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CARDIFF
CAERDYDD

AGENDA

Committee	APPOINTMENTS COMMITTEE - ASSISTANT DIRECTOR, HOUSING & COMMUNITIES
Date and Time of Meeting	MONDAY, 17 MAY 2021, 9.00 AM
Venue	REMOTE MEETING VIA MS TEAMS
Membership	Councillors Carter, Elsmore, Mackie and Lynda Thorne (one vacancy)

1   Apologies for Absence

2   Election of Chairperson

3   Declarations of Interest

To receive declarations of interest, such declarations to be made in accordance with the members Code of Conduct.

4   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.

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Information included in the following items is not for publication by virtue of paragraphs 12 and 13 of Part 4 of Schedule 12A of the Local Government Act 1972.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 Assistant Director, Housing & Communities *(Pages 3 - 184)*

To shortlist candidates for the assessment process for the role of Assistant Director, Housing & Communities.

7   Date of next meeting

The next meeting of the Appointments Committee is on Monday 21 June at 10.00 am

Davina Fiore
Director Governance & Legal Services
Date: Tuesday, 11 May 2021
Contact: Kate Rees,
02920 872427, KRees@cardiff.gov.uk

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

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.

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Cardiff Council
Recruitment Pack

Assistant Director
Housing & Communities

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 role.

In the face of the Covid 19 pandemic, and the recovery that is to follow, there has never been a greater need for the delivery of high quality public services, provided in a joined up way, together with our statutory and third sector partners.

Cardiff Council's commitment to bring together services around the needs of individuals, families and communities has made real progress in recent years, as shown in the development of a range of multiagency services which have the citizen at their heart. Our community hub development programme has been truly ground breaking, providing a range of council and partner services in the heart of the community, while our Independent Living and Early Help Services provide person centred, joined up preventative services for older people and for families.

Cardiff's Housing Service was the first in Wales to achieve the Welsh Housing Quality Standard and continues to maintain and build on this success. During the pandemic more direct links were forged between wider housing and development services and our Homelessness services and it is our ambition to take this further, bringing forward innovative schemes to help ensure that homelessness, when it occurs is rare, brief and non-recurring.

The Assistant Director for Housing and Communities has line management responsibility for a committed team of managers and is responsible for the strategic oversight and development of a wide range of services including: management and maintenance of our 13,700 council homes; delivery of homeless and supported accommodation services and oversight of a very wide range of community advice and support aimed at prevention and early intervention.

The post is part of the Adult Services, Housing and Communities Directorate. This new directorate has been created with the aim of integrating council and partner services to help achieve the best possible outcomes for our most vulnerable citizens.

As part of an experienced, and forward thinking management team, you will provide the leadership needed to deliver on the Council's challenging agenda as set out in Capital Ambition, and to take the service forward into a more digitally enabled future.

I invite you to take up the challenge with us.

Jane Thomas
Director - Adults, Housing & Communities

CARDIFF COUNCIL

Assistant Director, Housing & Communities
Salary - £88,985 per annum

Cardiff Council's commitment to bring services together around the needs of individuals, families and communities has made real progress in recent years. This is best demonstrated by the outcomes being achieved across a wide range of multiagency services which are being delivered in an integrated way and which have the citizen at their heart.

This post offers an opportunity to join the management team of the newly created Adult Services, Housing and Communities Directorate. The new directorate is focused on providing the right interventions at the right time and in the best way; providing support and bringing services together with our partners to improve outcomes for our customers.

The Assistant Director for Housing and Communities will lead a committed team of managers and will be responsible for the strategic oversight and development of a wide range of services including: management and maintenance of our 13,700 council homes; delivery of homeless and supported accommodation services and oversight of a very wide range of community advice and support aimed at prevention and early intervention.

This is an opportunity to work in a vibrant and diverse city and to join a dynamic and ambitious team. We ask that you bring outstanding leadership and communication skills plus the passion and experience to deliver excellent customer focused services.

