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

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

CARDIFF
CAERDYDD

AGENDA

Pwyllgor	PWYLLGOR PENODI - CYFARWYDDWR RHAGLEN, CYNLLUNIO TREFNIADAETH YSGOLION
Dyddiad ac amser y cyfarfod	DYDD LLUN, 25 MAWRTH 2019, 2.00 PM
Lleoliad	YSTAFELL GYNADLEDDA'R - LEFEL 5, NEUADD Y SIR, GLANFA'R, CAERDYDD
Aelodaeth	Cynghorydd Merry (Cadeirydd) Cynghorwyr Goddard, Taylor, Weaver a/ac Williams

1 **Ymddiheuriadau (Os oes unrhyw)**

2 **Nodiadau ar gyfer y Pwyllgor Llunio Rhestr Fer** *(Tudalennau 3 - 4)*

3 **Datganiadau o Fuddiant**

Derbyn datganiadau buddiannau yn unol â Chod Ymddygiad yr Aelodau.

4 **Cylch Gorchwyl**

Cyflawni swyddogaethau'r awdurdod o ran penodi a diswyddo Prif Swyddogion a Dirprwy Brif Swyddogion (fel y'u diffinnir yn Rheoliadau Awdurdodau Lleol (Gorchmynion Sefydlog) (Cymru) 2006) a Phennaeth statudol Gwasanaethau Democrataidd, yn unol â'r Rheolau Gweithdrefnau Cyflogaeth ac unrhyw bolisïau a gweithdrefnau perthnasol y Cyngor.

5 **Cofnodion** *(Tudalennau 5 - 6)*

Cymeradwyo cofnodion y cyfarfod ar 19 Chwefror 2019 fel rhai cywir

6 **Pecyn Recriwtio** *(Tudalennau 7 - 32)*

7 **Eithrio'r Cyhoedd**

Ni chaiff y wybodaeth yn yr eitemau canlynol ei chyhoeddi yn sgil paragraffau 12 a 13 Rhan 4 Atodlen 12A Deddf Llywodraeth Leol 1972.

8   **Penodi Cyfarwyddwr Rhaglen Cynllunio Trefniadaeth Ysgolion** *(Tudalennau 33 - 130)*

Rhestr fer ymgeiswyr ar gyfer rôl y Cyfarwyddwr Rhaglen Cynllunio Trefniadaeth Ysgolion ar ôl y broses asesu.

9   **Dyddiad y cyfarfod nesaf - Dydd Llun 8 Ebrill 2019 at 12.00 canoldydd**

Davina Fiore
Cyfarwyddwr Llywodraethu a Gwasanaethau Cyfreithiol
Dyddiad: 19 Mawrth 2019
Cyswllt: Gill Nurton Ff 02920872432 E: g.nurton@caerdydd.gov.uk

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.

May 2015

Mae'r dudalen hon yn wag yn fwriadol

APPOINTMENT COMMITTEE - PROGRAMME DIRECTOR, SCHOOLS
ORGANISATIONAL PLANNING
19 FEBRUARY 2019

Present: Councillors Goddard, Merry, Taylor, Weaver and Williams

1   :   APPOINTMENT OF CHAIR

Councillor Sarah Merry was appointed as Chairperson of the Committee.

2   :   APOLOGIES FOR ABSENCE

There were no apologies

3   :   DECLARATION OF INTERESTS

Councillor Rhys Taylor declared a personal but not prejudicial an interest in
accordance with the Members Code of Conduct in relation to application received
from Candidate 9. Councillor Taylor remained at the meeting during consideration of
the item.

4   :   TERMS OF REFERENCE

The Terms of Reference were noted as follows: -

*"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".*

5   :   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 the 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.

