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Cardiff
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Caerdydd
CF10 4UW
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AGENDA

Pwyllgor	PWYLLGOR PENODI - PENNAETH PERFFORMIAD A PHARTNERIAETHAU
Dyddiad ac amser y cyfarfod	DYDD LLUN, 18 MAWRTH 2019, 1.45 PM
Lleoliad	YSTAFELL GYNADLEDDA'R - LEFEL 5, NEUADD Y SIR, GLANFA'R, CAERDYDD
Aelodaeth	Cynghorwyr Bowen-Thomson, Huw Thomas, Weaver a/ac Walker (1 Sedd Gwag)

1 Penodi Cadeirydd am y Pwyllgor

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

3 Ymddiheuriadau am Absenoldeb

4 Datganiadau o Fuddiant

Derbyn datganiadau buddiannau yn unol â Chod Ymddygiad yr Aelodau.

5 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 bolisiau a gweithdrefnau perthnasol y Cyngor.

6 Pecyn Recriwtio/ Rôl Swydd (*Tudalennau 5 - 30*)

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 Pennaeth Gwasanaeth Perfformiad a Phartneriaethau (*Tudalennau 31 - 244*)

Ystyried rhestr hir yr ymgeiswyr ar gyfer y Penodi Pennaeth Gwasanaeth Perfformiad a Phartneriaethau a rhestr fer ar gyfer y Ganolfan Asesu.

9 Diswyddo (os oes angen)

10 Dyddiad y Cyfarfod Nesasf - Dydd Llun 1 Ebrill 2019 am 10.30yb yn Ystafell
Cyfarfod yr Arweinydd

Davina Fiore

Cyfarwyddwr Llywodraethu a Gwasanaethau Cyfreithiol

Dyddiad: 12 Mawrth 2019

Cyswllt: Gill Nurton, 02920 872432, G.Nurton@cardiff.gov.uk

**NOTES FOR APPOINTMENTS COMMITTEE – LONG-LISTING
FOR APPOINTMENT OF CHIEF EXECUTIVE / CORPORATE
DIRECTOR RESOURCES / DIRECTORS / ASSISTANT
DIRECTORS / CHIEF OFFICERS**

1. Lead officer to open meeting of the Committee setting out purpose of the meeting and the appointment process, with a reminder of the need to elect a Chair who will reside for all stages of the appointment.
2. A Member proposes a nomination for Chair (past practice has been that the Leader be appointed as Chair) which needs to be seconded by another Member of the Committee.
3. Lead Officer presents the summary report.
4. Chair reminds Committee of the need to offer comments on the long list of candidates based on their personal review of applications (applications having been sent out with this note)
5. Agreement is sought on the candidates to be included in the shortlist for the assessment centre.
6. Lead officer answers any queries relating to this next stage.
7. Chair confirms the outcome of the discussion by listing the candidates to be taken through to the next stage – the assessment centre.
8. Lead officer to confirm with the Chair and Committee details of the reconvened Shortlist Committee (if not already agreed) and the Appointment Committee.
9. Chair concludes the Committee.

Mae'r dudalen hon yn wag yn fwriadol

Cardiff Council
Recruitment Pack

Head of Service
Performance & Partnerships

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



Letter from the Director



Dear Applicant,

Cardiff Council needs creative, experienced and enterprising people with an appetite to explore and implement new ways of working across boundaries and sectors. We want to secure the best possible future for Cardiff's citizens and businesses and for all those visiting the capital city of Wales.

To deliver the very best for our city and our region we need people with the skill, drive and enthusiasm to support the political leadership to deliver the Council's Capital Ambition. The successful applicant will be able to translate large scale ambition into measurable improvement activity across services and organisations.

This is an exciting opportunity to become part of a senior leadership team that has developed excellent strategic and operational relationships with public and private sector partners. The shared partnership vision will be delivered by changing the way we organise our services so that they are jointly designed and effectively integrated to deliver what matters to individuals, families and communities across the city.

The Council wants to attract the best candidate to support the achievement of this important agenda through a period of organisational change and improvement, looking to deliver outstanding outcomes whilst driving significant efficiencies. Our experience to date shows that such ambition is achievable and if you think you have the right skills to help deliver that ambition we would like to hear from you.

