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AGENDA

Committee APPOINTMENTS COMMITTEE - DIRECTOR GOVERNANCE AND LEGAL SERVICES AND MONITORING OFFICER

Date and Time of Meeting TUESDAY, 16 JANUARY 2024, 12.30 PM

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

Membership Councillor Huw Thomas (Chair)
Councillors Berman, Ferguson-Thorne, Lancaster and Merry

1 **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 meeting held on the 14 December 2023

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Information included in the following item is not for publication by virtue of paragraphs 12 and 13 of Part 4, Schedule 12A, Local Government Act 1972.

5 **Appointment of Director, Governance and Legal Services and Monitoring Officer** (*Pages 5 - 70*)

To interview candidates and conclude the process for the appointment to the post of Director Governance and Legal Services and Monitoring Officer.

P Orders

Chief Executive

Date: Wednesday, 10 January 2024

Contact: Kate Rees,

029 2087 2472, KRees@cardiff.gov.uk

APPOINTMENTS COMMITTEE - DIRECTOR GOVERNANCE AND LEGAL SERVICES AND MONITORING OFFICER

14 DECEMBER 2023

Present: Councillor Huw Thomas(Chairperson)
Councillors Berman, Ferguson-Thorne, Lancaster and Merry

8 : APOLOGIES FOR ABSENCE

No apologies for absence were received.

9 : DECLARATIONS OF INTEREST

No declarations of interest were received.

10 : MINUTES

The minutes of the longlisting Committee on 21 November 2023 were agreed as a correct record of the meeting.

11 : 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.

12 : APPOINTMENT OF THE DIRECTOR OF GOVERNANCE AND LEGAL SERVICES AND MONITORING OFFICER

The Appointments Committee for the post of Director Governance and Legal Services and Monitoring Officer was reconvened to receive and consider the findings from the Technical and Behavioural/Leadership Interviews. The Committee, based on the essential criteria, interview outcomes and the candidate's original applications, considered which candidates should be put forward for formal interview.

RESOLVED - That

1. Candidates 56219 and 56177 be invited for interview; and

2. The Candidates be advised of the choice of presentation topic and that a maximum of 10 minutes will be allocated for the presentation.

13 : DATE OF THE NEXT MEETING

The next meeting of the Committee will take place on Tuesday 16 January 2024 at 12:30pm.

The meeting terminated at 10.37

Recruitment Pack

Director - Governance and Legal Services and Monitoring Officer



**STRONGER
FAIRER
GREENER**





Dear Applicant,

Director – Governance and Legal Services and Monitoring Officer

Thank you for your interest in this exciting role.

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.

We want the right people with the technical skill, managerial capacity and fresh perspectives to support the political leadership in the delivery of a fast-paced and ambitious agenda, working towards achieving the Council's vision of becoming a Stronger, Fairer and Greener Capital City.

This is an exciting opportunity to become part of a senior management team in a leading public sector organisation with 15,000 employees delivering over 700 individual services to over 350,000 residents.

The Council wants to attract the best candidates to support the achievement of an important agenda through a period of organisational change and improvement against a back cloth of financial austerity. We are keen to develop a team which will ensure that there is a positive and inclusive performance culture within the organisation that will serve to deliver the Council's priorities and put Cardiff at the forefront of local government in the UK.

Chris Lee
Corporate Director, Resources





Resources Directorate

Director of Legal Services and Governance and Monitoring Officer

Salary £139,463 (spot salary)

This is an exciting opportunity to work in a vibrant and diverse city and to be part of a dynamic senior 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.

Reporting to the Corporate Director, Resources you will be responsible for the provision of accurate and timely information and support for the Council's Cabinet, Council and Committees and all elected members, providing a robust platform for open, transparent and challenging governance and decision making.

You will also be responsible for the management and development of the Council's Lexcel Accredited Legal Service, and democratic services, including taking a lead role in optimising and growing the use of the Council's resources by creatively using risk-managed partnerships, collaborations and commercial ventures to best deliver the key services needed by customers

You will need to be articulate, credible and able to win respect by giving clear expert advice, thinking strategically and leading a broad range of functions.

Your in depth understanding of local authority governance and legal experience will enable you to shape and influence the way that the Council delivers outcomes through the Corporate Plan and its related policy agenda.

Your ability to establish constructive relationships with elected members, partner agencies and other authorities will be key to ensuring that Cardiff is at the forefront of delivering excellent services.

You will be a core member of the Council's senior management team and will also fulfil the statutory duties and responsibilities of the authority's Monitoring Officer.





