SUPPLEMENTARY PAPERS

Committee   APPOINTMENTS COMMITTEE - DIRECTOR OF ADULT SERVICES, HOUSING & COMMUNITIES

Date and Time of Meeting   FRIDAY, 15 JANUARY 2021, 9.30 AM

Venue   REMOTE MEETING VIA MS TEAMS

Membership   Councillor Thorne
Councillors Carter, Elsmore, Jones-Pritchard and Mackie

The following papers were marked 'to follow' on the agenda circulated previously

6   **Appointment of Director of Adult Services, Housing and Communities**
(Pages 3 - 118)

To consider the shortlisting of candidates for the post of Director, Adult Services, Housing and Communities following the assessment centre.

Davina Fiore
Director Governance & Legal Services
Date: 13 January 2021
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This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg

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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

Open

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

Fair

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

Together

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

Putting our Customers First (Core)

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

Getting Things Done (Core)

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

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

Taking Personal Responsibility (Core)

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

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

This competency is about demonstrating an understanding of others and valuing their contribution and viewpoint even if it may be different from your own				
Level 1 - What we stand for	**Level 2**	**Level 3**	**Level 4**	**Level 5**
Asking about others' views and feelings, and actively listening and acknowledging these Acknowledging and considering the different views and ideas of others Checking own understanding of how others feel	Questioning others to understand their viewpoint and take them into account Seeking to understand, the reasons for others actions and views Encouraging others to consider the impact of their actions	Shaping the environment to ensure others feel positive and conflict is minimised Addressing and changing things when the behaviours of others is disruptive Seeking and taking opportunities to create and support forums where people can express their views and concerns	Assessing the strengths and development areas of others, aligning their strengths to the demands and requests made of them Seeking to understand the source of negative emotions within and external to the organisation Identifying and taking action to pre-empt situations where strong emotions will be aroused.	Building positive relationships with others in challenging and complex circumstances Understanding and responding to the political, financial, reputational and other factors that influence the behaviour of senior people Recognising and taking action to resolve cultural or systemic causes of conflict, misunderstanding or lack of collaboration Modelling consistently collaborative, supportive and respectful behaviour towards others

Developing Potential

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

Leading Change

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**
	Promoting and being positive about change

Seeking opportunities for self and others to contribute to change

Helping others to understand the reasons for and the process of change | Setting out and communicating the vision and the rationale for change

Looking for ways to support and contribute to successful change

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

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

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

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

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

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

Demonstrating consistent drive, resilience and agility during challenging periods of change |

Initiating Change and improvement

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

Organisational Awareness

This competency is about understanding formal and informal structures, decision-making, climate and culture and organisational politics, which shape how the council works

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

Partnering and Corporate Working

This competency is about valuing, building and maintaining networks and relationships to achieve objectives				
Level 1 - What we stand for	**Level 2**	**Level 3**	**Level 4**	**Level 5**
Actively participating as member of a team

Proactively sharing information and ideas openly within own team

Supporting others to complete tasks | Identifying and building effective and collaborative working relationships

Proactively sharing information and ideas openly with all relevant teams

Acknowledge different stakeholder priorities and take them into account | Proactively maintaining a network of internal and external colleagues to enable service improvement and service delivery

Promoting and forming cross-functional teams to deliver results and improvement

Working collaboratively to gain buy-in and agreement towards a common goal | Promote and lead partnership and corporate working, across and outside the organisation

Using depth and breadth of contacts to build alliances for wide and far reaching change

Managing complex relationships, internally and externally, to establish common goals and develop mutual commitment to positive outcomes | Forging and continually developing a complex network of senior-level relationships to optimise the productivity of the city region

Focusing on desired outcomes and defining which types of partnering arrangements will best achieve them

Ensuring the right-strategic partnerships are in place to optimise the use of public sector resources in a climate of austerity

Unlocking the key strategic barriers to partnership and collaboration

Exploiting the use of commercial partnerships and ventures, whilst effectively accounting for the risk factors |

Communicating

This competency is about facilitating and communicating all kinds of information and messages to different audiences in the most effective way

Level 1 - What we stand for	Level 2	Level 3	Level 4	Level 5
Communicating clearly and effectively

Actively listening to other

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

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

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

Communicating challenging and contentious messages with openness

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

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

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

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

Positions the Council clearly and credibly when outlining its position

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

Analysing, Problem Solving and Decision Making

This competency is about gathering key information, recognising risks, evaluation, decision-making to support best practice

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

Equality and Diversity

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

Level 1 - What we stand for	Level 2	Level 3	Level 4	Level 5
Follow equality policies, procedures and legislation Treating others with dignity and respect Acknowledging the value of differences between people	Promoting the importance of equality and valuing diversity in the workplace and in service delivery Acknowledging and communicating that every employee has a role to play in making the Council an Employer of Choice and a successful deliverer of services to diverse communities	Identifying and ensuring good equality and diversity practice and remove barriers. Ensuring that equality and diversity are always actively considered when introducing a new activity, policy or decision Supporting others to consider and deliver good practice	Promoting and ensuring a culture in which equality and diversity is valued through fair and just service delivery and employment. Advocating and championing equality and diversity within the organisation Engaging equalities communities and stakeholders, and involving them in shaping Council policies and practices	Challenging and testing services to ensure that commitments to equality and diversity are being robustly implemented. Putting systems in place and using them to evaluate the degree to which services are securing improved outcomes in the lives of all service users: taking action to tackle all aspects of inequality. Challenging and improving the culture and processes of the organisation; ensuring that the potential of all employees is identified, nurtured and fully realised. Working together with partner organisations to cohesively achieve improving strategic equality and diversity outcomes.

Optimising Resources

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

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

Demonstrating Political Acumen

Working effectively within the context of a member-led authority; understanding political priorities for the city region and establishing a position as a trusted and impartial advisor. Helping senior politicians to 'test' and fully appreciate the best ways to implement agreed priorities and commitments.

Level 1 What we stand for	Level 2	Level 3	Level 4	Level 5
-	-	-	Understanding key political decision-making processes and engaging with them appropriately Ensuring the production of clear, accurate and timely responses to member enquiries Deputising for the relevant Director and providing robust guidance to senior elected members Ensuring that managers and staff engage appropriately and effectively with elected members	Understanding the priorities of the Cabinet and translating these into action in the organisation Offering clear and accurate advice to senior politicians, highlighting the benefits, risks and implications of key strategic choices Being aware of political sensitivities, whilst retaining non-political objectivity Keeping politicians informed in a timely and proactive manner; avoiding unnecessary surprises Understanding and making sense of the local, regional and national political agendas

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