



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

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

## AGENDA

**Pwyllgor** PWYLLGOR PENODI - CYFARWYDDWR CYNORTHWYOL, YSTADAU SIROL

**Dyddiad ac amser y cyfarfod** DYDD LLUN, 13 GORFFENNAF 2020, 2.15 PM

**Lleoliad** CYFARFOD O BELL TRWY MS TEAMS

**Aelodaeth** Cynghorydd  
Cynghorwyr Goodway, Gavin Hill-John, Hopkins, Merry a/ac  
Huw Thomas

### 1 **Penodi Cadeirydd**

### 2 **Ymddiheuriadau am Absenoldeb (os oes unrhyw rai)**

### 3 **Datgan Buddiannau**

Derbyn unrhyw ddatganiadau buddiant yn unol â Chod Ymddygiad yr Aelodau.

### 4 **Cylch Gorchwyl**

Cyflawni swyddogaethau'r awdurdod mewn perthynas â phenodi a diswyddo Prif Swyddogion a Dirprwy Brif Swyddogion (fel y'u diffinnir yn Rheoliadau Awdurdodau Lleol (Rheolau Sefydlog) (Cymru) 2006) a'r Pennaeth Gwasanaethau Democraataidd statudol, yn unol â'r Rheolau Gweithdrefn Cyflogaeth ac unrhyw bolisiâu a gweithdrefnau perthnasol eraill y Cyngor.

### 5 **Nodiadau ar gyfer Rhesttru Hir (Tudalennau 3 - 4)**

### 6 **Pecyn Recriwtio - Cyfarwyddwr Cynorthwyol, Ystadau Sirol (Tudalennau 5 - 28)**

### 7 **Eithrio'r Cyhoedd**

Information included in the followin item is confidential and not for publication by virtue of paragraphs 12 & 13 of Part 4 of Section 12A of the the Local Government Act 1972.

### 8 **Penodi Cyfarwyddwr Cynorthwyol, Ystadau Sirol (Tudalennau 29 - 206)**

**Davina Fiore**

**Cyfarwyddwr Llywodraethu a Gwasanaethau Cyfreithiol**

Dyddiad: Dydd Mawrth, 7 Gorffennaf 2020

Cyswllt: Mandy Farnham, 0290 872618, [mandy.farnham@cardiff.gov.uk](mailto:mandy.farnham@cardiff.gov.uk)

**Bydd y cyfarfod hwn yn cael ei recordio â'r bwriad o'i ddarlledu ar wefan y Cyngor yn ddiweddarach. Bydd y cyfarfod cyfan yn cael ei recordio, ac eithrio pan fo eitemau cyfrinachol neu eitemau a eithrir. Caiff copi o'r cyfarfod ei gadw yn unol â pholisi cadw data'r Cyngor. Os ydych yn gwneud sylw yn y cyfarfod hwn, ystyrir eich bod wedi cydsynio i gael eich ffilmio a/neu eich recordio.**

**Os oes gennych gwestiynau ynghylch gwe-ddarlledu cyfarfodydd, cysylltwch â'r Gwasanaethau Pwyllgorau trwy ffonio 02920 872020 neu e-bostio [Gwasanethau Democrataidd](#)**

**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

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## Assistant Director County Estates (Economic Directorate)



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





# Letter from the Leader



Dear Applicant

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

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

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

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

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

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

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

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

We invite you to take up the challenge with us.

A handwritten signature in black ink, appearing to read 'Huw Thomas'.

**Councillor Huw Thomas**  
**Leader of the Council**



# Letter from the Director



Dear Applicant

Cardiff Council is the largest property owner in Cardiff with over 500 properties retained for operational use, and a further 500 properties retained as investment assets.

The cost of managing and operating the Council's estate is the second largest call on the Council's budget, after staff costs. This has become an increasingly important issue as the shape of the organisation has changed to reflect unprecedented financial pressures, and changing and growing customer demands.

As such, the Council's five year property strategy to transform the Council's estate, known as *Fewer But Better Buildings*, aims to reduce the size and cost of the operation, as well as modernising the estate to ensure all of the Council's operational buildings are safe, fit for purpose, and are positive environments for staff and customers.

The property strategy is regarded as a key enabler of our wider change programme which is seeking to establish the Council as a '*Digital First*' organisation. To support this, we have recently implemented a '*Corporate Landlord*' programme which has involved the centralisation of the management and operation of the Council's estate to establish better co-ordinated decision-making and governance, ensuring the best outcomes for the Council. The Corporate Landlord programme has also significantly shifted responsibility for the delivery of outcomes to this central function and is requiring continuous improvement in the performance of property related staff.

The Assistant Director County Estates post has been established to drive forward the full implementation of the Corporate Landlord model to transform the Council's estate and ensure that property related services provided to various internal and external stakeholders are excellent value for money. The Assistant Director County Estates will also deputise for the Director of Economic Development for the wider Economic Development directorate.

You will be an experienced and talented individual, who has worked at a strategic level, preferably with public sector experience. The post-holder will provide leadership and support to a large Council team, as well as providing corporate leadership for the Council's property assets. You will be responsible for ensuring the correct, governance, processes and procedures are in place to oversee, monitor and maintain the estate on behalf of all of the Council's directorates. You will also have experience of managing large budgets and be able to demonstrate a successful track-record of partnership working.