Yours sincerely

A handwritten signature in black ink that reads "Sarah McGill".

Sarah McGill
Corporate Director, People & Communities





Head of Service Performance and Partnerships

Salary £84,905 (£86,603 from 1st April 2019)

Cardiff Council, like many other public sector organisations, is focussed to deliver change that leads to improved outcomes for our citizens whilst transforming how we work with person centred integration, reduced duplication and better levels of efficiency. Reporting to the Corporate Director, People and Communities you will be responsible for providing strategic analysis and robust advice to Cabinet, Council and the Senior Management Team on appropriate priorities and mechanisms for delivering the Administrations Capital Ambition commitments.

Playing an integral strategic role in reshaping the Council and driving performance to ensure continued focus on improvement, you will be able to perform at your best. You will need to be articulate, credible and able to win respect by giving clear expert advice, thinking strategically and leading a broad range of functions.

Your in depth understanding of organisational and partnership performance will enable you to shape and influence the way that services are designed, delivered and monitored. You will work with senior partner leads through our Public Service Board & Regional Partnership Board arrangements and ensure effective integration across regional statutory and organisational strategic policies. Your ability to establish constructive relationships with regulators, partner agencies and other authorities will be key to ensuring that Cardiff is at the forefront of delivering excellent service.

You will also to lead the City's partnership arrangements in relation to community safety, community cohesion and citizen engagement.

For an informal discussion about this post, please contact the Corporate Director, People & Communities, Sarah McGill on **(029) 2087 2900**.

[CORPORATE PLAN](#)

The Recruitment Process

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

Closing Date: 11th March 2019 at Midday 12.00pm

The proposed date for the Assessment Centre is the week beginning the 25th March 2019 and the proposed date for Member interviews is the 16th April 2019.

Queries

If you wish to have an informal discussion prior to application, please contact the Corporate Director, People & Communities, Sarah McGill on 029 20872900.

Equal Opportunities

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



Role Profile



Role Title	Head of Service – Performance & Partnerships
Grade	Spot Salary £84,905 (£86,603 from 1 st April 2019)
Primary Purpose of Role	<p>To provide strategic analysis and robust advice to Cabinet and Senior Management team on appropriate priorities and mechanisms for the effective delivery of the Council's vision; To take lead responsibility for the successful development and delivery of a broad range of functions to secure the development of a coherent policy agenda for the organisation, and the effective delivery and improvement of services across the Council; To take lead responsibility for the development an effective and proactive communications strategy and capability for the organisation;</p> <p>To manage and co-ordinate people, financial and capital resources to ensure the effective delivery of agreed priorities, and high-quality day-to-day service for customers.</p>
Key Accountabilities	<ul style="list-style-type: none"> • To ensure the provision of high quality and timely policy advice and insight to the Leader, Cabinet & Chief Executive; • To assess the strategic impact of shifting service demands and financial pressures on service delivery and improvement • To lead on work with Cabinet to shape strategic commitments for the organisation, and the development of a Corporate Plan through which to deliver the Council's vision; • To lead on the development and implementation of an operational planning framework to enable the delivery, review and improvement of corporate priorities; • To secure corporate engagement with effective individual and team performance management systems in order to monitor, assess and improve standards and the achievement of key performance indicators • To facilitate and ensure the successful implementation of partnership arrangements to facilitate the delivery of improved outcomes for Cardiff; • To establish constructive relationships with regulators, partner agencies and other authorities to ensure Cardiff has access to the latest developments in service delivery; • To support the development and implementation of effective arrangements to plan for, respond to and recover from major incidents and service interruptions; • To lead on community safety on behalf of the Council • To lead the City's partnership arrangements in relation to counter terrorism and radical extremism • To lead a management team; effectively manage the people, financial and other resources of the service area, and challenge and inform the management of resources in other service areas and portfolios, to ensure that corporate priorities and genuine customer needs are addressed; • 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



