



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

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

## AGENDA

**Pwyllgor** PWYLLGOR PENODI

**Dyddiad ac amser y cyfarfod** DYDD IAU, 29 MAWRTH 2018, 9.00 AM

**Lleoliad** YSTAFELL BWYLLGORA 2 - NEUADD Y SIR

**Aelodaeth** Cyngorydd  
Cynghorwyr Boyle, Carter, Cunnah, Derbyshire, Elsmore, Goodway, Gavin Hill-John, Jones-Pritchard, Mackie, McGarry, McKerlich, Michael, Patel, Huw Thomas, Weaver a/ac Wild

### 1 Ymddiheuriadau (Os oes unrhyw)

### 2 Datgan Buddiannau

Derbyn datganiadau buddiannau yn unol â Chod Ymddygiad yr Aelodau.

### 3 Cylch Gorchwyl

Cyflawni swyddogaethau'r awdurdod o ran penodi a diswyddo Prif Swyddogion a Dirprwy Brif Swyddogion (fel y'u diffinnir yn Rheoliadau Awdurdodau Lleol (Gorchmynion Sefydlog) (Cymru) 2006) a Phennaeth statudol Gwasanaethau Democrataidd, yn unol â'r Rheolau Gweithdrefnau Cyflogaeth ac unrhyw bolisiau a gweithdrefnau perthnasol y Cyngor.

### 4 Cofnodion (*Tudalennau 3 - 4*)

Cymeradwyo cofnodion y Pwyllgor Penodi 13 Mawrth 2018

### 5 Eithrio'r Cyhoedd

Ni chaiff y wybodaeth yn yr eitemau canlynol ei chyhoeddi yn sgil paragraffau 12 a 13 Rhan 4 Atodlen 12A Deddf Llywodraeth Leol 1972.

### 6 Penodi Pennaeth y Gwasanaethau Democrataidd (*Tudalennau 5 - 80*)

Cyfweld ymgeiswyr a dod â'r broses ar gyfer penodi l'r swydd Pennaeth Gwasanaethau Democrataidd

**Davina Fiore**

**Cyfarwyddwr Llywodraethu a Gwasanaethau Cyfreithiol**

Dyddiad: Dydd Gwener, 23 Mawrth 2018

Cyswllt: Kate Rees, 029 2087 2432, [krees@caerdydd.gov.uk](mailto:krees@caerdydd.gov.uk)

APPOINTMENT COMMITTEE

13 MARCH 2018

Present: Councillor Weaver(Chairperson)  
Councillors Derbyshire, Jones-Pritchard and Patel

1 : APOLOGIES (IF ANY)

Councillor Carter

2 : DECLARATIONS OF INTEREST

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

3 : MINUTES

The minutes of the 13 February 2018 were approved as a correct record.

4 : TERMS OF REFERENCE

To note the following 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 Employment Procedure Rules and other relevant Council policies and procedures”.*

5 : 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.

6 : APPOINTMENT OF HEAD OF DEMOCRATIC SERVICES

The Appointment Committee for the post of Head of Democratic Services was reconvened to receive and consider the findings from the Leadership and Technical Assessment, 22 February 2018.

Mandy Pigny, the External Lead Assessor presented the findings for candidates following the Leadership and Technical Assessment exercises. The Committee based on the essential criteria and Leadership and Technical Assessment outcomes

and the candidate's original application form considered which candidates should be put forward to formal interview.

RESOLVED:

- (1) candidates 3, 6 & 9 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
- (3) the selected questions be finalised for the interview committee.

7 : DISMISSAL (IF REQUIRED)

There were no consequential dismissal required as part of the shortlisting process.

8 : DATE OF NEXT MEETING - THURSDAY 29 MARCH 2018 AT 9:30AM

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

## **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.



### JOB DESCRIPTION AND PERSON SPECIFICATION

<b>Job Title: Head of Democratic Services</b>	<b>Directorate:</b> Resources
<b>Section: Governance and Legal Services</b>	<b>Reporting to:</b> Director of Governance & Legal Services and Monitoring Officer
<b>Grade: OM1</b>	<b>Hours per Week: 37</b> The duties of this post cannot be satisfactorily undertaken within a fixed working week and some element of unsociable 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 normal office hours and therefore you will not be eligible to work under the Council's Flexible Working Hours Scheme.
<b>Post Number:</b>	<b>Reporting to Post:</b> Committee and Member Services, Scrutiny Services, and Electoral Services
<b>Special Conditions:</b> Bar points will be applied to each point in the salary scale. Progression through the bar will be subject to annual performance review. 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)	<b>Location of Post: County Hall</b>
<b>Job Purpose:</b>	
<ul style="list-style-type: none"> <li>• Carry out the role of Head of Democratic Services as defined in the Local Government (Wales) Measure 2011 and to discharge the Democratic Services Functions as set out in the Local Government (Wales) Measure 2011 and in any relevant guidance.</li> <li>• Ensure the provision of services to which support the democratic function of the Council, ensuring the Council, the Cabinet and Committees receive high level support in the discharge of its democratic functions and that processes are in place to facilitate sound decision making and that democratic accountabilities are upheld.</li> </ul>	

- To ensure compliance with statutory and non-statutory arrangements for the effective delivery of a Democratic Services service.
- To have strategic and operational responsibility for the organisation and management of Committee and Member Services, Scrutiny Services and Electoral Services, and ensure they are operating within the Council's policies and strategies to achieve the objectives and performance standards set, within the resources allocated.
- Be responsible for maintaining all Registers, Disclosures and Declarations as required under the Council's Constitution.

