate advice to senior politicians, highlighting the benefits, risks and implications of key strategic choices</p> <p>Being aware of political sensitivities, whilst retaining non-political objectivity</p> <p>Keeping politicians informed in a timely and proactive manner; avoiding unnecessary surprises</p> <p>Understanding and making sense of the local, regional and national political agendas</p>

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