Role Profile



	<ul style="list-style-type: none"> • 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
<p>Areas of Responsibility</p>	<ul style="list-style-type: none"> • Corporate Policy and Partnerships • Corporate Communications • Performance & Information Management • Bilingual Cardiff • Community Safety • CONTEST & PREVENT • Cabinet Office • Community Cohesion & Equalities
<p>Types of Measures of Success</p>	<ul style="list-style-type: none"> • Achievement of Corporate Priorities for the Council • Continually improving performance across Cardiff Council and the Cardiff Partnership • Improved external assessments of the Council and its services • Enhanced national and international profile for Cardiff • Increased citizen satisfaction with the services provided by the Council • Effective co-ordination of resources across the portfolio of services • Effective budget control across the portfolio, with the delivery of required budget savings



Role Profile



**Core competencies that need to be demonstrated through the application form.
Other competencies will be tested through the interview 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 HEAD OF SERVICE, PERFORMANCE & PARTNERSHIPS, 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 inclusive salary for this post is £84,905 per annum (£86,603 per annum from 1st April 2019). 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.

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 Head of Service Performance and Partnerships 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. You will automatically be enrolled in to the Scheme unless you obtain an opting out form from the Pensions Section.

9. POLITICAL RESTRICTION

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





10. CAR LOAN SCHEME

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

11. CAR MILEAGE ALLOWANCE

If you need to use your vehicle for business purposes you will be reimbursed at the HMRC mileage rate.

12. SMOKING

The Council has a no smoking policy.

13. FLEXIBILITY AND MOBILITY CLAUSE

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

14. SATISFACTORY MEDICAL REPORT

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

15. NOTICE PERIODS

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

16. RESTRICTIONS ON RE-EMPLOYMENT

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



COMPLETING YOUR APPLICATION FORM AGAINST A ROLE PROFILE

SUPPORTING INFORMATION

The “**Supporting Information**” section of the form is the most important part of your application. Please pay particular attention to it as this is where you tell us what makes you suitable for the job and your application will be assessed against the competencies outlined in the role profile.

You should refer to and address each competency of the role profile in turn. This will ensure that you structure your supporting information in a logical manner and will enable you to give evidence of the behaviours, experience, knowledge, and skills you have in each area by providing practical examples of your competence. If you have evidence of the desirable requirements identified in the role profile, please include this also. Failure to fully complete ‘**Supporting Information**’ section in this way will considerably reduce the likelihood of you being shortlisted.

A ‘**Behavioural Competency Framework**’ and ‘**Technical Competency Framework**’ (where applicable) are available to help you understand the definition of each competence identified in the role profile. To use the competency frameworks, first read the ‘headline statement’ situated beneath each competency title to understand what the competency is about, and then look at the level identified for that particular competency. The descriptors contained within the specified level should help you think about the evidence you need to include in your Supporting Information section.

Please note it is not sufficient to make a series of statements, for example, “I have knowledge of the processes used in my role” or “I am an effective communicator” as this will not provide the short listing panel with actual evidence to assess your application.

You must show evidence that you have experience of putting into use the particular competencies that are needed for the post. It is not enough to show that you have relevant experience; you need to **describe** how you did it, why you did it and the effect that this had as this shows that you understand what is required and that you are capable of doing it.

When providing evidence, think of an example where you have demonstrated the competency required and to use the “STAR” model to evidence your answer as follows:

“ S ” – Situation	Describe the situation that you found yourself in
“ T ” – Task	Describe the task that you needed to undertake to resolve the situation
“ A ” - Action	Describe the action that you took to resolve the situation
“ R ” – Result	Describe the result of your actions and how this resolved the situation

Note: Please evidence any professional/trade qualifications and/or membership of a professional/trade body requirements (if applicable) in the 'Education and Training' and/or 'Membership of Professional Body' sections of the application form.



