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AGENDA

Committee	APPOINTMENTS COMMITTEE - ASSISTANT DIRECTOR DEVELOPMENT AND REGENERATION
Date and Time of Meeting	WEDNESDAY, 31 MAY 2023, 10.00 AM
Venue	LEADERS CONFERENCE ROOM - LEVEL 5, COUNTY HALL, ATLANTIC WHARF, CARDIFF
Membership	Councillors Chowdhury, Hopkins, Reid-Jones, Lynda Thorne and Weaver

1 Election of Chair

To elect a Chairperson for the meeting

2 Apologies for Absence

To receive apologies for absence.

3 Declarations of Interest

To receive any declarations of interest in accordance with the Members Code of Conduct.

4 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

Information included in the following item is not for publication by virtue of paragraphs 12 and 13 of Part 4, Schedule 12A of the Local Government Act 1972

6 Appointment of Assistant Director - Development and Regeneration (Pages 3 - 148)

By receiving this Agenda Pack electronically you have saved the Authority approx. £4.16 in printing costs

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

To consider the longlisting of candidates for the appointment of Assistant Director, Development and Regeneration.

7 Date of next meeting

The date of the next meeting of the Committee is to be confirmed.

Davina Fiore

Director Governance & Legal Services

Date: Thursday, 25 May 2023

Contact: Kate Rees, 02920 872427, KRees@cardiff.gov.uk

**NOTES FOR APPOINTMENTS COMMITTEE – LONG-LISTING
FOR APPOINTMENT OF CHIEF EXECUTIVE / CORPORATE
DIRECTOR RESOURCES / DIRECTORS / ASSISTANT
DIRECTORS / CHIEF OFFICERS**

1. Lead officer to open meeting of the Committee setting out purpose of the meeting and the appointment process, with a reminder of the need to elect a Chair who will reside for all stages of the appointment.
2. A Member proposes a nomination for Chair (past practice has been that the Leader be appointed as Chair) which needs to be seconded by another Member of the Committee.
3. Lead Officer presents the summary report.
4. Chair reminds Committee of the need to offer comments on the long list of candidates based on their personal review of applications (applications having been sent out with this note)
5. Agreement is sought on the candidates to be included in the shortlist for the assessment centre.
6. Lead officer answers any queries relating to this next stage.
7. Chair confirms the outcome of the discussion by listing the candidates to be taken through to the next stage – the assessment centre.
8. Lead officer to confirm with the Chair and Committee details of the reconvened Shortlist Committee (if not already agreed) and the Appointment Committee.
9. Chair concludes the Committee.

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Cardiff Council Recruitment Pack

Assistant Director - Development & Regeneration

This document is available in Welsh/
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Letter from the Corporate Director

Dear Applicant

Assistant Director - Development and Regeneration

Thank you for your interest in this exciting new role.

Cardiff Council has set itself a challenge to build at least 4,000 new homes by 2035; to deliver innovative and impactful community regeneration projects across the city and to develop a wide range of multi-agency partnership infrastructure projects to address identified needs and enable greater public sector service integration.

You will lead a growing and enthusiastic team to deliver the Council's new build and regeneration aims as set out in our Corporate Plan "Stronger, Fairer, Greener". This new role will build on strong foundations, with significant new housing delivery and regeneration achievements already achieved; but we want to do more, and we need to act quickly.

The provision of new, affordable, energy efficient homes have never been more important. Cardiff, like many other cities across the UK is facing unprecedented housing demand and, whilst market conditions are challenging, the innovative housing partnership approach adopted by Cardiff has proved to deliver at pace and scale.

The scale and diversity of our programme of work is ambitious, with capital investment of over £1 billion in scope. The impact of the existing programme has been transformational, providing tenure neutral high-quality homes, community facilities suitable for all and bespoke specialist social care provision and now we want to do more.

We are shortly to embark on the procurement of a second housing partnership which will comprise sites across the Cardiff and Vale region and bring opportunities for innovation in construction and place making.

You will have responsibility for a team of around 50 staff with additional specialist support procured as required. The ability to work in partnership with the widest range of




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stakeholders will be crucial as you will be delivering on key objectives for a range of Council services and Partner organisations.

We think that this is a genuinely exciting role and one in which the post holder will be making a very significant and positive difference to the people and communities of Cardiff.

If this is a challenge you would enjoy, then we look forward to hearing from you.