### **Job Specific Duties and Responsibilities**

1. Manage, lead and direct the operations of the 3 Teams (Committee and Member Services, Scrutiny Services, and Electoral Services) including recruitment, management, supervision, performance review and development of employees to meet the identified needs of the Corporate Directors, Directors, Assistant Directors, Heads of Service and the Councillors.
2. Be responsible for the Democratic Services functions as defined in the Local Government (Wales) Measure 2011 and to make all appropriate reports to the Democratic Services Committee.
3. Manage partnership working with the private sector, other Council's, WLGA and the Welsh Government, the MSO Network and the Independent Remuneration Panel.
4. Act as a signatory to any documents as delegated through the Council's delegations.
5. Maintain and give advice to Councillors and Statutory Co-opted Members with regards the Registers of Interest, Gifts and Hospitality.
6. Develop and deliver support for the Democratic Process aimed at contributing to the promotion of local democracy, openness and accountability.
7. Manage, lead and ensure that the Electoral Services and Electoral Registration functions are effectively and efficiently delivered on behalf of the Returning Officer.
8. Manage and ensure that arrangements for the support of d Councillors lead to the delivery of effective outcomes.
9. Fully support the development, implementation, and review of management systems, processes and structures in line with corporate policies.
10. Agree with the Director objectives, performance targets and resources, to feed into the Directorate Business Plan and to manage these.



11. Review and evaluate resources for the services and to identify and maximise any external income sources.
12. Ensure the development and delivery of an effective programme of Member Development to provide the opportunities for Elected Members to develop the essential skills and knowledge they need to undertake their demanding and evolving roles responsibilities
13. Proactively work to deliver improvements to performance, customer care and satisfaction, awareness of equalities and 'one council' working.
14. Advise the Director of Governance and Legal Services and Monitoring Officer on professional issues and opportunities for service improvement and problem resolution.
15. Work with other Council services, stakeholders and external partners to deliver continuous improvement, seeking to ensure that service delivery is efficient, effective and accords with best practice.
16. Deputise for the Director of Governance & Legal Services and Monitoring Officer as and when required (including as Deputy Monitoring Officer) and perform other duties consistent with the level of the post as agreed with the Director of Governance & Legal Services and Monitoring Officer.
17. Recognise and act on the basis that the role is a politically restricted one under the terms of the Local Government Act 1989

#### **Corporate Duties and Responsibilities**

1. Prepare and monitor service budgets in accordance with Council policy, and ensure that delegated budgets are managed effectively to maximise service outcomes.
2. Formulate service plans and priorities for the Service which reflect the Corporate Plan and other corporate priorities to contribute to achieving the relevant areas of the overall corporate strategy, ensure that these plans and objectives are understood internally and externally and are effectively implemented.
3. Be responsible for constantly revising and adapting a strategy for delivering a service which takes account not only of the intra-authority pressures, but also relates to the needs and aspirations of the people of Cardiff and to staff and resources available, or potentially available, to meet those needs.
4. Build mutual confidence and respect and foster effective working arrangements with Members, Chief Executive, Corporate Directors, Directors, Assistant Directors, Heads of Service, Operational Managers, employees and Trade Union representatives throughout the Council to maximise the efficiency of the service.

5. Define performance measures by placing a high value on the views of the elected members and the people of Cardiff and demonstrate a commitment and willingness to meet directly with customers to ensure a customer focus to the service.
6. Lead the development and delivery of regional and sub regional partnerships that contribute to the efficiency programme of the Council and the service area and develop and contribute towards delivering the objectives of the Service, achieving value for money for the Council taxpayer and effective service for the elected members and the people of Cardiff.
7. Provide full and detailed advice on the Service to appropriate Members and account to the Chair of Democratic Services Committee and the relevant Cabinet Member(s) via the established procedures to ensure that Members are fully informed and involved in appropriate decision making.
8. Be committed and sensitive to achieving the Council's strategies, policies and practices in relation to equal opportunities to provide equality of access to the service and to move towards a more diverse workforce to reflect the diversity of the people of Cardiff.
9. Ensure the Service's management structure and its internal management processes are appropriate to delivery of the service and the implementation of policy. Recommend changes in the organisation, to respond to new circumstances or the achievement of new policy objectives.
10. Be responsible for actively managing staff in accordance with Corporate Policy, which including effective performance management and performance appraisal arrangements at all levels and the monitoring and review of performance, to maximise the potential of staff and ensure effective delivery and contribution to the Council's Organisational Development programme.
11. Ensure that legal, statutory and other relevant provisions governing or affecting the Council, or any other directions from the Director from time to time in force, are observed to ensure probity and protect the Council from legal challenge.
12. Take responsibility for any allocated cross authority project/assignment to ensure its successful outcome.
13. Undertake other duties as may be reasonably required by the Director.

