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CARDIFF
CAERDYDD

AGENDA

Committee	APPOINTMENT COMMITTEE – HEAD OF DEMOCRATIC SERVICES
Date and Time of Meeting	TUESDAY, 13 MARCH 2018, 3.00 PM
Venue	LEADER'S CONFERENCE ROOM, LEVEL 5, COUNTY HALL
Membership	Councillor Weaver (Chair) Councillors Carter, Derbyshire, Jones-Pritchard and Patel

1   Apologies (if any)

2   Declarations of Interest

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

3   Minutes *(Pages 1 - 2)*

To approve the minutes of the Appointment Committee 13 February 2018.

4   Terms of Reference

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

5   Exclusion of the Public

Information included in the following item is not for publication by virtue of paragraphs 12 and 13 of Part 4, Schedule 12A of the Local Government Act 1972.

6   Appointment of Head of Democratic Services *(Pages 3 - 140)*

To consider the short-listing of candidates for the post of Head of Democratic Services for interview

7   Dismissal (if required)

To consider any consequential dismissal (if required).

8   Date of Next Meeting - Thursday 29 March 2018 at 9:30am

Davina Fiore
Director Governance & Legal Services
Date: Wednesday, 7 March 2018
Contact: Kate Rees, 029 2087 2432, k.rees@cardiff.gov.uk

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

APPOINTMENT COMMITTEE

13 FEBRUARY 2018

Present: County Councillor (Chairperson)
               County Councillors Carter, Derbyshire, Jones-Pritchard, Patel
               and Weaver

17   :   ELECTION OF CHAIRPERSON

RESOLVED: That Councillor Chris Weaver be elected Chairperson of this
Appointment Committee convened for the appointment of Head of Democratic
Services.

(Councillor Chris Weaver in the Chair)

18   :   APOLOGIES (IF ANY)

None

19   :   DECLARATIONS OF INTERESTS

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

20   :   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".*

21   :   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.

22   :   APPOINTMENT OF HEAD OF DEMOCRATIC SERVICES

The Appointment Committee was convened to consider the long-list of candidates for
the appointment of Head of Democratic Services.

The Committee reviewed ten applications received for this post 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 Technical Interviews.

RESOLVED: That

(1) Candidates 4, 3, 5, 6, 7 and 9 be put forward to the Technical Interviews to be held on 26 February 2018;

(2) The Committee be reconvened for 13 March 2018 at 3:00 to allow consideration of the feedback from the Technical Interviews and agree which candidates will be put forward for interview on 29 March 2018.

23   :   DISMISSAL (IF REQUIRED)

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

24   :   DATE OF NEXT MEETING - TUESDAY 13 MARCH 2018 AT 3.00PM

NOTES FOR RECONVENED APPOINTMENT COMMITTEE FOR SHORT-LISTING FOR APPOINTMENT OF CHIEF EXECUTIVE / CORPORATE DIRECTOR, RESOURCES / DIRECTORS / ASSISTANT DIRECTORS /CHIEF OFFICERS

1. Chair reminds Members of the Committee of the need to offer comments on the list of candidates based on their personal review of applications (applications having been sent out with this note) and the results of the assessment centre which will follow and be presented by the Advisor and Lead Officer for discussion at the meeting.

2. Lead Officer / Advisor talks through the assessment centre report each candidate in turn answering any questions relating to the assessment raised by any Member of the Committee.

3. Members discuss the information received and consider who should go through to the final Appointment Committee.

4. Agreement is sought from Committee on the candidates to be included for the final stage of the process.

5. Lead officer / Advisor answers any queries relating to the next stage of the assessment.

6. Chair confirms the outcome of the discussion by listing the candidates being taken through to the next stage – the Appointment Committee.

7. Lead officer confirms the Appointment Committee details including date and timings based on the number of candidates confirmed by the shortlist committee.

