



County Hall  
Cardiff  
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Caerdydd  
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## AGENDA

**Committee** APPOINTMENT COMMITTEE - HEAD OF PERFORMANCE & PARTNERSHIPS

**Date and Time of Meeting** TUESDAY, 16 APRIL 2019, 9.30 AM

**Venue** LEADERS CONFERENCE ROOM - LEVEL 5, COUNTY HALL, ATLANTIC WHARF, CARDIFF

**Membership** Councillor Huw Thomas (Chairperson)  
Councillors Boyle, Bowen-Thomson, Walker and Weaver

### 1 Apologies

### 2 Declaration of Interest

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

### 3 Terms of Reference

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

### 4 Minutes *(Pages 3 - 4)*

To approve the minutes of the meeting held on 1 April 2019 as a correct record.

### 5 Exclusion of the Public

Information included in the following items is not for publication by virtue of paragraphs 12 and 13 of Part 4 of Schedule 12A of the Local Government Act 1972.

### 6 Appointment of Head of Service, Performance and Partnerships *(Pages 5 - 74)*

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

To interview candidate/s and conclude the process for the appointment to the post of Head of Service, Performance and Partnerships.

**Davina Fiore**

**Director Governance & Legal Services**

Date: Date Not Specified

Contact: Gill Nurton,

02920 872432, G.Nurton@cardiff.gov.uk

APPOINTMENT COMMITTEE - HEAD OF PERFORMANCE & PARTNERSHIPS  
1 APRIL 2019

Present: Councillor Huw Thomas (Chairperson)  
Councillors Boyle, Walker and Weaver

9 : APOLOGIES FOR ABSENCE

Apologies were received from Councillor Bowen-Thomson

10 : DECLARATIONS OF INTEREST

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

11 : 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”*

12 : MINUTES

The minutes of the meeting on 18 March 2019 were approved as a correct record.

13 : EXCLUSION OF THE PUBLIC

RESOLVED - That the public be excluded during the discussion on the following item of business on the grounds that, if members of the public were present during the discussion, because of the nature of the business to be transacted there would be disclosure to them of 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.

14 : APPOINTMENT OF HEAD OF SERVICE, PERFORMANCE AND PARTNERSHIPS

The Appointment Committee for the post of Head of Service, Performance and Partnerships was reconvened to receive and consider the findings from the Assessment Centre. The Committee had five Assessment Reports to review.

The Committee, in considering each Assessment report, took account of each candidate’s original application, how each candidate scored against the

competencies required for the role, the written assessment on each of the tasks which addressed the candidates strength's and skills. The Committee considered that two candidates should be put forward for formal interview.

The Committee discussed and agreed the proposed presentation topic options and set questions for the interview process.

RESOLVED – That

1. Candidates 10 and 11 be invited for interview;
  2. the candidates be advised of the presentation topic and that a maximum of 10 minutes be allocated for the presentation;
  3. the selected questions be finalised for the interview Committee.
- 15 : DATE OF THE NEXT MEETING - Tuesday 16 April 2019 at 9.30am

*The meeting terminated at 12.15 pm*

## **NOTES FOR APPOINTMENTS COMMITTEE FOR APPOINTMENT OF CHIEF EXECUTIVE / CORPORATE DIRECTOR RESOURCES / DIRECTORS / ASSISTANT DIRECTORS / CHIEF OFFICERS**

### **Appointment Committee Process**

1. Confirmation of Chair (appointed at Appointments Committee Long Listing stage )
2. Chair checks on the order and who will ask which question from the prepared list.
3. Chair ensures all Members are clear on the process to be followed during the interview i.e. Candidates to be seen one at a time in line with interview structure below.

### **Interview Structure**

4. Candidates will be welcomed and introduced to the Committee and reminded of the format of the interview by the Chair.
5. Candidate to give presentation (10 minutes) (Clerk to give indication of when reach 9 minutes)
6. Committee to ask questions related to the presentation only. (5 to 10 minutes)
7. When these questions have been answered the Chair will move to the first of the job specific questions and Members will ask the questions in the order agreed at 2 above. The Committee may ask any supplementary questions they may have in the time available. The Chair will advise when available time is used.
8. Chair will invite the candidate to ask any questions. When these are answered the Chair will move to the mandatory questions.

### **The Council's mandatory questions:**

9. The Chair will ask the following questions which the Council has made mandatory:
  - **Do you have any business or other interests including membership or affiliation of any political or other organisation which could cause real or observed conflict with the duties and responsibilities of this post?**
  - **If you were offered the appointment, would you please confirm that you would accept on salary and conditions as advertised?**

### **Completion of interview:**

The Chair will advise candidate that the process has been completed and an officer will make contact shortly with the outcome.

### **Professional Advice:**

The Chair and Members of the Committee may take advice at any time from any officer or advisor appointed to assist the selection process. Prior to the Committee's decision the Chair should invite any advisor or officer appointed to assist in the process for any guidance they may wish to offer.

