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

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

CARDIFF
CAERDYDD

AGENDA

Committee	APPOINTMENT COMMITTEE - DIRECTOR GOVERNANCE & LEGAL SERVICES
Date and Time of Meeting	TUESDAY, 17 MAY 2016, 9.00 AM
Venue	LEADERS CONFERENCE ROOM, LEVEL 5, COUNTY HALL, ATLANTIC WHARF. CARDIFF.
Membership	Councillor Bale (Chairperson) Councillors Hinchey, Margaret Jones, Magill and McKerlich

1   Apologies (if any)

2   Declarations of Interest

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

3   Terms of Reference

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

4   Exclusion of the Public

Information included in the following item is not for publication by virtue of paragraphs 12 and 13 of Part 4 of Schedule 12A of the Local Government Act 1972.

5   Minutes *(Pages 1 - 2)*

To approve the minutes of the reconvened long-listing Committee held on 9 May 2016.

6   Appointment of Director Governance and Legal Services. *(Pages 3 - 104)*

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

7   **Dismissal (if required)**

There is no consequential dismissal required from this process.

David Marr
Interim Monitoring Officer
Date: Wednesday, 11 May 2016
Contact: Gill Nurton, 029 2087 2432, g.nurton@cardiff.gov.uk

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

By virtue of paragraph(s) 12, 13 of Part(s) 4 and 5 of Schedule 12A
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The City of Cardiff Council
Recruitment Pack

Director of Governance and Legal Services

CARDIFF
CAERDYDD

Dear Applicant,

The City of Cardiff Council needs creative, experienced and enterprising people with an appetite to explore new ways of working across boundaries and sectors to secure the best possible outcomes for Cardiff, the capital city of Wales and a leading UK core city.

We want the right people with the technical skill, managerial capacity and fresh perspectives to support the political leadership in the delivery of a fast-paced and ambitious agenda, working towards achieving the Council's vision of becoming Europe's most liveable Capital City.
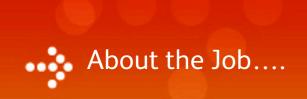
This is an exciting opportunity to become part of a senior management team in a leading public sector organisation with 15,000 employees delivering over 700 individual services to over 350,000 residents.

The Council wants to attract the best candidates to support the achievement of an important agenda through a period of organisational change and improvement against a back cloth of financial austerity. We are keen to develop a team which will ensure that there is a positive and inclusive performance culture within the organisation that will serve to deliver the Council's priorities and put Cardiff at the forefront of local government in the UK.

Christine Salter
Corporate Director, Resources

Resources Directorate

Director of Governance and Legal Services
Salary £120,000

The City of Cardiff Council, like many other public sector organisations, has to change in order to deliver improved outcomes for its citizens whilst transforming how it works leading to the achievement of efficiencies.

Reporting to the Corporate Director, Resources you will be responsible for the provision of accurate and timely information and support for the Council's Cabinet and Committees and all elected members, providing a robust platform for open, transparent and challenging governance and decision making.

You will also be responsible for the management and development of the Council's Legal Service, including taking a lead role in optimising and growing the use of the Council's resources by creatively using risk-managed partnerships, collaborations and commercial ventures to best deliver the key services needed by customers

You will need to be articulate, credible and able to win respect by giving clear expert advice, thinking strategically and leading a broad range of functions.

Your in depth understanding of local authority governance and legal experience will enable you to shape and influence the way that the Council delivers outcomes through the Corporate Plan and its related policy agenda.

Your ability to establish constructive relationships with elected members, partner agencies and other authorities will be key to ensuring that Cardiff is at the forefront of delivering excellent services.

You will be a core member of the Council's senior management team and will also fulfil the statutory duties and responsibilities of the authority's Monitoring Officer.

For an informal discussion about this post, please contact the Corporate Director of Resources, Christine Salter on (029) 2087 2300.

The Recruitment Process
Should you decide to make a formal application, the first stage will be shortlisting based on your application. This is a Member appointment.

Closing Date

Monday 11th April 2016 at 12 noon

Queries
If you wish to have an informal discussion prior to application, please contact the Corporate Director, Resources, Christine Salter on 029 2087 2301.

Equal Opportunities
Equal opportunities will be afforded to all applicants. Appointment will be made on merit.