8. Chair concludes the Committee.

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JOB DESCRIPTION AND PERSON SPECIFICATION

Job Title: **Head of Democratic Services**	**Directorate**: Resources
Section: **Governance and Legal Services**	**Reporting to**: Director of Governance & Legal Services and Monitoring Officer
Grade: **OM1**	**Hours per Week: 37** The duties of this post cannot be satisfactorily undertaken within a fixed working week and some element of unsociable 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 normal office hours and therefore you will not be eligible to work under the Council's Flexible Working Hours Scheme.
Post Number:	**Reporting to Post**: Committee and Member Services, Scrutiny Services, and Electoral Services
Special Conditions: Bar points will be applied to each point in the salary scale. Progression through the bar will be subject to annual performance review. 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)	**Location of Post**: **County Hall**

Job Purpose:

- Carry out the role of Head of Democratic Services as defined in the Local Government (Wales) Measure 2011 and to discharge the Democratic Services Functions as set out in the Local Government (Wales) Measure 2011 and in any relevant guidance.

- Ensure the provision of services to which support the democratic function of the Council, ensuring the Council, the Cabinet and Committees receive high level support in the discharge of its democratic functions and that processes are in place to facilitate sound decision making and that democratic accountabilities are upheld.

- To ensure compliance with statutory and non-statutory arrangements for the effective delivery of a Democratic Services service.

- To have strategic and operational responsibility for the organisation and management of Committee and Member Services, Scrutiny Services and Electoral Services, and ensure they are operating within the Council's policies and strategies to achieve the objectives and performance standards set, within the resources allocated.

- Be responsible for maintaining all Registers, Disclosures and Declarations as required under the Council's Constitution.

Job Specific Duties and Responsibilities

1. Manage, lead and direct the operations of the 3 Teams (Committee and Member Services, Scrutiny Services, and Electoral Services) including recruitment, management, supervision, performance review and development of employees to meet the identified needs of the Corporate Directors, Directors, Assistant Directors, Heads of Service and the Councillors.

2. Be responsible for the Democratic Services functions as defined in the Local Government (Wales) Measure 2011 and to make all appropriate reports to the Democratic Services Committee.

3. Manage partnership working with the private sector, other Council's, WLGA and the Welsh Government, the MSO Network and the Independent Remuneration Panel.

4. Act as a signatory to any documents as delegated through the Council's delegations.

5. Maintain and give advice to Councillors and Statutory Co-opted Members with regards the Registers of Interest, Gifts and Hospitality.

6. Develop and deliver support for the Democratic Process aimed at contributing to the promotion of local democracy, openness and accountability.

7. Manage, lead and ensure that the Electoral Services and Electoral Registration functions are effectively and efficiently delivered on behalf of the Returning Officer.

8. Manage and ensure that arrangements for the support of d Councillors lead to the delivery of effective outcomes.

9. Fully support the development, implementation, and review of management systems, processes and structures in line with corporate policies.

10. Agree with the Director objectives, performance targets and resources, to feed into the Directorate Business Plan and to manage these.

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11. Review and evaluate resources for the services and to identify and maximise any external income sources.

12. Ensure the development and delivery of an effective programme of Member Development to provide the opportunities for Elected Members to develop the essential skills and knowledge they need to undertake their demanding and evolving roles responsibilities

13. Proactively work to deliver improvements to performance, customer care and satisfaction, awareness of equalities and 'one council' working.

14. Advise the Director of Governance and Legal Services and Monitoring Officer on professional issues and opportunities for service improvement and problem resolution.

15. Work with other Council services, stakeholders and external partners to deliver continuous improvement, seeking to ensure that service delivery is efficient, effective and accords with best practice.

16. Deputise for the Director of Governance & Legal Services and Monitoring Officer as and when required (including as Deputy Monitoring Officer) and perform other duties consistent with the level of the post as agreed with the Director of Governance & Legal Services and Monitoring Officer.

17. Recognise and act on the basis that the role is a politically restricted one under the terms of the Local Government Act 1989

Corporate Duties and Responsibilities

1. Prepare and monitor service budgets in accordance with Council policy, and ensure that delegated budgets are managed effectively to maximise service outcomes.