Sarah McGill

Sarah McGill
Corporate Director - People & Communities



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**STRONGER
FAIRER
GREENER**



Advertisement

CARDIFF COUNCIL

Assistant Director - Development & Regeneration

Salary £xx,xxx per annum

An exciting new role has been established for an experienced Housing development professional to lead a growing and enthusiastic team delivering the Council's new build and regeneration aims as set out in our Corporate Plan "Stronger, Fairer, Greener".

Cardiff Council has set itself a challenge to build at least 4,000 new homes by 2035 and to deliver innovative and impactful multi agency community regeneration projects across the city. This new role will build on strong foundations, with significant new housing delivery of over 1,300 homes already achieved and wide-ranging regeneration projects making a difference to communities, families and individuals across the city.

The role is wide ranging in scope and responsibility and will deliver against both Council and Public sector partner objectives and will include involvement in key programmes of integrated service development.

If you would like to take on this exciting opportunity, then we look forward to hearing from you.

For further information or an informal conversation about this post please contact Sarah McGill, Corporate Director for People & Communities at S.McGill@cardiff.gov.uk.

Closing Date: xx xxxx 2023

This vacancy is suitable for post share.
We welcome applications in both English and Welsh.



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Job Description

Job Title: Assistant Director for Development and Regeneration	Directorate: People & Communities
Section: Development and Regeneration	Reporting to: Corporate Director, People & Communities
Grade: Assistant Director	Hours per Week: Full Time
Post Number: TBC	Number of Employees Reporting to Post: 8 (Indirect Reports – 47)
<p>Special Conditions:</p> <p>Casual Car User.</p> <p>Full and valid driving licence and use of own car would be an advantage.</p> <p>Occasional weekend and evening working may be required.</p> <p>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).</p>	Location of Post: Hybrid Working with base at County Hall.
<p>Job Purpose:</p> <p>Provide strategic direction to ensure that the council’s new build housing, supported housing and community infrastructure regeneration ambitions are met whilst making best use of council resources including land and finance.</p> <p>To lead on housing led development collaboration projects with Welsh Government and other local authority partners as appropriate.</p> <p>To work to deliver cross directorate and wider public sector priorities on development sites as appropriate including health and wellbeing hubs, GP and other primary care facilities, community hubs, transport and highways infrastructure and social services capital programme priorities.</p>	



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To deliver cross tenure homes to “The Cardiff Standard” across multiple development sites including achieving carbon neutral development in line with the Council’s “One Planet” ambitions.

To maximise available grant support to enable and maintain the highest quality standards and deliver within agreed financial viability parameters.

To represent the Council at National and International events to promote and communicate the work of the service.

To provide effective leadership being responsible for the long-term council housing build programmes.

To lead and manage the Council’s negotiation on affordable housing provision through the planning process and to ensure the effective strategic application of the Social Housing Grant programme for Cardiff to fulfil the Council’s statutory responsibility as the Strategic Housing Authority.

To oversee Neighbourhood Regeneration projects, delivering large scale area renewal plans and ensure effective consultation with Ward Members.

To advise individual Cabinet Members and Cabinet directly on all matters relating to the Council’s housing led Development Programmes and all neighbourhood regeneration activity.

Duties and Responsibilities

1. To ensure that new build council housing targets are met through a range of innovative housing delivery methods.
2. Develop, maintain and deliver the council’s new build strategy ensuring the councils corporate new build aims, as set out in “Stronger, Fairer, Greener”, are achievable and are met.
3. To be responsible for the council’s strategic housing projects, implementing a long-term programme of development, identifying development opportunities, innovative solutions and partnerships, working within identified budgets and timeframes and ensuring all viability parameters are met.
4. To develop strategic partnerships with external organisations including the Cardiff and Vale University Health Board and S.W Police, Welsh Government and other social housing providers and internal departments to ensure the councils wider new build



