AGENDA

Committee	APPOINTMENTS COMMITTEE - CHIEF HUMAN RESOURCES OFFICER
Date and Time of Meeting	FRIDAY, 19 FEBRUARY 2021, 9.00 AM
Venue	REMOTE MEETING VIA MS TEAMS
Membership	Councillor Huw Thomas (Chair) Councillors Bowen-Thomson, Hopkins, Weaver and Williams

1   Apologies for Absence

To receive apologies for absence.

2   Declarations of Interest

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

3   Minutes *(Pages 3 - 4)*

To approve the minutes of the shortlisting committee on 8 February 2021.

4   Exclusion of the Public

Information included in the following item is not for publication by virtue of paragraphs 12 and 13 of Part 4 of Schedule 12A, Local Government Act 1972.

5   Appointment of Chief Human Resources Officer *(Pages 5 - 92)*

To interview the candidate(s) and conclude the process for the appointment to the post of Chief Human Resources Officer.

Davina Fiore
Director Governance & Legal Services
Date: Monday, 15 February 2021
Contact: Kate Rees,
02920 872427, KRees@cardiff.gov.uk

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APPOINTMENTS COMMITTEE - CHIEF HUMAN RESOURCES OFFICER

8 FEBRUARY 2021

Present: Councillor Huw Thomas(Chairperson)
               Councillors Bowen-Thomson, Hopkins, Weaver and Williams

9   : APOLOGIES FOR ABSENCE

No apologies for absence were received

10   : DECLARATIONS OF INTEREST

Councillor Joel Williams declared a personal interest in Item 6 Appointment of Chief Human Resources Officer, as he knew one of the candidates.

11   : MINUTES

The minutes of the longlisting Committee on 11 January 2021 were agreed as a correct record of the meeting.

12   : EXCLUSION OF THE PUBLIC

RESOLVED: That the public be excluded during the discussion on the following item of business on the grounds that, if members of the public were present during the discussion, because of the nature of the business to be transacted there would be disclosure to them of except information as defined in Part 4 of Schedule 12A of the Local Government Act 1972 and as described below: -

Paragraph 12 – Information relating to an applicant to become an employee of the Authority; and

Paragraph 13 – Information which was likely to reveal the identity of an individual.

13   : APPOINTMENT OF CHIEF HR OFFICER

The Appointment Committee for the post of Director of Children's Services was reconvened to receive and consider the findings from the Assessment Centre.

Nick Clark the External Lead Assessor presented the findings for each of the 3 candidates following the assessment centre exercises, and the scores against the behavioural competencies for the role. The Committee based on the essential criteria, assessment outcomes and the candidate's original application considered which candidates should be put forward for formal interview.

RESOLVED – That

1. candidates 15313 and 15893 be invited for interview;

2. the candidates be advised of the chosen presentation topic and that a maximum of 10 minutes will be allocated for the presentation; and

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3. the selected questions be finalised for the interview Committee

14 : DISMISSAL (IF REQUIRED)

There was no requirement to consider this item.

15 : DATE OF NEXT MEETING

RESOLVED – That the Appointment Committee as Interview Panel will convene at 9.30am on Friday 19 February 2021, remotely.

The meeting terminated at Time Not Specified

ITEM 5

APPOINTMENT OF CHIEF HUMAN RESOURCES OFFICER

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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.

July 2015

Cardiff Council
Recruitment Pack

Chief Officer
Human Resources

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

UCHELGAIS
PRIFDDINAS
CAPITAL
AMBITION

CARDIFF
CAERDYDD

Dear Applicant

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

Cardiff has 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 over recent years 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 sustained 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, not least in the context of the current pandemic – focusing on reforms that 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.

Councillor Huw Thomas
Leader of the Council

Dear Applicant

This is an exciting opportunity to become part of our experienced, talented and committed Senior Management Team working collaboratively in a leading public sector organisation with 13,000 employees delivering over 700 individual services to over 350,000 residents.

Cardiff Council needs creative, experienced and enterprising people with an appetite to explore new ways of working across boundaries and sectors to secure the best possible outcomes for Cardiff, the capital city of Wales and a leading UK Core City.

Having the right people, with the right skills, in the right place, at the right time and at the right cost is critical to us achieving the administration's objectives as set out in Capital Ambition and the Corporate Plan.

We need to ensure that employees want to work for us, feel that they are valued and supported as individuals, in accordance with the Council's values in order to retain our talented workforce. At the same time, we want to be recognised as an employer of choice and be known for having a culture that supports high performance and enables a flexible, skilled, engaged and diverse workforce.

Traditional public service models of service delivery are being challenged in the context of austerity and demand, and an unprecedented public health emergency. This requires an ambitious and comprehensive modernisation agenda that will have significant implications for our workforce.