You will have the experience and skill necessary to lead the Housing and Communities team: managing our growing council housing stock, building on and embedding innovative approaches to homelessness and community services and continuing to develop a range of preventative advice and support services.

You will have the ability to deliver innovative approaches and to achieve high quality services which are financially sustainable. This will include the further development of digital services and overseeing the development of a more agile workforce.

If you would like to join our committed management team to deliver this exciting agenda, we would be interested in hearing from you.

For further information or an informal conversation about this post please contact Jane Thomas, Director Adults, Housing and Communities at jf.thomas@cardiff.gov.uk

Closing Date: 5th May 2021

This vacancy is suitable for post share.

We welcome applications in both English and Welsh.

Working for Cardiff, working together

Role Title	Assistant Director, Housing & Communities
Ref	
Grade	Assistant Director, Spot Salary
Primary Purpose of Role	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. To lead, manage and develop a range of high quality, customer-focused, efficient services, designed to provide the best outcomes for citizens. To take lead responsibility for working in partnership with key stakeholders to ensure that citizens experience effectively integrated service delivery.
Key Accountabilities	• To deputise for the Director when required • To translate strategic and corporate commitments into an aligned framework of operational plans, and to oversee the execution, review and improvement of these plans • To play the lead role in the delivery of customer-centred change programmes and projects across the portfolio of services, working with partners, other key council directorates as appropriate, ensuring that the desired outputs and outcomes are secured • To effectively manage the people, financial and other resources of the portfolio – ensuring that they are aligned with corporate priorities and genuine customer need • To continually review and modernise service delivery and promote a more agile and flexible approach to the workplace. • To ensure that managers across the Directorate understand and fulfil their budgetary accountabilities; guiding and supporting them to optimise budget alignment within a context of diminishing resources and changing service demand. • To facilitate and ensure the successful implementation of internal and/or external partnership arrangements • 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 across the Directorate ensuring the highest levels of buy-in and execution of the Council's priorities and corporate objectives
	• To put in place appropriate support to develop the potential of the workforce and to ensure that their skills meet the future needs of the service.
	• To ensure that practices are put into place to promote safe and appropriately risk-managed operational delivery, both internally within council-managed services, externally within commissioned services
	• To lead managers in the production of robust and meaningful business plans — providing clarity of purpose, emphasis and key deliverables for the portfolio of services
	• To ensure that effective communication and engagement processes are in place to share new ideas, new ways of working and to provide insight to progress and achievements

Areas of Responsibility	• Management and Maintenance of Council Housing Stock • Homeless Services • Supported Housing Services • Independent Living Services • Early Help for Families • Advice and Benefit Services • Into Work Services • Community Hubs

Types of Measures of Success	• Continually improving performance against key performance indicators for the portfolio • Achievement of improved outcomes for citizens • Achievement of Corporate Priorities for the portfolio • Effective compliance with statutory responsibilities and guidance • Effective co-ordination of resources across the portfolio of services

	• Effective budget control across the portfolio, with the delivery of required budget savings

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 – HOUSING AND COMMUNITIES

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 £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.

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 – Housing and Communities 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

Open
We are open and honest about the difficult choices we face, and allow people to have their say on what's important to them and their communities

Fair
We champion fairness, recognising that with less resource we need to prioritise services for those who need them most.

Together
We work with our communities and partners across the city to deliver the best outcomes for the people of Cardiff

Putting our Customers First (Core)

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

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	Setting out and communicating the vision and the rationale for change	Simplifying a complex or confusing message to provide a clear vision that others are able to buy into and act upon	Creating a coherent vision, aligning and integrating many different change initiatives and programmes
	Seeking opportunities for self and others to contribute to change	Looking for ways to support and contribute to successful change	Following through on change to ensure it is fully embedded in the organisation, the benefits are realised and lessons learnt for future change.	Testing and evaluating the longer-term and strategic impact of change programmes
	Helping others to understand the reasons for and the process of change	Enabling and supporting colleagues and stakeholders to deal effectively with 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	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

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

Communicating

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

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

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.

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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