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 – CHIEF DIGITAL OFFICER

Date and Time of Meeting

FRIDAY, 2 MARCH 2018, 2.00 PM

Venue

LEADER'S CONFERENCE ROOM, LEVEL5, COUNTY HALL, ATLANTIC WHARF, CARDIFF

Membership

Councillor Huw Thomas (Chair)
Councillors Boyle, Cunnah, Gavin Hill-John and Weaver

1   Apologies (if any)

2   Declaration of Interests

To receive any declarations of interest 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   Minutes *(Pages 1 - 2)*

To approve as a correct record the minutes of the meeting held on 8 February 2018.

5   Exclusion of the Public

Information included in the following item is not for publication by virtue of paragraphs 12 and 13 of Part 4 of Schedule 12A of the Local Government Act 1972.

6   Appointment of Chief Digital Officer *(Pages 3 - 274)*

To consider the short-list of candidates for the post of Chief Digital Officer for interview.

7   Dismissal (if any)

To consider any dismissal (if required)

8   Date of next meeting - Friday 9 March 2018 at 9:00am

Davina Fiore
Director Governance & Legal Services
Date: Monday, 26 February 2018
Contact: Kate Rees, 029 2087 2432427, krees@cardiff.gov.uk

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

APPOINTMENT COMMITTEE

8 FEBRUARY 2018

Present: County Councillor (Chairperson)
              County Councillors Boyle, Cunnah, Gavin Hill-John, Huw Thomas and Weaver

9   :   ELECTION OF CHAIRPERSON

RESOLVED: That Councillor Huw Thomas be elected Chairperson of this Appointment Committee convened for the appointment of Chief Digital Officer.

(Councillor Huw Thomas in the Chair)

10   :   APOLOGIES (IF ANY)

None

11   :   DECLARATION OF INTERESTS

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

12   :   TERMS OF REFERENCE

To note the following Terms of Reference:-

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

13   :   EXCLUSION OF THE PUBLIC

RESOLVED: That the public be excluded during the discussion on the following item of business on the grounds that, if members of the public were present during the discussion, because of the nature of the business to be transacted there would be disclosure to them of except information as defined in Part 4 of Schedule 12A of the Local Government Act 1972 and as described below: -

Paragraph 12 – Information relating to an applicant to become an employee of the Authority; and

Paragraph 13 – Information which was likely to reveal the identity of an individual.

14   :   APPOINTMENT OF CHIEF DIGITAL OFFICER

The Appointment Committee was convened to consider the long-list if candidates for the appointment of Chief Digital Officer.

The Committee reviewed thirty six applications received for this port and gave consideration to how candidates met the essential competencies from the Behavioural Competencies Framework and the role profile; and identified those candidates to be recommended to go forward to the Assessment Centre on 19 & 20 February 2018.

RESOLVED – That

(1) Candidates 3, 10, 14, 16, 19, 22, 25, 28, 30 and 35 be put forward to the Assessment Centre to be held on 19 & 20 February 2108;

(2) The Committee be reconvened for 2 March 2018 at 2:00pm to allow consideration of the feedback from the Assessment Centre and agree which candidates will be put forward for interview on 9 March 2018.

15 : DISMISSAL (IF REQUIRED)

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

16 : DATE OF NEXT MEETING - FRIDAY 2 MARCH 2018 AT 2.00PM

The meeting terminated at Time Not Specified

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.

This page is intentionally left blank

Cardiff Council
Recruitment Pack

Chief Digital Officer
Resources Directorate

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

UCHELGAIS
PRIFDDINAS
CAPITAL
AMBITION

CARDIFF
CAERDYDD

Dear Applicant

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

Cardiff has been reinvented over the past quarter of a century as an internationally recognised capital city. This success can be seen in the rapid growth of the city's population with Cardiff now one of the fastest growing and most highly skilled major British cities. It can also be evidenced by strong performance in a number of headline economic indicators with unemployment down, employment growth up and visitor numbers having doubled over the last decade.

However, the proceeds of Cardiff's growth over recent decades have not been felt by all of the city's residents. The gap between the most and least prosperous communities in Cardiff is substantial. Similarly, while Cardiff's population growth is a sign of strength for the city, unless it is well-planned and well-managed it will put the city's physical and social infrastructures under real strain. This risk to the city's productivity, quality of life and standard of public services must be addressed. Tackling inequality and managing growth sustainably will therefore be at the heart of the Council's agenda.