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
<p>Understand who our customers are</p> <p>Be polite, helpful and considerate and take time to listen to customers</p> <p>Work with colleagues to help meet customer needs</p>	<p>Seek to understand our customer needs</p> <p>Asking for customer feedback</p> <p>Using feedback to inform our actions, priorities and recommendations</p>	<p>Encouraging and supporting others to deliver excellent customer service</p> <p>Consulting and engaging with community and customer groups to identify customer need</p> <p>Developing ways of working, processes and structures to achieve continual improvements in customer service</p>	<p>Ensuring that customer views are fully taken into account in the planning of services</p> <p>Promoting and ensuring working across service areas to improve customer care</p> <p>Challenging others across the organisation to improve service delivery</p>	<p>Analysing services from the 'customer perspective' to ensure high-quality, timely and flexible</p> <p>Understanding and guiding others towards early intervention, prevention and the elimination of demand caused by service failure</p> <p>Putting the customer at the centre of cross-portfolio working and external partnerships: seeks to achieve seamless, efficient and accessible service provision</p> <p>Using rigorous methods to test, review and enhance the customer experience</p>

Tudalen 16

Getting Things Done (Core)

This competency is about the personal, inner motivation, enthusiasm and drive to meet and exceed targets so that we focus on what needs to be done and make it happen

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

Tudalen 17

Taking Personal Responsibility (Core)

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

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

Tudalen 18

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

This competency is about demonstrating an understanding of others and valuing their contribution and viewpoint even if it may be different from your own

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

Tudalen 19

Developing Potential

This competency is about identifying and growing talent to ensure we have the capability needed for the future

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

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

Tudalen 21

Initiating Change and improvement

This competency is about having the ability to look ahead, anticipate events, see opportunities and take action now to shape the future

Level 1 - What we stand for	Level 2	Level 3	Level 4	Level 5
<p>Seeking and taking opportunities to improve</p> <p>Being flexible and open to changes</p> <p>Being cooperative when change impacts upon you</p>	<p>Using knowledge and experience to proactively put forward suggestions for improving</p> <p>Dealing with the unexpected and adapting readily to change.</p> <p>Identifying and taking action to head off potential problems</p>	<p>Encouraging, promoting and supporting new ideas</p> <p>Constantly encouraging self and others to look for improvements in methods, approaches and ways of working</p> <p>Identifying and implementing new approaches to improve</p>	<p>Looking for long-term opportunities that will create positive changes and taking action to make these a reality</p> <p>Identify new and bold ideas to respond to opportunities that lie ahead.</p> <p>Actively use internal and external data and trends to add value for the customers and the council</p> <p>Develop clear direction on how the organisation can improve</p>	<p>Recognising when only radically different models of delivery will secure the desired outcomes</p> <p>Being creative and thinking without boundaries: challenging narrow views and deep-rooted resistance</p> <p>Taking action to quickly translate initial ideas into tangible results when speed of execution is essential</p> <p>Identifying when 'good ideas' do not fit with the bigger picture or strategic intent</p>

Tudalen 22

Organisational Awareness

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

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

Tudalen 23

Partnering and Corporate Working

This competency is about valuing, building and maintaining networks and relationships to achieve objectives

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

Tudalen 24

Communicating

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

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

Tudalen 25

Analysing, Problem Solving and Decision Making

This competency is about gathering key information, recognising risks, evaluation, decision-making to support best practice

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

Tudalen 26

Equality and Diversity

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

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

Tudalen 27

Optimising Resources

Leading and creating a culture where resources are effectively deployed, efficiently managed and used creatively to deliver the best outcomes for the city and region.

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

Tudalen 28

Demonstrating Political Acumen

Working effectively within the context of a member-led authority; understanding political priorities for the city region and establishing a position as a trusted and impartial advisor. Helping senior politicians to ‘test’ and fully appreciate the best ways to implement agreed priorities and commitments.

Level 1 What we stand for	Level 2	Level 3	Level 4	Level 5
-	-	-	<p>Understanding key political decision-making processes and engaging with them appropriately</p> <p>Ensuring the production of clear, accurate and timely responses to member enquiries</p> <p>Deputising for the relevant Director and providing robust guidance to senior elected members</p> <p>Ensuring that managers and staff engage appropriately and effectively with elected members</p>	<p>Understanding the priorities of the Cabinet and translating these into action in the organisation</p> <p>Offering clear and accurate advice to senior politicians, highlighting the benefits, risks and implications of key strategic choices</p> <p>Being aware of political sensitivities, whilst retaining non-political objectivity</p> <p>Keeping politicians informed in a timely and proactive manner; avoiding unnecessary surprises</p> <p>Understanding and making sense of the local, regional and national political agendas</p>

Tudalen 29

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