The Council will need to support the development of different leadership qualities and skills across the workforce. We recognise that, to deliver our corporate objectives, we will need to engage effectively with our employees to inspire and encourage them to generate ideas and participate in improving how we deliver our services.

The role of Chief Human Resources Officer is integral to all of this. As a member of the Senior Management Team, in this role, you will be leading on corporate and cross-cutting actions to ensure that the Council meets current and future workforce needs.

If you wish to discuss the role further, please contact Chris Lee, Corporate Director Resources, Tel: (029) 2087 2300.

Yours sincerely

Paul Orders
Chief Executive

Chief Human Resources Officer

Salary £88,985

About The Service

Cardiff is a vibrant and diverse city, and one of the fastest growing cities in the UK. As a major employer of 13,000 employees working across the Council's services and in schools, the Council is reliant on an efficient and effective Human Resources function as a key enabler for the delivery of relevant aspects of the administration's Capital Ambition commitments and the Council's Corporate Plan.

About The Job

Reporting to the Corporate Director Resources, you will be responsible for providing quality human resources expertise across the Council. Your strategic focus and people-centred approach will ensure that the Council, as a major employer in the city, is well placed to respond to current and future challenges.

As a member of the Council's Senior Management Team you will play an integral strategic role in leading highly effective human resources service delivery, reshaping the Council and driving performance to ensure continued focus on improvement.

What We Are Looking For From You

You will be able to perform at your best working at a strategic level in a large organisation. Your in depth understanding of local government will enable you to deliver service change, and to shape and influence the way that human resources services are delivered. You will also have the ability to contribute to corporate improvement outside of your direct remit.

You will be articulate, credible and able to win respect by giving clear expert advice. You will have the ability to think strategically and handle complex issues with ease.

A confident communicator, you will quickly establish effective professional relationships across the Council, including with trade union partners, as well as across the broader HR network in Wales and beyond.

You will have a proven track record in human resources management.

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).

Closing Date: 16th December 2020

Additional Information
If you wish to have an informal discussion about the post, please contact Chris Lee, Corporate Director Resources, Tel: (029) 2087 2300.

Recruitment and Selection Process

The first stage for longlisted candidates will be an Assessment Centre, which will be held towards the end of **January 2021**. The second stage for shortlisted candidates will be an interview with the Appointments Committee in **February 2021.**

Role Title	Chief Human Resources Officer
Grade	Chief Officer Salary
Primary Purpose of Role	To provide analysis to the Corporate Director Resources regarding best options and methods to deliver relevant aspects of the Council's Corporate Plan. To take lead responsibility for compliant HR services, 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 services for customers.
Key Accountabilities	• To translate the Council's stated vision and priorities into a set of aligned and effective strategies for HR services • To support the Corporate Director Resources in the ongoing development of deep-rooted strategic partnerships and relationships that will position Cardiff's HR services as an exemplar • To accurately advise the Corporate Director Resources on how and where to make efficiencies, cuts or investments in HR services that will best serve the people of Cardiff • To lead a management team; creating, implementing, monitoring and reviewing the performance of HR services and ensuring that significantly improved outcomes for customers are secured • To scan the external context and to advise the Corporate Director Resources on how to position HR services for emerging changes, challenges and opportunities • To ensure that managers understand and fulfil their budgetary accountabilities; guiding and supporting them to make tougher choices within a context of diminishing resources and changing service demand • To establish and apply effective individual and team performance management systems in order to monitor, assess and improve standards and the achievement of key performance indicators • To lead, motivate and develop a team of managers – ensuring the highest levels of buy-in and execution of the Council's priorities and corporate objectives • To lead managers in the production of robust and meaningful business plans – providing clarity of purpose, emphasis and key deliverables for HR 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

Areas of Responsibility	• Human Resources

Types of Measures of Success	• Achievement of corporate priorities for the HR service • Effective management of resources – improvement of HR performance, whilst achieving required financial savings

Role Profile

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Areas of Responsibility	• Human Resources

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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
CHIEF HUMAN RESOURCES OFFICER
(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 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 **£88,985** 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 Chief Human Resources Officer 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

Putting our Customers First (Core)

This competency is about placing the customer at the heart of our activities, listening to them and being prepared to do things differently to meet their needs

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

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Getting Things Done (Core)

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

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

Taking Personal Responsibility (Core)

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

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

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

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

Developing Potential

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

Leading Change

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

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

Initiating Change and improvement

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

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

Organisational Awareness

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

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

Partnering and Corporate Working

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

Communicating

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

Analysing, Problem Solving and Decision Making

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

Equality and Diversity

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

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

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Optimising Resources

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

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

Demonstrating Political Acumen

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

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

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