The administration also recognises that it must deliver for Cardiff during a period of unprecedented financial austerity for the Council, and its public service partners. Protecting the services that are most important to residents will mean challenging old ways of working and embracing change where we are convinced it will deliver better services for the people of Cardiff.

As an organisation we must move away from dealing with problems in isolation and begin to integrate frontline teams that are empowered to address the day-to-day issues we know need solving. In the same way, individual directorates can no longer operate as silos: the Council must act as one seamless team to drive improvement across the city.

More broadly, the Council must work across the public services to deliver lasting solutions to complex problems. Removing the barriers that prevent people from getting a job, delivering the best outcomes for children in our care and helping people to live independently all require services to be delivered without boundaries. It demands a relentless focus on service integration to deliver the outcomes that we want to achieve.

A successful capital city is also a national, not just a regional, asset. We must be an outward-looking city, working with all our partners to make sure that Cardiff's success is shared with local people, regional partners and the country as a whole. Cardiff must be a capital city that works for Wales.

The Administration has therefore set out in its policy statement- 'Capital Ambition'- a programme of action to create opportunity, manage growth and reform public services whilst ensuring that the benefits of success are felt by all residents.

We invite you to take up the challenge with us.

Councillor Huw Thomas
Leader of the Council

Dear Applicant

Technology is transforming local public services. Increasingly, local authorities are seeking to automate processes, shift customer transactions and services into online channels of communication, and migrate council systems into cloud-based solutions.

The adoption of new technologies is providing more responsive access for residents who wish to engage digitally with public services, helping to deliver efficiencies and reducing the cost of transactional services in the face of rising demand. It is also providing intelligence on service demand, which can be analysed to drive improvement and target resources where they will have the greatest impact.

Cardiff Council is committed to a Digital First approach, by making the best use of new technologies to deliver our services, particularly our more transactional services, as efficiently and effectively as possible, and providing digital access which is indistinguishable from that available to citizens in every other aspect of their lives.

The new post of Chief Digital Officer will oversee a comprehensive programme of digital transformation, with a focus on streamlining and automating business processes that makes the best use of new technologies to deliver services. The post-holder will also make a crucial senior-level contribution towards enabling the Council to respond positively to fundamental challenges, particularly in terms of technology leadership nationally, organisational transformation and Cardiff's 'Smart City' credentials.

The Chief Digital Officer will provide a vital role in ensuring that this programme of change is co-ordinated and delivered consistently across all council services. The successful candidate will have good technical knowledge and the ability to lead organisational and technological change. The post-holder will also take lead responsibility for the governance, development and implementation of the Council's digital strategy and framework, in support of our Digital First approach to providing digital, 24/7 access to Council services.

You will lead the development of the Council's digital and smart city agendas by using technology to solve complex problems, particularly in relation to how smart technologies can more efficiently help manage city infrastructures. This will involve capturing data to understand customer needs, providing the Council with improved customer intelligence and the service user with improved customer service. You will also play a key role in designing and facilitating the changes to IT architecture that are required to support the use of digital solutions to gain maximum value for the business, while minimising disruptive impacts.

You will be joining an experienced, talented and committed Senior Management Team providing the professional leadership needed to deliver the administration's Capital Ambition agenda. It is an exciting opportunity.

Yours sincerely

Paul Orders
Chief Executive

CARDIFF COUNCIL

Chief Digital Officer, Resources Directorate
Salary of £ 98,270 per annum

Lead the digital transformation of Cardiff Council

Cardiff is one of the fastest growing Cities in the UK and a hub for digital technology and innovation. These technologies have the potential to transform the way that the people of Cardiff and visitors experience our city.

Much has been achieved already but there is so much more we can do to transform the ways in which we plan, discuss and deliver public services for the people of Cardiff – making them more accessible, efficient, and better suited to the needs of our complex and diverse city.

The Council has decided to appoint a Chief Digital Officer to help deliver its Capital Ambition and make Cardiff a leading smart city. You will work with partners and the technology sectors to encourage collaboration and adoption of common standards around data and service transformation, to drive the development of smart city technology.

You will be someone who has a deep understanding of how technology can be used and developed to make government, public services and decision making better. You will have a strong track record in the disciplines of Enterprise Architecture and Business Change Management and will have used that experience to identify and deliver innovative solutions to city challenges at a senior level, whether in the technology sector or in government.

You will be a powerful advocate for technology and have the communication and diplomatic skills to convene and influence a wide range of external stakeholders.
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 us to the next level.