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- and infrastructure aspirations can be delivered in the most efficient and cost-effective way.
5. To deliver jointly funded initiatives to enable the alignment of cross Directorate and Cross sector services.
 6. To specifically provide a delivery mechanism and specialist advice service to Adults and Children's Social services and to lead on the delivery of Social Care capital projects.
 7. Lead discussions as required with internal technical departments to ensure council new build schemes are deliverable within agreed timeframes managing all aspects of consultation (both public and internal) required for successful planning applications and whilst schemes are being built.
 8. To procure Cost Consultants, Architects, Employers Agents, developers/ contractors and other consultants as required, to deliver new build projects and manage these procurements and appointments effectively.
 9. To manage construction contracts ensuring that new build development schemes comply with the requirements of all relevant legislation and council policies and are delivered within the programme budget as far as possible.
 10. To be responsible for planning and improving neighbourhoods, including large scale estate regeneration programmes and neighbourhood renewal schemes.
 11. To ensure that effective neighbourhood improvement strategies are in place for priority areas in consultation with relevant stakeholders.
 12. To oversee the planning and delivery of new and improved community facilities, including community shopping centres, community hubs and other community buildings.
 13. To provide reports and information for Directors, Chief Executive and Cabinet and to undertake presentations as necessary to the Council's Senior Management Team, Cabinet and external bodies.
 14. To identify key risks associated with development projects and implement appropriate mitigating measures.



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15. Coordinate the delivery of projects to assess housing need and the housing market, including the Local Housing Market Assessment, and to ensure that their data and findings are updated regularly and appropriately.
16. Lead in negotiations to secure affordable housing through the planning system and contribute to the development of relevant planning policies and other related documents.
17. Manage the delivery of the Social Housing Grant programme for Cardiff and other Welsh Government funding models relating to affordable housing.
18. To be responsible for the delivery of an effective Assisted Home Ownership scheme.
19. To assist with the delivery of objectives within the corporate plan.
20. To deputise for the Corporate Director for People & Communities when undertaking formal Member briefings, reporting to Cabinet & attending partnership meetings relating to Housing Development matters as required.
21. To lead and motivate staff, ensuring that they receive appropriate information, training and support, providing feedback on their performance and taking corrective action where necessary.
22. To actively manage the resources available, setting objectives and targets and monitoring performance to ensure the services provided are efficient, effective and remain within the set budget.
23. To assist in the Recruitment, Selection and Induction of staff.
24. To play a part in the management and continuous improvement of the service as a whole, taking part in the planning process and initiating, facilitating and managing change in a positive manner.
25. To take part in the management and development of any Quality systems adopted by the service area as required.



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26. To set clear standards to ensure excellent customer service is achieved, to encourage customer feedback and to ensure that any complaints received are fully addressed and resolved.
27. To communicate with customers, Members and other stakeholders and to attend meetings with interested parties as required.
28. To fulfill a health and safety management role as detailed in both the Corporate and Service Area Health and Safety Policies. To oversee and co-ordinate health and safety for the unit.
29. To actively support the development of current and emerging technology.

Corporate Requirements

1. To participate actively in supporting the principles and practice of equality of opportunity as stated in the Council's Equal Opportunities Policy.
2. To take reasonable care for the health and safety of yourself and other persons who may be affected by your acts or omissions and to comply with all health and safety legislation as appropriate.
3. To, as a statutory duty, adhere to the Council's Corporate Safeguarding Policy and associated policies and procedures and to report concerns regarding the safety and wellbeing of children or adults at risk. In order to support you in this, you are required to access safeguarding training at the level which is relevant to this post.
4. 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.
5. Although you will be provided with a base, you will be required to work from various locations in accordance with the needs of the role.

DATE COMPLETED: _____ **AGREED BY:** _____
(Recruiting Manager)

Date Received by Post holder: _____

Signature of Post holder: _____



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Person Specification

Job Title: Assistant Director - Development & Regeneration

Post Number:

THE PERSON APPOINTED MUST MEET THE FOLLOWING REQUIREMENTS

Area to be Demonstrated	Essential Requirements	Desirable Requirements	How Assessed Application Form or Interview or Both
Competencies (as per Behavioural Competency Framework)	<p>YOU MUST DEMONSTRATE THAT YOU MEET THESE REQUIREMENTS</p>	<p>YOU DO NOT HAVE TO MEET THESE REQUIREMENTS BUT IF YOU DO, PLEASE TELL US</p>	Interview
Education and Training	<p>Demonstrates in-depth knowledge of housing development and the provision of affordable housing.</p> <p>Demonstrates an in-depth and wide-ranging knowledge of physical and community-based regeneration.</p> <p>Demonstrates in-depth knowledge of Welsh Government</p>	A relevant professional / managerial qualification.	Application Form and Certification where required