2. Formulate service plans and priorities for the Service which reflect the Corporate Plan and other corporate priorities to contribute to achieving the relevant areas of the overall corporate strategy, ensure that these plans and objectives are understood internally and externally and are effectively implemented.

3. Be responsible for constantly revising and adapting a strategy for delivering a service which takes account not only of the intra-authority pressures, but also relates to the needs and aspirations of the people of Cardiff and to staff and resources available, or potentially available, to meet those needs.

4. Build mutual confidence and respect and foster effective working arrangements with Members, Chief Executive, Corporate Directors, Directors, Assistant Directors, Heads of Service, Operational Managers, employees and Trade Union representatives throughout the Council to maximise the efficiency of the service.

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5. Define performance measures by placing a high value on the views of the elected members and the people of Cardiff and demonstrate a commitment and willingness to meet directly with customers to ensure a customer focus to the service.

6. Lead the development and delivery of regional and sub regional partnerships that contribute to the efficiency programme of the Council and the service area and develop and contribute towards delivering the objectives of the Service, achieving value for money for the Council taxpayer and effective service for the elected members and the people of Cardiff.

7. Provide full and detailed advice on the Service to appropriate Members and account to the Chair of Democratic Services Committee and the relevant Cabinet Member(s) via the established procedures to ensure that Members are fully informed and involved in appropriate decision making.

8. Be committed and sensitive to achieving the Council's strategies, policies and practices in relation to equal opportunities to provide equality of access to the service and to move towards a more diverse workforce to reflect the diversity of the people of Cardiff.

9. Ensure the Service's management structure and its internal management processes are appropriate to delivery of the service and the implementation of policy. Recommend changes in the organisation, to respond to new circumstances or the achievement of new policy objectives.

10. Be responsible for actively managing staff in accordance with Corporate Policy, which including effective performance management and performance appraisal arrangements at all levels and the monitoring and review of performance, to maximise the potential of staff and ensure effective delivery and contribution to the Council's Organisational Development programme.

11. Ensure that legal, statutory and other relevant provisions governing or affecting the Council, or any other directions from the Director from time to time in force, are observed to ensure probity and protect the Council from legal challenge.

12. Take responsibility for any allocated cross authority project/assignment to ensure its successful outcome.

13. Undertake other duties as may be reasonably required by the Director.

DATE OF JOB DESCRIPTION :

DATE COMPLETED: November 2017 **AGREED BY:** _____
   (Recruiting Manager)
Date Received by Post holder: _____
Signature of Post holder: _____

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Person Specification

Job Title: Head of Democratic Services

Post Number:

THE PERSON APPOINTED MUST MEET THE FOLLOWING REQUIREMENTS

Behavioural Competencies	Level		How Assessed
- Putting Our Customers First – Level 5 - Getting Things Done – Level 4 - Taking Personal Responsibility – Level 4 - Seeking to Understand Others and Treat them with Respect – Level 4 - Initiating change and Improvement – Level 4 - Organisation Awareness – Level 4 - Communicating – Level 5 - Analysing, Problem Solving and Decision Making – Level 4 - Demonstrating Political Acumen – Level 5			All assessed at Interview
Additional Requirements for the Job	**Essential**	**Desirable**	**How Assessed** All through Application Form or Interview or Both
Education & Training	1. Relevant degree or equivalent experience	X		Application Form
	2. Leadership/Management Qualification		X	Application Form
Experience / Knowledge	3. A good knowledge of local government law (statutory and common) and practice	X		Application Form and interview

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	relating to Democratic Services and in particular of the Local Government (Wales) Measure 2011.			
	4. A successful record of working within a change environment, and a commitment to the delivery of services based on needs and achieving delivery to quality and cost standards	X		Application Form and interview
	5. Experience of Local Government Law and practice in relation to Democratic Services, Scrutiny and Electoral services.	X		Application Form and interview
	6. Significant experience of the Political Process of a Local Authority, particularly the decision making process.	X		Application Form and interview
	7. Significant experience and understanding of the relationship between Elected Members, officers and the public.	X		Application Form and interview
	8. Experience of successful working with employees and Trade Unions and external public and private sector organisations and voluntary organisations, as necessary		X	Application Form and interview
	9. Experience of working with Elected Members including on politically sensitive matters	X		Application Form and interview
	10. Experience of building teams	X		Application Form and interview
	11. Experience of managing resources including finance, employees, property and information technology	X		Application Form and interview