The salary is £ 98,270 per annum.
If you are ready for a challenge you can apply here. For a confidential discussion please contact Paul Orders, Chief Executive on 02920 87 2401

Closing Date: 29 January 2018 at 11.59pm

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

Note: The selection process for this role will involve initially an Assessment Centre, with shortlisted candidates being invited back for interview. It is envisaged that these processes will take place with Assessment Centre on 19th February 2018 and final interviews in early March 2018.

Role Title	Chief Digital Officer, Resources Directorate
Grade	Spot Salary
Primary Purpose of Role	To take lead responsibility for the governance and development of the digital strategy and framework, and execution of strategic objectives and the delivery of business value. Develop the Council's digital vision and Smart City agenda by planning, developing and advising Cabinet Members on decisions that support the evolution and increased use of digital services, platforms and data intelligence, through working with partners in the City. Proactively support effective decision making regarding IT architectural choices and drive architectural clarity from IT that supports the overall digital strategy. Facilitate the changes required that will support the use of digital solutions to gain maximum value for the business while minimising disruptive impacts. Advise and lead the digital strategy formulation process for the Council to ensure the alignment with strategic objectives and the delivery of best in class services.
Key Accountabilities	- To translate the Council's strategic commitments for digital services into an aligned framework of operational practices and plans to promote safe, risk-managed operational delivery and subsequently ensure the successful review, execution and improvement of the plans - To assess the strategic impact of shifting service demands in a diverse City, prominent financial pressures and a commitment to the provision of improving standards - To provide high-quality advice and insight to the Chief Executive, Senior Management Team, Cabinet Members and Councillors on the requirements and objectives of Enterprise Architecture, the associated implications and emerging needs, including where to make efficiencies or investments to meet the objectives of Enterprise Architecture within Cardiff Council - To scan the external context and advise Cabinet Members and Councillors on the Council's Smart City agenda and how to develop and implement digital services that respond effectively to emerging changes, challenges and opportunities - To take a lead role in the formation and ongoing development of strategic partnerships and relationships, make the most of existing and potential synergies in order to place Cardiff's Enterprise Architecture at the centre of the Council in order to meet future obligations - To play the lead role in the delivery of change programmes and projects that form part of the Council's digital strategy across a range of council services (working with partners where appropriate) ensuring that the desired outputs and outcomes are secured and 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 - To effectively manage the people, financial and other resources within the service, ensuring that they are aligned with corporate and directorate priorities and future-focussed need

	• To lead Operational Managers (and wider management and staff group), in the understanding of their accountabilities, production of robust and meaningful business plans; providing clarity of purpose, emphasis on key deliverables for the development and implementation of digital policy and services, whilst establishing the highest level of buy-in and execution of the Council's priorities and corporate objectives • To promote high professional standards of practice and accountability within the workforce and ensure compliance with all relevant codes of conduct • 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 take a lead role in optimising the use of the Council's resources by creatively using risk-managed partnerships, collaborations and commercial ventures to best deliver key services • As a key member of the senior management team, to undertake cross-cutting responsibilities throughout the Council
Areas of Responsibility	• Digital First Strategy and Delivery • Organisational Development Programme • Enterprise Architecture • Information & Communication Technology • 24/7 Services including ARC/CCTV, Locality Wardens / Concierge, Telecare Services, Community Alarm, Meals on Wheels • Connect to Cardiff (C2C) • Rent Smart Wales • Smart Cities
Types of Measures of Success	• Development of a business architecture strategy and application of a structured business architecture approach and methodology • Achievement of corporate priorities for digital services • Continually improving corporate and directorate performance against key performance indicators • Effective budget control and management of resources, with the delivery of required financial savings • Satisfaction of the Cabinet Members with quality of advice offered in relation to key portfolio choices

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

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

PRINCIPAL TERMS AND CONDITIONS OF SERVICE
APPOINTMENT OF CHIEF DIGITAL OFFICER, RESOURCES DIRECTORATE

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 £98,270 per annum. National pay awards in accordance with the JNC for Chief Officers of Local Authorities will be applied.

4.   **PERFORMANCE APPRAISAL**
     There will be an annual process of performance appraisal linked to the setting and achievement of the responsibilities and accountabilities of the job; and identifying any continuing personal development needs to maintain a high level of performance. 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 Chief Digital Officer 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
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.

This page is intentionally left blank

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 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

Page 20

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

Document is Restricted

This page is intentionally left blank

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

This page is intentionally left blank

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

This page is intentionally left blank

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

This page is intentionally left blank

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

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

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

This page is intentionally left blank

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

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

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

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

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

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

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

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

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

This page is intentionally left blank

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

This page is intentionally left blank