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Area to be Demonstrated	Essential Requirements YOU MUST DEMONSTRATE THAT YOU MEET THESE REQUIREMENTS	Desirable Requirements YOU DO NOT HAVE TO MEET THESE REQUIREMENTS BUT IF YOU DO, PLEASE TELL US	How Assessed Application Form or Interview or Both
	<p>requirements/guidelines for the development and provision of affordable housing.</p> <p>Relevant qualification which demonstrates knowledge of Construction, Housing development or Regeneration or proven relevant experience.</p>		
Experience / Knowledge	<p>Extensive experience of working within a housing development and affordable housing field.</p> <p>Extensive experience of regeneration / built environment work at a senior management level.</p> <p>Knowledge of building contracts and procurement.</p> <p>Proven experience in managing and controlling substantial budgets.</p> <p>Significant experience of Project Management</p>	<p>Experience of successful working with employees and Trade Unions.</p> <p>Knowledge of sustainable development initiatives and issues surrounding energy efficiency.</p>	Application Form and Interview



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Area to be Demonstrated	Essential Requirements	Desirable Requirements	How Assessed Application Form or Interview or Both
	<p>YOU MUST DEMONSTRATE THAT YOU MEET THESE REQUIREMENTS</p> <p>within a construction or development field.</p> <p>Proven ability to deliver targets and prioritise projects.</p> <p>Experience of working with Elected Members.</p> <p>Experience of managing “resource” including, employees, land, property and technology.</p> <p>Experience of working with and managing stakeholders and developing strategic partnerships.</p>	<p>YOU DO NOT HAVE TO MEET THESE REQUIREMENTS BUT IF YOU DO, PLEASE TELL US</p>	
<p>Skills and Abilities</p>	<p>Demonstrates clear leadership skills, supporting and encouraging others to achieve good performance and develop their potential.</p> <p>Proven ability to effectively manage a performance driven service and to meet set targets.</p>		<p>Application Form and Interview</p>



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Area to be Demonstrated	Essential Requirements YOU MUST DEMONSTRATE THAT YOU MEET THESE REQUIREMENTS	Desirable Requirements YOU DO NOT HAVE TO MEET THESE REQUIREMENTS BUT IF YOU DO, PLEASE TELL US	How Assessed Application Form or Interview or Both
	<p>Proven ability to lead and manage change: to identify, plan and implement opportunities for service development and improvement.</p> <p>Demonstrates the ability to develop productive relationships with a wide range of stakeholders, meeting the needs of customers, Members and other interested parties.</p> <p>Demonstrates the ability to work co-operatively across teams / service areas.</p> <p>Demonstrates the ability to communicate to high standards in a manner appropriate to individual needs, by phone, in person or in writing.</p>		
Personal Attributes	Shows a personal commitment to the work of the service, taking ownership of tasks and seeking to meet set deadlines and targets.		Application Form & Interview



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Area to be Demonstrated	Essential Requirements	Desirable Requirements	How Assessed
	<p>YOU MUST DEMONSTRATE THAT YOU MEET THESE REQUIREMENTS</p> <p>Demonstrates a commitment to the provision of a high-quality customer service.</p> <p>Demonstrates a positive attitude to new challenges and a willingness to adapt quickly to change.</p> <p>Commitment to the Council's Equal Opportunities Policy and recognises, values and celebrates difference.</p>	<p>YOU DO NOT HAVE TO MEET THESE REQUIREMENTS BUT IF YOU DO, PLEASE TELL US</p>	<p>Application Form or Interview or Both</p>
Special Circumstances	<p>Will undertake other duties and or times of work as may reasonably be required of you.</p>	<p>Full and valid driving licence would be an advantage.</p>	<p>Application Form and Interview</p>



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Terms & Conditions

PRINCIPAL TERMS AND CONDITIONS OF SERVICE

APPOINTMENT OF ASSISTANT DIRECTOR FOR DEVELOPMENT & REGENERATION

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 £92,245 per annum. National pay awards in accordance with the JNC for Chief Officers of Local Authorities will be applied subject to Council approval.

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 28 days for employees with less than 5 years continuous service, and 33 days for employees with more than 5 years continuous service. You will also be entitled to 8 bank holidays, plus any additional bank holidays approved by Government.

6. HOURS OF WORK

The job of Assistant Director for Development & Regeneration 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.



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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

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.



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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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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
<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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