6   :   APPOINTMENT OF PROGRAMME DIRECTOR - SCHOOLS
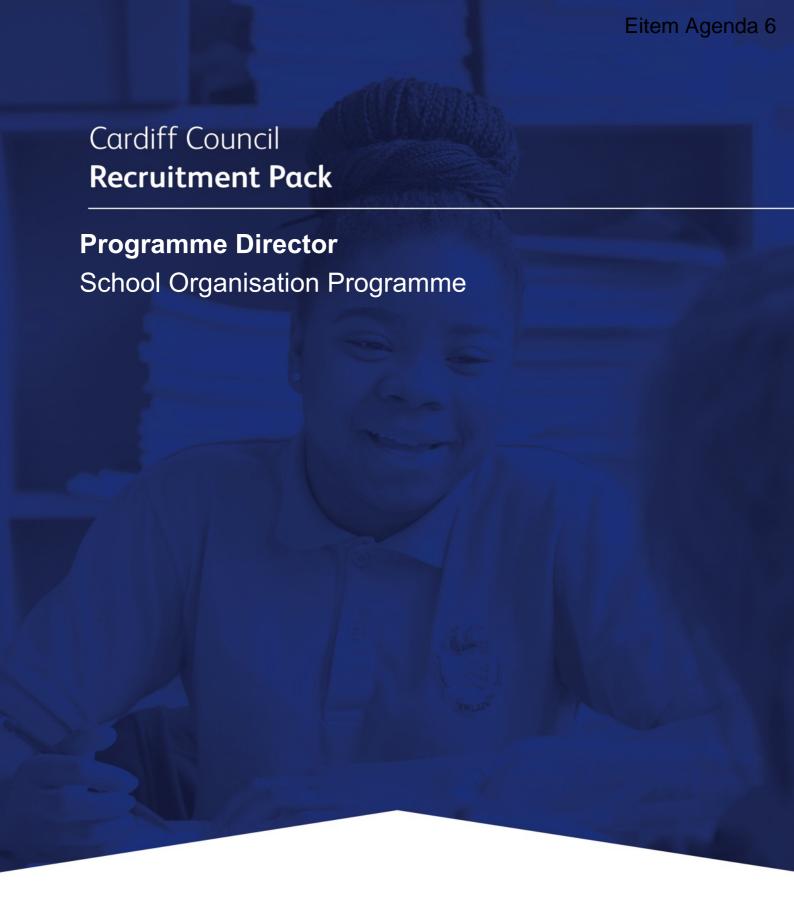   ORGANISATIONAL PLANNING

The Appointment Committee was convened to consider the long-list of candidates for
the appointment to the new post of Programme Director - Schools Organisational
Planning on a fixed term for 3 years.

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

The Director of Education and Lifelong Learning provided an overview of the role and responsibilities for this post and the key competencies required by the post-holder.

The Committee reviewed the 12 applications received and considered how each of the candidates met the essential competencies from the Behavioural Competencies Framework and the Role Profile, and identified those candidates to be recommended to go forward for assessment.

RESOLVED – That Candidates 2, 4, 5, 9 and 10 be put forward for assessment to be held in mid-March 2019.

7　　:　DATE OF NEXT MEETING - Monday 25 March 2019 at 2.00 pm

The meeting terminated at 4.05 pm

Cardiff Council
Recruitment Pack

Programme Director

School Organisation Programme

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 the largest school estate of any council in Wales, and the biggest projected spend under the Welsh Government Band B 21st Century Schools Programme. In addition to this the city is seeing significant new housing growth, which brings with it a sizeable programme of new school building, delivered under the planning consent agreements with developers. Taken together, the overall financial investment in the education estate over the next ten years will be approaching £0.5 billion.

Cardiff Council's Cabinet have set out in the Capital Ambition programme a clear vision for the future development and improvement of the city. High quality education is at the heart of that vision. The development of the school estate is a key aspect of that educational provision.

The Programme Director is a highly visible role and the post holder will make a critical contribution to the delivery of the Council's ambitions.

The role calls for strong professional leadership in education planning and in the co-ordination of a major, cross-cutting build programme. It requires strong people and programme management skills, and the ability to communicate, negotiate and advocate with resilience and integrity.

You will be joining a Council with high ambitions, in a role which offers real scope to make a lasting difference for the people of Cardiff.

Nick Batchelar
Director of Education and Lifelong Learning

Education and Lifelong Learning Directorate
Programme Director School Organisation Programme (3 year fixed term)

Background

The Council and its partners outlined in 2016 a clear vision for education in the city in Cardiff 2020: a renewed vision for education and learning in Cardiff

"All children and young people in Cardiff attend a great school and develop the knowledge skills and characteristics that lead them to become personally successful, economically productive and actively engaged citizens."

There are five key goals to deliver Cardiff's aspiration:

- Excellent outcomes for all learners
- A high quality workforce
- 21st Century learning environments
- A self-improving school system
- Schools and Cardiff in partnership

The Council's Capital Ambition strategy has made a clear commitment to continuing the investment in, and improvement of, Cardiff schools to make sure every child has the best possible start in life. The delivery of 21st century learning environments will ensure that there are appropriate, high quality school places for young people which meets the needs of Cardiff's growing and changing population.