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	12. Experience of working within a change environment and able to provide evidence of significant contribution to successful change	X		Application Form and interview
Skills and Abilities	13. Ability to understand customer needs and to develop ways of working, processes and structures to achieve continual improvements in service delivery.	X		Application Form and interview
	14. Ability to shape the environment in order to ensure others feel positive in contributing to cross directorate and council wide solutions.	X		Application Form and interview
	15. Ability to work collaboratively to gain buy in and agreement towards a common goal	X		Application Form and interview
	16. Ability to give sound and firm advice to senior officers and elected members to secure the best means of achieving Council objectives	X		Application Form and interview
	17. Ability to follow through on solutions / decisions, until closure or resolution, to ensure they are understood and implemented by others.	X		Application Form and interview Interview
	18. Excellent interpersonal skills enabling credibility to be quickly established and sustained both internally and external to the Council	X		Application Form and interview
	19. Excellent influencing, negotiation and persuasion skills	X		Application Form and interview

4.C.059	Issue		Process Owner:		Authorisation:		Page 3 of 4

	20. Commercially and financially astute	X		
Personal Attributes	21. Commitment to the Council's Equal Opportunities Policy	X		Application Form and interview
	22. Ability to work under pressure to tight timescales and to motivate others to deliver	X		Application Form and interview
	23. Commitment to delivering continuous service improvement based on sound performance measures.	X		Application Form and interview
	24. Demonstrable leadership qualities and a commitment to the Council's Leadership and Behavioural competencies	X		Application Form and interview
	25. Willing to undertake further training	X		Application Form and interview
Special Circumstances	26. Ability to travel to various locations	X		Application Form
	27. Full valid driving licence		X	Application Form
	28. Ability to communicate in Welsh		X	Application Form and interview

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Cardiff Council Behavioural Competency Framework

Supporting the Values of the Council

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

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

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

Putting our Customers First (Core)

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

Getting Things Done (Core)

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

Taking Personal Responsibility (Core)

This competency is about being consistent with our own values and those of the council, and demonstrate a commitment to support change and see it through.

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

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

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

Developing Potential

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

Leading Change

This competency is about taking responsibility for change, encouraging initiative and making the Council's objectives real and relevant for others

Level 1 - What we stand for	Level 2	Level 3	Level 4	Level 5
	Promoting and being positive about change Seeking opportunities for self and others to contribute to change Helping others to understand the reasons for and the process of change	Setting out and communicating the vision and the rationale for change Looking for ways to support and contribute to successful change Enabling and supporting colleagues and stakeholders to deal effectively with change	Simplifying a complex or confusing message to provide a clear vision that others are able to buy into and act upon Following through on change to ensure it is fully embedded in the organisation, the benefits are realised and lessons learnt for future change. Creating and promoting a culture and environment in which change is managed effectively and sensitively, to increase the likelihood of buy-in and success	Creating a coherent vision, aligning and integrating many different change initiatives and programmes Testing and evaluating the longer-term and strategic impact of change programmes Ensuring that structures and resources are in place to effectively lead and manage change programmes Championing change and securing buy-in from senior players internally and externally Demonstrating consistent drive, resilience and agility during challenging periods of change

Initiating Change and improvement

	This competency is about having the ability to look ahead, anticipate events, see opportunities and take action now to shape the future			
Level 1 - What we stand for	**Level 2**	**Level 3**	**Level 4**	**Level 5**
Seeking and taking opportunities to improve

Being flexible and open to changes

Being cooperative when change impacts upon you | Using knowledge and experience to proactively put forward suggestions for improving

Dealing with the unexpected and adapting readily to change.