In undertaking your role you will be joining an experienced Senior Management Team that is committed to improving Cardiff Council and the lives of people in Cardiff. In joining this team, candidates must be enthusiastic and committed team players, with a public service ethos.

This is a vital role for the city, and for Cardiff Council, and I look forward to working with the successful candidate.

**Neil Hanratty**  
**Director of Economic Development**





## CARDIFF COUNCIL

### **Assistant Director, County Estates (Economic Directorate)** **Salary of £86,603**

This is an exciting opportunity to work in a vibrant and diverse city and to be part of a dynamic management team. In return, we ask you to bring excellent leadership and communication skills plus the passion and experience to deliver efficient, innovative, partnership-focused services to take both of us to the next level.

You will provide strategic leadership and direction on bringing together functions relating to the management and maintenance of the Council's property estate and deliver relevant aspects of the administration's Capital Ambition commitments and the Council's Corporate Plan.

The role requires an individual who is able to take lead responsibility for the successful and safe operation of a broad range of service areas; to manage and co-ordinate people, financial and capital resources to ensure the effective delivery of agreed priorities, change programmes and high quality day to day service for customers.

This is a challenging and rewarding role and provides an opportunity to become part of a management team in a large and diverse leading public organisation within the capital city of Wales.

The total salary is **£86,603** per annum.

#### **Closing Date:**

For an informal discussion please contact Neil Hanratty, Director Economic Development on (029) 2087 2052.

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 speakers.

#### **Recruitment and Selection Process**

This appointment will be made by an elected member Appointments Committee of Cardiff Council.

This vacancy is suitable for post share.





# Role Profile



<b>Role Title</b>	Assistant Director, County Estates (Economic Directorate)
<b>Grade</b>	Assistant Director Spot Salary
<b>Primary Purpose of Role</b>	<ul style="list-style-type: none"> <li>To take lead responsibility for the successful and safe operation of a broad range of service areas; to manage and co-ordinate people, financial and capital resources to ensure the effective delivery of agreed priorities, change programmes and high quality day to day service for customers.</li> <li>Deputise for the Director across Economic Development Directorate, in their absence</li> </ul>
<b>Key Accountabilities</b>	<ul style="list-style-type: none"> <li>To translate strategic commitments for the Economic Development Directorate into an aligned framework of operational plans, and subsequently, to oversee the execution, review and improvement of these plans</li> <li>To play the lead role in the delivery of change programmes and projects across a range of Corporate Landlord services (working with partners where appropriate) ensuring that the desired outputs and outcomes are secured</li> <li>To effectively manage the people, financial and other resources of the service – ensuring that they are aligned with corporate priorities and genuine customer need</li> <li>To ensure 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> <li>To facilitate and ensure the successful implementation of internal and/or external partnership arrangement</li> <li>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</li> <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 Corporate Landlord 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>



# Role Profile



<b>Areas of Responsibility</b>	<ul style="list-style-type: none"> <li>• Asset Management</li> <li>• Estate Management</li> <li>• Design, Projects and Delivery</li> <li>• Compliance</li> <li>• Facilities Management</li> <li>• Repairs and Maintenance</li> <li>• Energy Management</li> <li>• Property Maintenance</li> </ul>
<b>Types of Measures of Success</b>	<ul style="list-style-type: none"> <li>• Achievement of corporate priorities for the Economic Development Directorate</li> <li>• Continually improving corporate and directorate performance against key performance indicators</li> <li>• Effective budget control and management of resources, with the delivery of required financial savings</li> <li>• Satisfaction of the Cabinet Members with quality of advice offered in relation to key portfolio choices</li> </ul>

**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 ASSISTANT DIRECTOR, COUNTY ESTATES (ECONOMIC DIRECTORATE)**

### **1. CONTRACT**

This is a permanent appointment.

### **2. CONDITIONS**

Conditions of service will be in accordance with the Joint Negotiating Committee for Chief Officers of Local Authorities as adopted by the County Council from time to time, plus any other conditions or regulations determined by the Council from time to time in consultation with the recognised trade unions.

### **3. SALARY**

The total spot salary for this post is **£86,603** 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 Assistant Director, Corporate Landlord cannot be satisfactorily undertaken within a fixed working week and some element of unsocial hours will be required for the proper performance of the responsibilities. The inclusive salary scale for the appointment reflects the need to work in addition to and outside normal office hours.

### **7. SICK PAY**

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

### **8. PENSION**

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

### **9. POLITICAL RESTRICTION**

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





**10. CAR LOAN SCHEME**

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

**11. CAR MILEAGE ALLOWANCE**

HMRC rate of 45 pence per mile will apply.

**12. SMOKING**

The Council has a no smoking policy.

**13. FLEXIBILITY AND MOBILITY CLAUSE**

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

**14. SATISFACTORY MEDICAL REPORT**

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

**15. NOTICE PERIODS**

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

**16. RESTRICTIONS ON RE-EMPLOYMENT**

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







## 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

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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>

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## 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>

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## 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>

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## 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>

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## 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>

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## 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>

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## 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>

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## 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>

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## 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 23



## 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 24

## 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 25

## 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 26

## 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 27

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