In recent years there has been significant investment in the development of the education estate in Cardiff, both prior to, and then as part of, the Band A phase of the Welsh Government 21st Century Schools Programme. Cardiff has benefitted greatly from the initial "Band A" investment programme of the 21st Century Schools Programme, with circa £164 million to expand the number of both English and Welsh medium places.   Band A has delivered two new High Schools: Eastern High in collaboration with Cardiff & Vale College and Cardiff West Community High School as well as six new primary schools.

However significant challenges remain as a result of the rapid growth in the school age population and the further expansion of new housing in the Local Development Plan, and against a background of many of the existing school buildings requiring significant further investment to bring them up to an acceptable standard.

Scope of role

The Programme Director will report to the Director of Education, and will ensure that the programme as a whole, from inception through to delivery, is coherent and coordinated effectively across council departments and with local stakeholders, including schools.

The Band B budget will be held in the Education Directorate, with a commissioning role, including the educational specification of a new build proposals, and stakeholder management led by the Programme Director.

Delivery of property solutions for schools will rest with Corporate Estates, with support from procurement and education, ensuring that all new builds benefit from professional property and commercial advice to ensure best value and schools that are "designed-for-life".

All work will be undertaken within a programme management arrangement established by the Programme Director.

The delivery of such a large programme inevitably requires effective working across Council organisation boundaries. The Programme Director will be required to play a central role in the governance arrangements of the School Organisation Programme, working with senior officers as appropriate in other directorates, and with elected members.

The post holder will also need to build and maintain productive and professional relationships with contracted organisations and with individuals working for them, and will make key contributions to procurement, tendering and contracting, working with colleagues in the Council's Procurement, Finance, Legal, and Economic Development teams.

A key aspect of the role is to develop and maintain positive and professional relationships with school leaders and governors, and to represent Cardiff Council in relation to Welsh Government and other Local Authorities.

Staff management responsibilities

The Programme Director will have direct management responsibility for all staff in the Education Directorate School Organisation Team. The range and specification of these roles will need to be modified as the programme develops.

In addition to direct staff management responsibilities it will be essential that the Programme Director develops highly effective working relationship with staff in other directorates at a number of levels. This includes: Planning, Environment and Transport, Economic Development, Legal Services and Finance.

Budget responsibilities

Cardiff's Band B 21st Century Schools Programme is by some margin the largest in Wales, with a Capital investment value of £284 million, jointly funded by Welsh Government and Cardiff Council.

In addition to this programme the Programme Director will also have strategic responsibility for the prioritisation of the Council's enhanced schools asset maintenance budget and the additional asset renewal budget agreed by the Council in Feb 2018, totalling £40M over a four year period.

Furthermore, the Local Development Plan for Cardiff will generate significant educational benefits under section 106. This amounts to a total of ten two-form entry primary schools and a further two ten-form entry secondary schools. Whilst these are delivered under a different model, with primaries built by developers, the in-kind value of these additional assets will total approximately a further £150 million.

Political and stakeholder engagement

The post holder will be the 'public face' of the programme for a wide range of partners and stakeholders. These will include, school head teachers, school governors, local councillors across the city, partners in the health authority, officials in Welsh Government and other local authorities.

The requirements of the School Organisation Code for Wales are extensive in regard to consultation on any new schemes. With a programme of this scale there will be a considerable demand for political and stakeholder engagement, of both formal and informal nature. All changes under the Code require Cabinet decision at three stages. The post holder, working with the Director of Education, will be responsible for the preparation of clear reports and proposals, which will draw close scrutiny from elected officials and from the wider public. The post holder will be required to represent the Council effectively in this highly visible role, translating the political priorities of the administration as set out in Capital Ambition into workable solutions which deliver real benefits for Cardiff citizens and good value for the considerable sums of public money which are at stake.

