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## AGENDA

<b>Committee</b>	APPOINTMENT COMMITTEE- ASSISTANT DIRECTOR CHILDREN'S SOCIAL SERVICES
<b>Date and Time of Meeting</b>	TUESDAY, 13 DECEMBER 2016, 9.30 AM
<b>Venue</b>	LEADER'S CONFERENCE ROOM, LEVEL 5, COUNTY HALL, ATLANTIC WHARF CARDIFF
<b>Membership</b>	Councillor Lent (Chair) Councillors Hinchey, Elsmore, Hill-John, and Woodman

### 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Information included in the following item is not for publication by virtue of paragraphs 12 and 13 of Part 4 of Schedule 12A of the Local Government Act 1972.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 short-listing Committee held on 5 December 2016.

### 6 **Appointment of Assistant Director, Children's Social Services** (*Pages 3 - 52*)

To interview candidate/s and conclude the process for the post of Assistant Director, Children's Social Services.

7      **Dismissal (if required)**

**Davina Fiore**

**Director, Governance & Legal Services**

Date: Wednesday, 7 December 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 of the Local Government Act 1972.

Document is Restricted

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# The City of Cardiff Council **Recruitment Pack**

**Assistant Director -  
Children's Services**





# Letter from the Director



Dear Applicant

Thank you for your interest in this exciting and challenging role.

This is a good time to be joining the Social Services Directorate since much has been achieved during the last 24 months to ensure that the Directorate is in a strong position to deliver better outcomes for the children and young people of Cardiff. Across a basket of national measures, the Council's Social Services was rated as the most improved in Wales during 2015-16 and we received a very positive whole service inspection of Children's Services in March 2016.

For those of you across the border, it is also a good time to come to Wales as a national study last year showed that social workers in Wales are happier, feel better supported and stay longer. In addition, we have just implemented a new Social Services and Well Being Act which extends the rights of children to better outcomes.

Children's Services is a top priority for the Council, receiving strong support from the Cabinet and the Chief Executive. An effective and integrated programme of strategic improvement initiatives has made very good progress in stabilising the service and we are determined to maintain impetus. Among the strides we have made in the last 24 months, and as confirmed by our strong inspection outcome are:

- A newly configured service in place to enable specialist focus on Looked After Children (LAC)
- An excellent and award winning in house traineeship scheme for LAC
- A significantly strengthened Corporate Parenting Board
- The award to the Directorate of the hosting role for the new Welsh National Adoption Service
- A successful recruitment and retention strategy and a significantly improving recruitment position
- Improving performance trend across a range of measures.
- Newly established MASH
- Newly implemented agile and mobile working – social workers now have the latest technology in the Council
- More manageable caseloads
- Substantial additional investment in services for disabled children
- An effective '*Not in Our City, Not to Our Children*' Child Sexual Exploitation strategy supported by additional investment
- A new partnership Early Help strategy supported by new investment in best practice interventions
- A programme of implementation to support Signs of Safety



## Letter from the Director con't...



If successful, you will complete a newly formed, energetic and mutually supportive senior management team with a clear commitment to deliver on our high profile Improvement Plan. You will play a key role in ensuring the effective operation of the Directorate and on delivering the Improvement plan. For an ambitious senior manager there is much scope for you in this programme of work, including

- Embedding a commissioning-led approach to strategic development
- Rebalancing services in favour of prevention
- Creating and designing new approaches and whole-systems services with other directorates
- Responding to the Welsh Government's Social Services and Well Being Act
- An emergent model of services for disabled children drawing on best practice pathfinders

We have a committed workforce, innovative programmes of development and aspirations to be everything that services in a capital city should be. We are also facing a context of sharply diminishing local government resources and know that we need to ensure the sustainability of services that prioritise those at risk and those most in need. To do that effectively, we need to ensure that we intervene early and reduce the need for intensive and high cost services.

If these competing challenges don't sound like a familiar children's services picture then this is probably not the job for you. If they do and you are eager to meet the challenge, to bring energy and a willingness to work as part of an able and committed management team, I would be interested in hearing from you.

We need an individual who is focused on children, who is passionate about high professional standards, knows how to ensure that the quality of practice across a complex service continues to improve and who can translate values and vision into practice and delivery. You will be a qualified social worker with substantial experience of managing statutory children's services combined with the ability to manage a wide portfolio of responsibilities within a council environment and be able to work well with partners, with regulators and inspectors and with members and employees.

If you interested in this post and want to know more, please contact me on 02920 873803

**Yours faithfully**

**Tony Young**  
**Director of Social Services**



## Advertisement



### **CITY OF CARDIFF COUNCIL**

**Cardiff – Europe's most liveable capital city**

#### **Assistant Director, Children's Services**

**Total Salary Package of £94,778 per annum**

This is an opportunity to work in a vibrant and diverse city and to complete a dynamic team. In return, we ask you to bring leadership and communication skills plus the passion and experience to deliver innovative, partnership-focused services to take both of us to the next level.