DATE OF JOB DESCRIPTION :

**DATE COMPLETED:** November 2017 **AGREED BY:** \_\_\_\_\_  
(Recruiting Manager)  
**Date Received by Post holder:** \_\_\_\_\_  
**Signature of Post holder:** \_\_\_\_\_



### Person Specification

**Job Title:** Head of Democratic Services

**Post Number:**

#### THE PERSON APPOINTED MUST MEET THE FOLLOWING REQUIREMENTS

Behavioural Competencies		Level		How Assessed
<ul style="list-style-type: none"> <li>• Putting Our Customers First – Level 5</li> <li>• Getting Things Done – Level 4</li> <li>• Taking Personal Responsibility – Level 4</li> <li>• Seeking to Understand Others and Treat them with Respect – Level 4</li> <li>• Initiating change and Improvement – Level 4</li> <li>• Organisation Awareness – Level 4</li> <li>• Communicating – Level 5</li> <li>• Analysing, Problem Solving and Decision Making – Level 4</li> <li>• Demonstrating Political Acumen – Level 5</li> </ul>				All assessed at Interview
<b>Additional Requirements for the Job</b>		<b>Essential</b>	<b>Desirable</b>	<b>How Assessed</b> All through Application Form or Interview or Both
<b>Education &amp; Training</b>	1. Relevant degree or equivalent experience	X		Application Form
	2. Leadership/Management Qualification		X	Application Form
<b>Experience / Knowledge</b>	3. A good knowledge of local government law (statutory and common) and practice	X		Application Form and interview

	<p>relating to Democratic Services and in particular of the Local Government (Wales) Measure 2011.</p> <p>4. A successful record of working within a change environment, and a commitment to the delivery of services based on needs and achieving delivery to quality and cost standards</p> <p>5. Experience of Local Government Law and practice in relation to Democratic Services, Scrutiny and Electoral services.</p> <p>6. Significant experience of the Political Process of a Local Authority, particularly the decision making process.</p> <p>7. Significant experience and understanding of the relationship between Elected Members, officers and the public.</p> <p>8. Experience of successful working with employees and Trade Unions and external public and private sector organisations and voluntary organisations, as necessary</p> <p>9. Experience of working with Elected Members including on politically sensitive matters</p> <p>10. Experience of building teams</p> <p>11. Experience of managing resources including finance, employees, property and information technology</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p>	<p>Application Form and interview</p> <p>Application Form and interview</p> <p>Application Form and interview</p> <p>Application Form and interview</p> <p>Application Form and interview</p> <p>Application Form and interview</p> <p>Application Form and interview</p> <p>Application Form and interview</p>
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	12. Experience of working within a change environment and able to provide evidence of significant contribution to successful change	X		Application Form and interview
<b>Skills and Abilities</b>	13. Ability to understand customer needs and to develop ways of working, processes and structures to achieve continual improvements in service delivery.	X		Application Form and interview
	14. Ability to shape the environment in order to ensure others feel positive in contributing to cross directorate and council wide solutions.	X		Application Form and interview
	15. Ability to work collaboratively to gain buy in and agreement towards a common goal	X		Application Form and interview
	16. Ability to give sound and firm advice to senior officers and elected members to secure the best means of achieving Council objectives	X		Application Form and interview
	17. Ability to follow through on solutions / decisions, until closure or resolution, to ensure they are understood and implemented by others.	X		Application Form and interview  Interview
	18. Excellent interpersonal skills enabling credibility to be quickly established and sustained both internally and external to the Council	X		Application Form and interview
	19. Excellent influencing, negotiation and persuasion skills	X		Application Form and interview

**APPENDIX A**

	20. Commercially and financially astute	X		
<b>Personal Attributes</b>	21. Commitment to the Council's Equal Opportunities Policy	X		Application Form and interview
	22. Ability to work under pressure to tight timescales and to motivate others to deliver	X		Application Form and interview
	23. Commitment to delivering continuous service improvement based on sound performance measures.	X		Application Form and interview
	24. Demonstrable leadership qualities and a commitment to the Council's Leadership and Behavioural competencies	X		Application Form and interview
	25. Willing to undertake further training	X		Application Form and interview
<b>Special Circumstances</b>	26. Ability to travel to various locations	X		Application Form
	27. Full valid driving licence		X	Application Form
	28. Ability to communicate in Welsh		X	Application Form and interview

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