Role Title: Director, Governance and Legal Services –
Role requires an admitted Solicitor or Barrister with full CPD

Grade : Director Spot Salary

Primary Purpose of Role
- To take lead responsibility for the provision of accurate and timely information and support for the Council's Committees and all elected members, providing a robust platform for open, transparent and challenging governance and decision-making; to provide strategic analysis and robust advice to Cabinet Members with regard to best options and methods to deliver relevant aspects of the Council's Corporate Plan;
- To ensure the effective and efficient implementation of the Cabinet's strategic choices with a firm focus on achieving continually improving outcomes in services provided to internal customers and partner organisations.
- To embrace the corporate priorities across the Council and be part of a cohesive corporate team.

Key Accountabilities
- To translate the Council's stated vision and priorities into a set of aligned and effective strategies for the Directorate
- To provide high-quality advice and insight for the Cabinet Members regarding the most effective models for achieving corporate priorities and responding to emerging needs
- As a key member of the senior management team, to undertake cross-cutting responsibilities throughout the Council
- To take a lead role in the formation and on-going development of deep-rooted strategic partnerships and relationships that will position services within the Directorate as an exemplar for the City Region
- To identify and make the most of existing and potential synergies across the work of the Directorate and other services, plus those of partner organisations
- To take a lead role in optimising and growing the use of the Council's resources by creatively using risk-managed partnerships, collaborations and commercial ventures to best deliver the key services needed by customers
- To accurately advise the Corporate Director Resources and Cabinet Members how and where to generate income and make efficiencies, cuts or investments in services within the Directorate that will best serve the people of Cardiff and the City Region
- To assess the strategic impact of shifting service demands in a diverse City Region, prominent financial pressures and a commitment to the provision of improving standards, and to advise the Cabinet Members of all of the options (including innovative responses) and associated implications
- To lead a management team; creating, implementing, monitoring and reviewing the performance of the Directorate Services and ensuring that significantly improved outcomes for customers are secured
- To promote and lead a culture that realises Cardiff's aspirations to becoming Europe's most liveable capital city
- To scan the external context and to advise the Cabinet Members how to position the Council for emerging changes, challenges and opportunities
- To be the Council's lead legal adviser in a key area (Community, Litigation, Property or Procurement)
- To ensure that services are delivered in accordance with the highest standards expected by external regulators
- To ensure that Cabinet Members and service areas receive commercial and pragmatic legal advice which is solutions driven

- To co-ordinate and supervise key research activities that keep elected members fully informed about the effectiveness of service provision, partnering arrangements and policy implementation; enabling elected members to robustly scrutinise performance and progress
- To manage the provision of a range of support to the Council's Committees; taking appropriate actions to ensure committees are able to fulfil their duties and responsibilities
- To fulfil all of the statutory duties and responsibilities of the Authority's Monitoring Officer

Areas of Responsibility
- Legal Services (Community, Litigation, Property & Procurement)
- Scrutiny
- Democratic Services
- Electoral Services
- Member Services
- Monitoring Officer

Types of Measures of Success
- Continually improving outcomes in the lives of people in Cardiff and the City Region
- Achievement of Corporate Priorities for the portfolio
- Effective management of resources – improvement of performance, whilst achieving required financial savings or external exploitation of resources.
- Satisfaction of the Cabinet Members with quality of advice offered in relation to key portfolio choices
- Satisfaction of elected members with the quality and timeliness of information and support provided by the team

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

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

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 spot salary for this post is £120 000. National pay awards in accordance with the JNC for Chief Officers of Local Authorities will be applied.

4. **PERFORMANCE APPRAISAL**
   There will be an annual process of performance appraisal linked to the setting and achievement of the responsibilities and accountabilities of the job; and identifying any continuing personal development needs to maintain a high level of performance. The process is separate from any scheme relating to either pay or performance related pay.

5. **ANNUAL LEAVE**
   Annual leave will be 27 days for employees with less than 5 years continuous service, and 32 days for employees with more than 5 years continuous service. You will also be entitled to 8 bank holidays.

6. **HOURS OF WORK**
   The job of Director cannot be satisfactorily undertaken within a fixed working week and some element of unsocial hours will be required for the proper performance of the responsibilities. The inclusive salary scale for the appointment reflects the need to work in addition to and outside normal office hours.

7. **SICK PAY**
   Occupational Sick Pay Scheme will be in accordance with the JNC for Chief Officers' Conditions of Service.

8. **PENSION**
   Local Government Pension Scheme. An opting out notice is available from the Pension Section.

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

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

11. CAR MILEAGE ALLOWANCE

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.

City of Cardiff Council Behavioural Competency Framework

Supporting the Values of the Council

Co-operative Values: We Are Cardiff

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)

	Level 1 - What we stand for	Level 2	Level 3	Level 4	Level 5
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	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 the council's 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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