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

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

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

You will be a qualified social worker who understands what good delivery looks like. That experience will have prepared you to take on a broader role. Here we will offer you scope, support and opportunity to grow into the role.

The total salary of £94,778 per annum is split between a basic rate of £82,416 and a market supplement of £12,362 which is reviewable every 12 months.

If you are ready for a broader role you can apply [here](#). For a confidential discussion please contact Tony Young, Director of Social Services on 02920 873803

**Closing Date: 7 November 2016 at 5pm**

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

This post is subject to a Disclosure and Barring Service Enhanced check.

This vacancy is suitable for post share.

We welcome applications in both English and Welsh.





## Role Profile



### **Role Title**

Assistant Director, Children's Services

### **Grade**

Assistant Director Spot Salary

### **Primary Purpose of Role**

To take lead responsibility for the successful and safe operation of a broad range of statutory and non-statutory children's service areas: to plan, commission, manage and co-ordinate people, financial and capital resources to ensure the effective delivery of agreed priorities, change programmes and high-quality day-to-day service for customers.

### **Key Accountabilities**

- To lead strategic commissioning activity to ensure that all services are procured, developed and designed to meet identified needs cost effectively
- To promote high professional standards of practice and accountability within the workforce and ensure compliance with all relevant codes of conduct
- To ensure effective and robust processes for the audit of practice consistent with national and local learning and the key recommendations within relevant national enquiry reports.
- To promote a culture of critical enquiry, evidence based social work practice and learning across the workforce and in management practice
- To translate strategic commitments for the portfolio into an aligned framework of operational plans, and, subsequently, to oversee the execution, review and improvement of these plans
- To play the lead role in the delivery of change programmes and projects across the portfolio of services (working with partners where appropriate) ensuring that the desired outputs and outcomes are secured
- To effectively manage the people, financial and other resources of the portfolio – ensuring that they are aligned with corporate priorities and genuine customer need
- To ensure that Operational Managers understand and fulfil their budgetary accountabilities; guiding and supporting them to make tougher choices within a context of diminishing resources and changing service demand
- To facilitate and ensure the successful implementation of internal and/or external partnership arrangements
- To establish and apply effective individual and team performance management systems in order to monitor, assess and improve standards and the achievement of key performance indicators
- To lead, motivate and develop a team of Operational Managers (and wider management and staff group) – ensuring the highest levels of buy-in and execution of the Council's priorities and corporate objectives
- To ensure that operational managers and staff remain conscious of their safeguarding responsibilities at all times and that service delivery and social work interventions reflect high standards of safeguarding practice.
- To lead Operational Managers in the production of robust and meaningful business plans – providing clarity of purpose, emphasis and key deliverables for the portfolio of services
- To ensure that effective communication and engagement processes are in place to share new ideas, new ways of working and to provide insight to progress and achievements



# Role Profile



## Areas of Responsibility

- Children's Social Services
- Youth Justice

## Types of Measures of Success

- Continually improving performance against key performance indicators for the portfolio
- Achievement of practice standards as measured by inspectorates and regulators
- Achievement of Corporate Priorities for the children's services portfolio
- Effective co-ordination of resources across the portfolio of services
- Effective budget control across the portfolio, with the delivery of required budget savings

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

**These, and the remaining competencies, will be assessed during the remaining stages of the recruitment process.**

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



# Terms and Conditions



## PRINCIPAL TERMS AND CONDITIONS OF SERVICE APPOINTMENT OF ASSISTANT DIRECTOR – CHILDREN'S SERVICES

### 1. CONTRACT

This is a permanent appointment.

### 2. CONDITIONS

Conditions of service will be in accordance with the Joint Negotiating Committee for Chief Officers of Local Authorities as adopted by the County Council from time to time, plus any other conditions or regulations determined by the Council from time to time in consultation with the recognised trade unions.

### 3. SALARY

The total spot salary for this post is £94,778 per annum, split between a basic rate of £82,416 and a market supplement of £12,362 which is reviewable every 12 months.

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 Assistant Director – Children's Services cannot be satisfactorily undertaken within a fixed working week and some element of unsocial hours will be required for the proper performance of the responsibilities. The inclusive salary scale for the appointment reflects the need to work in addition to and outside normal office hours.

### 7. SICK PAY

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

### 8. PENSION

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

### 9. POLITICAL RESTRICTION

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

### 10. CAR LOAN SCHEME

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



## Terms and Conditions con't...



**11. CAR MILEAGE ALLOWANCE**

HMRC rate of 45 pence per mile will apply.

**12. SMOKING**

The Council has a no smoking policy.

**13. FLEXIBILITY AND MOBILITY CLAUSE**

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

**14. SATISFACTORY MEDICAL REPORT**

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

**15. NOTICE PERIODS**

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

**16. RESTRICTIONS ON RE-EMPLOYMENT**

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



# City of Cardiff Council Behavioural Competency Framework

## Supporting the Values of the Council

Co-operative Values: We Are 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 the council's 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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