JOB DESCRIPTION AND PERSON SPECIFICATION

<p>Job Title: Director, Governance and Legal Services and Monitoring Officer</p>	<p>Directorate: Governance & Legal, Resources</p>
<p>Section:</p>	<p>Reporting to: Corporate Director, Resources</p>
<p>Remuneration: £139,463 (spot salary)</p>	<p>Hours per Week: Full Time</p>
<p>Post Number: 50235020</p>	<p>Number of Employees Reporting to Post: 7 Direct Reports</p>
<p>Special Conditions: Casual Car User. Full and valid driving licence and use of own car would be an advantage. Evening work to cover items such as Council meetings in person is a requirement of this role Occasional weekend working may be required. 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). This role requires an admitted Solicitor or Barrister with full CPD.</p>	<p>Location of Post: The office location of this post will be County Hall in Cardiff Bay however home working for some of the time will be accepted. Agile working is a key feature and expectation of this role.</p>
<p>Job Purpose: To be the Council’s statutory Monitoring Officer To take lead responsibility for the provision of accurate and timely information and support for the Council and its Committees and all elected members, providing a robust platform for open, transparent, and challenging governance and decision-making; to provide strategic analysis and robust advice to Cabinet Members with regards to best options and methods to deliver relevant aspects of the Council’s Corporate Plan. To ensure the effective and efficient implementation of the Cabinet’s strategic choices with a firm focus on achieving continually improving outcomes in services provided to internal customers and partner organisations. To embrace the corporate priorities across the Council and be part of a cohesive corporate team.</p>	





Key Accountabilities

1. To translate the Council's stated vision and priorities into a set of aligned and effective strategies for the Directorate.
2. To provide high-quality advice and insight for the Cabinet members regarding the most effective models for achieving corporate priorities and responding to emerging needs.
3. As a key member of the senior management team, to undertake cross-cutting responsibilities throughout the Council.
4. To take a lead role in the formation and on-going development of deep-rooted strategic partnerships and relationships that will position services within the Directorate as an exemplar for the City Region.
5. To identify and make the most of existing and potential synergies across the work of the Directorate and other services, plus those of partner organisations.
6. To take a lead role in optimising and growing the use of the Council's resources by creatively using risk-managed partnerships, collaboration, and commercial ventures to best deliver the key services needed by customers.
7. To accurately advise the Corporate Director Resources and Cabinet members how and where to generate income and make efficiencies, cuts, or investments in services within the Directorate that will best serve the people of Cardiff and the City Region.
8. To assess the strategic impact of shifting service demands in a diverse City Region, prominent financial pressures, and a commitment to the provision of improving standards, and to advise the Cabinet Members of all options (including innovative responses) and associated implications.
9. To lead a management team; creating implementing, monitoring, and reviewing the performance of the Directorate services and ensuring that significantly improved outcomes for customers are secured.
10. To promote and lead a culture that realises Cardiff's aspirations to becoming a Stronger, Fairer, Greener capital city.
11. To scan the external context and to advise the Cabinet members how to position the Council for emerging changes, challenges, and opportunities.
12. To be the Council's lead legal adviser and ensure there are lead advisers in key areas of Community, Litigation, Property and Procurement.
13. To ensure that services are delivered in accordance with the highest standards expected by external regulators.
14. To ensure that cabinet Members and service areas receive commercial and pragmatic legal advice which is solutions driven.
15. To co-ordinate and supervise key research activities that keep elected members fully informed about the effectiveness of service provision, partnering arrangements, and policy implementation, enabling elected members to robustly scrutinise performance and progress.
16. To manage the provision of a range of support to the Council's Committees; taking appropriate actions to ensure committees can fulfil their duties and responsibilities.





17. To fulfil all the statutory duties and responsibilities of the Authority’s Monitoring Officer.

18. To lead on the following areas of responsibility:

- Legal Services (Community, Litigation, Property, and Procurement)
- Scrutiny
- Democratic Services
- Electoral Services
- Member Services
- Glamorgan Archives
- Monitoring Officer

Corporate Requirements

1. To participate actively in supporting the principles and practice of equality of opportunity as stated in the organisation’s Equal Opportunities Policy.
2. To take reasonable care for the health and safety of yourself and other persons who may be affected by your acts or omissions and to comply with all health and safety legislation as appropriate.
3. To, as a statutory duty, adhere to the organisation’s Corporate Safeguarding Policy or equivalent statutory and associated policies and procedures and to report concerns regarding the safety and wellbeing of children or adults at risk. To support you in this, you are required to access safeguarding training at the level which is relevant to this post.
4. To comply with all Council policies including Information Governance and undertake any mandatory training required.
5. 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.
6. Although you will be provided with a base, you will be required to work from various locations in accordance with the needs of the role.