Identifying and taking action to head off potential problems | Encouraging, promoting and supporting new ideas

Constantly encouraging self and others to look for improvements in methods, approaches and ways of working

Identifying and implementing new approaches to improve | Looking for long-term opportunities that will create positive changes and taking action to make these a reality

Identify new and bold ideas to respond to opportunities that lie ahead.

Actively use internal and external data and trends to add value for the customers and the council

Develop clear direction on how the organisation can improve | Recognising when only radically different models of delivery will secure the desired outcomes

Being creative and thinking without boundaries: challenging narrow views and deep-rooted resistance

Taking action to quickly translate initial ideas into tangible results when speed of execution is essential

Identifying when 'good ideas' do not fit with the bigger picture or strategic intent |

Organisational Awareness

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

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

Partnering and Corporate Working

This competency is about valuing, building and maintaining networks and relationships to achieve objectives				
Level 1 - What we stand for	**Level 2**	**Level 3**	**Level 4**	**Level 5**
Actively participating as member of a team Proactively sharing information and ideas openly within own team Supporting others to complete tasks	Identifying and building effective and collaborative working relationships Proactively sharing information and ideas openly with all relevant teams Acknowledge different stakeholder priorities and take them into account	Proactively maintaining a network of internal and external colleagues to enable service improvement and service delivery Promoting and forming cross-functional teams to deliver results and improvement Working collaboratively to gain buy-in and agreement towards a common goal	Promote and lead partnership and corporate working, across and outside the organisation Using depth and breadth of contacts to build alliances for wide and far reaching change Managing complex relationships, internally and externally, to establish common goals and develop mutual commitment to positive outcomes	Forging and continually developing a complex network of senior-level relationships to optimise the productivity of the city region Focusing on desired outcomes and defining which types of partnering arrangements will best achieve them Ensuring the right-strategic partnerships are in place to optimise the use of public sector resources in a climate of austerity Unlocking the key strategic barriers to partnership and collaboration Exploiting the use of commercial partnerships and ventures, whilst effectively accounting for the risk factors

Communicating

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

Level 1 - What we stand for	Level 2	Level 3	Level 4	Level 5
Communicating clearly and effectively Actively listening to other Sharing information and knowledge with others.	Taking technical or complex information and turning it into clear oral or written communications Producing communications that are focussed tailored and easily understood by the intended audience. Capture and share useful information and feedback	Selecting most appropriate communication styles, approaches and channels Communicating challenging and contentious messages with openness Responding openly to challenges and addressing concerns	Communicating appropriately in response to a crisis or unexpected event where preparation time may be limited. Clearly articulating highly complex, strategic and conceptual information to others in a meaningful and relevant way Creating an environment and culture that encourages open, honest, timely and effective communication	Communicating and influencing effectively in critical internal and external environments Interpreting accurately what has been said/not said in senior level discussions and negotiations: explores the important subtle messages Positions the Council clearly and credibly when outlining its position Conveys the right messages in the right places to secure the desired outcomes

Analysing, Problem Solving and Decision Making

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

Equality and Diversity

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

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

Optimising Resources

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

Demonstrating Political Acumen

Working effectively within the context of a member-led authority; understanding political priorities for the city region and establishing a position as a trusted and impartial advisor. Helping senior politicians to 'test' and fully appreciate the best ways to implement agreed priorities and commitments.				
Level 1 **What we stand for**	**Level 2**	**Level 3**	**Level 4**	**Level 5**
-	-	-	Understanding key political decision-making processes and engaging with them appropriately Ensuring the production of clear, accurate and timely responses to member enquiries Deputising for the relevant Director and providing robust guidance to senior elected members Ensuring that managers and staff engage appropriately and effectively with elected members	Understanding the priorities of the Cabinet and translating these into action in the organisation Offering clear and accurate advice to senior politicians, highlighting the benefits, risks and implications of key strategic choices Being aware of political sensitivities, whilst retaining non-political objectivity Keeping politicians informed in a timely and proactive manner; avoiding unnecessary surprises Understanding and making sense of the local, regional and national political agendas

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