### **After completion of all the interviews**

1. The Chair will ask the Committee whether it is able to make an appointment from the candidates who have been interviewed.
2. Once the Committee have agreed in principle that they are able to make an appointment, the Chair will then go round the table and ask Committees' views on what they believe to be the main strengths and weaknesses of each candidate.
3. The Chair will summarise what has been said and add her/his own personal summary and suggest that the Committee now indicate ranking candidates in preference order.
4. If a clear consensus to the appointment of one of the candidates is reached, then the Chair will suggest that a decision be taken.
5. If there is no consensus, Chair will make the decision to take a ballot.
6. The ballot papers will be returned to the Chair who will shuffle papers and count the votes with the Lead Officer.
7. A preferred candidate will emerge from this process.
8. The appointment will need to be proposed and seconded. Other Committee Members, by convention, support the proposal to enable a unanimous decision to be reached.

### **Successful candidate**

The Committee delegate authority for the Lead Officer to inform the successful candidate and agree salary terms and conditions within the Council's agreed framework. HR Advisor to provide support on this if required

### **Unsuccessful Candidate(s)**

The Committee delegates authority to the HR Advisor to inform the unsuccessful candidate/s of the Committee's decision.

### **Conclusion**

At the conclusion of the meeting, any recorded minutes and papers will be collected administratively for confidential record purposes on the appointment.

Cardiff Council  
**Recruitment Pack**

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**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 1<sup>st</sup> 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: 11<sup>th</sup> March 2019 at Midday 12.00pm**

The proposed date for the Assessment Centre is the week beginning the 25<sup>th</sup> March 2019 and the proposed date for Member interviews is the 16<sup>th</sup> 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.





<b>Role Title</b>	Head of Service – Performance & Partnerships
<b>Grade</b>	Spot Salary £84,905 (£86,603 from 1 <sup>st</sup> April 2019)
<b>Primary Purpose of Role</b>	<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>
<b>Key Accountabilities</b>	<ul style="list-style-type: none"> <li>• To ensure the provision of high quality and timely policy advice and insight to the Leader, Cabinet &amp; Chief Executive;</li> <li>• To assess the strategic impact of shifting service demands and financial pressures on service delivery and improvement</li> <li>• 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;</li> <li>• To lead on the development and implementation of an operational planning framework to enable the delivery, review and improvement of corporate priorities;</li> <li>• 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</li> <li>• To facilitate and ensure the successful implementation of partnership arrangements to facilitate the delivery of improved outcomes for Cardiff;</li> <li>• To establish constructive relationships with regulators, partner agencies and other authorities to ensure Cardiff has access to the latest developments in service delivery;</li> <li>• To support the development and implementation of effective arrangements to plan for, respond to and recover from major incidents and service interruptions;</li> <li>• To lead on community safety on behalf of the Council</li> <li>• To lead the City's partnership arrangements in relation to counter terrorism and radical extremism</li> <li>• 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;</li> <li>• 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</li> </ul>





	<ul style="list-style-type: none"> <li>• 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</li> <li>• To ensure that practices are put into place to promote safe and appropriately risk-managed operational delivery</li> <li>• 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</li> <li>• 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</li> </ul>
<p><b>Areas of Responsibility</b></p>	<ul style="list-style-type: none"> <li>• Corporate Policy and Partnerships</li> <li>• Corporate Communications</li> <li>• Performance &amp; Information Management</li> <li>• Bilingual Cardiff</li> <li>• Community Safety</li> <li>• CONTEST &amp; PREVENT</li> <li>• Cabinet Office</li> <li>• Community Cohesion &amp; Equalities</li> </ul>
<p><b>Types of Measures of Success</b></p>	<ul style="list-style-type: none"> <li>• Achievement of Corporate Priorities for the Council</li> <li>• Continually improving performance across Cardiff Council and the Cardiff Partnership</li> <li>• Improved external assessments of the Council and its services</li> <li>• Enhanced national and international profile for Cardiff</li> <li>• Increased citizen satisfaction with the services provided by the Council</li> <li>• Effective co-ordination of resources across the portfolio of services</li> <li>• Effective budget control across the portfolio, with the delivery of required budget savings</li> </ul>





**Core competencies that need to be demonstrated through the application form.  
Other competencies will be tested through the interview process**

<b>Behavioural Competencies</b>	<b>Application Stage</b>	<b>Competency Level(s)</b>
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 1<sup>st</sup> 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.





## Cardiff Council Behavioural Competency Framework Supporting the Values of the Council

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### 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>



## Getting Things Done (Core)

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

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

## Taking Personal Responsibility (Core)

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

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

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

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

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

## Developing Potential

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

## Leading Change

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

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

## Initiating Change and improvement

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

## Organisational Awareness

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

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

## Partnering and Corporate Working

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



## Communicating

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

## Analysing, Problem Solving and Decision Making

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

## Equality and Diversity

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

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

## Optimising Resources

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

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

## Demonstrating Political Acumen

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

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

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