DATE COMPLETED: **AGREED BY:**(Recruiting Manager)

Date Received by Post holder: **Signature of Post holder:**





PERSON SPECIFICATION

Job Title: Director, Governance and Legal Services and Monitoring Officer

Post Number: 50235020

THE PERSON APPOINTED MUST MEET THE FOLLOWING REQUIREMENTS

<p>ESSENTIAL REQUIREMENTS (You MUST demonstrate that you meet these requirements)</p>	<p>DESIRABLE REQUIREMENTS (You do not have to meet these requirements, but if you do, please tell us)</p>	<p>ASSESSED BY</p>
<p>Competencies (as per Behavioural Competency Framework)</p>		
<p>Putting Our Customers First – Level 5 Getting Things Done – Level 5 Taking Personal Responsibility – Level 5 Seeking to understand others and treating them with respect – Level 5 Organisational Awareness – Level 5 Partnering and Corporate Working – Level 5 Demonstrating Political Acumen – Level 5</p>		<p>Interview</p>
<p>Education and Training</p>		
<p>Educated to degree level or equivalent, with demonstrable evidence of continuous professional and personal development. Currently practising and qualified solicitor or barrister. Member of relevant and recognised professional body. Evidence and commitment to continuous professional development.</p>	<p>Ability to communicate in the Welsh language, or commitment to learn.</p>	<p>Application Form and Certification where required</p>





Experience / Knowledge		
<p>Successful and respected leader with a track record of working as a senior legal adviser within the public sector.</p> <p>Monitoring Officer or deputy/acting MO experience.</p> <p>Knowledge of LA Legal and Governance Frameworks</p> <p>Experience of working in a senior local government legal context, with exposure to the political environment.</p> <p>Knowledge of the governance structure and processes of local authorities and working experience of Constitutional issues.</p> <p>Good understanding and application of the Code of Conduct and the role and purpose of Standards Committees.</p> <p>Experience of working with senior politicians, delivering advice and support in a timely and effective way.</p> <p>Experience of managing teams and aligning people to purpose to deliver meaningful outcomes.</p> <p>High degree of politically sensitivity and experience of dealing with a range of complex issues and stakeholders with often conflicting agendas.</p>	<p>Demonstrable experience of operating successfully within a multi-stakeholder environment, developing effective partnerships, and delivering lasting change and improvement.</p> <p>Experience of being involved with managing complex elections and counts and electoral registration matters.</p>	<p>Application Form and Interview</p>
Skills and Abilities		
<p>A high standard of professional awareness and conduct</p> <p>Ability to remain calm and focussed under pressure</p> <p>Ability to bring others on and enable them to reach their full potential</p> <p>Strong interpersonal skills and quick to establish a rapport with others</p> <p>Possesses strong negotiation and influencing skills and wins the trust, respect, and confidence of others</p> <p>Ability to think and act strategically, developing solutions to help respond to complex problems.</p> <p>Ability to be pragmatic and navigate through complexity and conflicting interests – navigating towards consensus.</p> <p>A sophisticated approach to risk and developing a risk-wise culture.</p>		<p>Application Form and Interview</p>





Personal Attributes		
<p>Shows a personal commitment to the work of the organisation.</p> <p>Demonstrates a commitment to the vision and values of the organisation, leading by example.</p> <p>Demonstrates a positive attitude to new challenges and a willingness to adapt to quickly to change.</p> <p>Commitment to the organisation’s Equal Opportunities Policy and recognises, values, and celebrates difference.</p>		Application Form and Interview
Special Circumstances		
<p>Requirement to undertake evening work to cover items such as Council meetings in person.</p> <p>Will undertake other duties and or times of work as may reasonably be required of you.</p>	Full and valid driving licence would be an advantage.	Application Form and Interview

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 will need to prioritise services for those who need them most.

TOGETHER

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





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 spot salary for this post is £134,747. 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 28 days for employees with less than 5 years continuous service, and 33 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 Director 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

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

Are you ready to play a part in Cardiff's future?

For a confidential, informal discussion about this post, please contact the Corporate Director of Resources, Chris Lee on 07866924818.

If you are ready for this challenging but rewarding role, you can apply ([here](#)).

Closing Date: Sunday 29th October 2023 at 11.59pm

This vacancy is suitable for post share.

We welcome applications in both English and Welsh.



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Cardiff Council Behavioural Competency Framework Supporting the Values of the Council

Open

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

Fair

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

Together

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

Putting our Customers First (Core)

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

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

Getting Things Done (Core)

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

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

Taking Personal Responsibility (Core)

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

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

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

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

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

Developing Potential

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

Leading Change

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

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

Initiating Change and improvement

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

Organisational Awareness

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

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

Partnering and Corporate Working

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

Communicating

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

Analysing, Problem Solving and Decision Making

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

Equality and Diversity

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

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

Optimising Resources

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

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

Demonstrating Political Acumen

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

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

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