Background documents

Cardiff Council Cabinet Development the Education Estate – Cabinet October 2017

Cardiff Council Cabinet 21st Century Schools: Cardiff Band B Priorities – Cabinet December 2017

Cardiff Council 21st Century Band B Programme: Capacity and Governance (including supporting documents) – Cabinet July 2018

The above documents can be found on the Cardiff Council Website – under Your Council/Councillors and Meetings/Committees/Cabinet – then browse meetings and agendas for this Committee

Cardiff 2020

https://www.cardiff.gov.uk/ENG/resident/Schools-and-learning/Cardiff-2020/Pages/default.aspx

CARDIFF COUNCIL

Programme Director School Organisation Programme

This is an exciting opportunity to lead the largest school estate development programme in Wales.

Cardiff is one of the fastest growing cities in the UK. Education is at the heart of the city's 'Capital Ambition'. We have secured an additional £284 million to invest in new secondary and special school provision, together with expanded provision for young people with Additional Learning Needs in mainstream settings, and new schools resulting from extensive new housing growth.

We are seeking an individual with strong understanding of education planning and the ability to coordinate a complex build programme to successful delivery. You will work closely with elected politicians, with senior officers across Cardiff Council and in Welsh Government, and with school leaders, governors, partners and communities throughout the city.

Join us in this role and make a lasting difference to education in the capital city of Wales for generations to come.

Salary £84,905

The post is offered on a three year fixed-term contract.

Closing date 11 February 2019

For a confidential discussion, please contact Nick Batchelar, Director of Education and Lifelong Learning Tel 02920 872700

This is a full-time, substantive post located in County Hall, but with commitments to travel across the city and the local region.

Cardiff welcomes applications in both English and Welsh. As a large public sector organisation, it is important to us that we support the economic wellbeing of our citizens and that our workforce better reflects the communities we serve. Therefore, although not a requirement for application, Cardiff welcomes and encourages applications from individuals from our local communities, including the BAME community and fluent Welsh speaker.

Role Title	Programme Director School Organisation Programme
Grade	Assistant Director Spot Salary
Primary Purpose of Role	To take lead responsibility and provide strategic direction for the Council's school development programme. To manage and co-ordinate people, financial and capital resources to ensure the successful and effective delivery of agreed priorities, change programmes and high-quality outcomes and value for money. To develop and maintain effective relationships with a wide range of stakeholders both within the Council, across the schools community in Cardiff, and with Welsh Government.
Key Accountabilities	- To translate the Council's Band B 21st Century Schools Programme, and the education provision within the Local development Plan, into an aligned framework of operational plans, and, subsequently, to oversee the execution, review and implementation of these plans. - To provide advice to elected members and the Cabinet on matters relating to the programme. - To effectively manage the people, financial and other resources of the portfolio – ensuring the effective delivery of schemes within the programme - 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 manage relationships with key stakeholders and partners, including school leaders and governors - To lead effective working across Directorates in the Council in the delivery of the programme. - To ensure that the allocation of resources for the maintenance of the education estate appropriately reflects education priorities - To ensure the Council complies fully with the School Organisation Code (Wales) in consultation and implementation of schemes. - To oversee the effective exercise of the Council's role as the Admissions Authority for maintained community schools in Cardiff. - 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 practices are put into place to promote safe and appropriately risk-managed operational delivery - 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

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 PROGRAMME DIRECTOR SCHOOL ORGANISATION PROGRAMME

1.   CONTRACT
The post is offered on a three year fixed-term contract

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 **£84,905** 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 Programme Director cannot be satisfactorily undertaken within a fixed working week and some element of unsocial hours will be required for the proper performance of the responsibilities. The inclusive salary scale for the appointment reflects the need to work in addition to and outside normal office hours.

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

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

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

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

11.   CAR MILEAGE ALLOWANCE
HMRC rate of 45 pence per mile will apply.

Working for Cardiff, working together

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.

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

Tudalen 18

Getting Things Done (Core)

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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

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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

Tudalen 19

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

Tudalen 20

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

Tudalen 21

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

Tudalen 22

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

Tudalen 23

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

Tudalen 24

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.

Tudalen 25

Partnering and Corporate Working

Tudalen 26

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

Tudalen 27

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

Tudalen 28

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. |

Tudalen 29

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

Tudalen 30

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

Tudalen 31

Mae'r dudalen hon yn wag yn fwriadol

Yn rhinwedd paragraff (au) 12, 13 Rhan (nau) 4 a 5 o Atodlen 12A
o Ddeddf Llywodraeth Leol 1972.

Mynediad Cyfyngedig i'r Ddogfen

Yn rhinwedd paragraff (au) 12, 13 Rhan (nau) 4 a 5 o Atodlen 12A
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