



Report of Head of Democratic Services

Report to Director of Resources and Housing

Date: 30th July 2019

Subject: Review of Democratic Services

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Has consultation been carried out?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Will the decision be open for call-in?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary

1. Main issues

- The City Solicitor announced on the 3rd April 2019 that the Head of Civic and Member Support would be retiring with effect from the 30th June 2019, with the Head of Governance and Scrutiny Support, being re-designated as Head of Democratic Services and assuming leadership responsibilities for the whole service from the 1st July.
- On appointment the Head of Democratic Services has undertaken an assessment of leadership capacity and staffing needs across the service specifically taking account of high risk gaps in resilience, examination of options for providing additional leadership capacity for directorate based governance officers and providing matrix based management arrangements to enable improved cross team working.
- Within this context this report also considers existing honoraria arrangements and removes from the structure a vacant post now not required (within Governance Services).

2. Best Council Plan Implications (click [here](#) for the latest version of the Best Council Plan)

- Whilst there are no specific implications for Council Policy or the Best Council Plan - the proposals in this report seek to ensure that sufficient resilience and capacity is available to support elected Members in their various roles and in supporting the Monitoring Officer in her statutory responsibilities (including the oversight of the Council's governance arrangements).

3. Resource Implications

- The proposals set out in this report establish an overall saving in 2020/21 of £60k and in excess on £306k in the period to the end of June 2025 when the pension strain costs to the authority cease (generating a further £34k per annum saving). Savings arising will be utilised to address continued budget pressures in member support.

Recommendations

- a) The Director of Resources and Housing is recommended to approve the changes set out in this report.

1. Purpose of this report

- 1.1 This report makes proposals for a number of staffing changes within Democratic Services to enhance leadership capacity and specifically address high risk areas requiring greater resilience and provide the basis for improved cross team/authority working.

2. Background information

- 2.1 Democratic Services commenced a review of its leadership arrangements in 2011. Since then a continual review and realignment of senior management responsibilities has taken place resulting in the post of Chief Democratic Services Officer, and two other head of service posts, being deleted up to September 2016.
- 2.2 The September 2016 adjustment saw the Head of Governance and Scrutiny Support (HoGSS) assuming additional 'Proper Officer' responsibilities for Scrutiny and also being accountable for the Members' Allowances Scheme. The HoGSS also continued with responsibilities as the Deputy Monitoring Officer. Under the changes the Head of Civic and Member Support assumed responsibility for Member Development and relinquished responsibility for Members' Allowances.
- 2.3 The announced retirement of the Head of Civic and Member leaves leadership responsibilities for 5 direct reports to be assimilated into leadership arrangements within the division. These include political group offices, Member Development, Office of the Lord Mayor, Hon. Aldermen and support to the Chief Executive in respect to his Civic and Ceremonial responsibilities.
- 2.4 Coupled with the HoGSS's responsibilities without further consideration the Head of Democratic Services will assume responsibility for ten direct reports across a wide range of critical service functions along with an existing extensive personal workload. This arrangement is unsustainable from both work volume and resilience points of view and so this report seeks to address this matters whilst establishing enhanced leadership and resilience arrangements across the service in a 'one service' approach aimed to build greater resilience in key service areas and provide the basis for closer, more collaborative work with Legal Services, financial management, and Directorate based governance support arrangements.

3. Main issues

- 3.1 On appointment the Head of Democratic has held discussions with all new direct reports to evaluate resource, resilience, risk and succession planning issues across Democratic Services. Discussions have also taken place with the City Solicitor, Director of Resources and Housing and the Executive Member for Resources. This report sets out proposals which have been informed and that have emerged from that engagement.

Leadership and Resilience

Head of Democratic Services

- 3.2 As well as assuming leadership across all Democratic Services functions the new role of Head of Democratic Services will retain Proper Officer responsibility for Scrutiny Support, provide direct management oversight of Governance Services and support the Monitoring Officer in her statutory responsibilities as Deputy Monitoring Officer. In addition Group Support Managers supporting the two principal political groups will directly report to the Head of Democratic Services as will the Lord Mayor's Secretary.
- 3.3 So, in the new leadership role, the new Head of Democratic Services role will assume responsibility for a total of eight direct reports across a wide range of critical service functions, and additionally, will take lead officer responsibility for the Member Management Committee.

Deputy Head of Democratic Services

- 3.4 To support the Head of Democratic Services a **role of Deputy Head of Democratic Services is proposed**. This is not to be a new post – rather it is proposed that the following responsibilities are added to the current post of Principal Corporate Governance Officer (PO6).
- Deputise for the Head of Democratic Services
 - Leadership Support to:
 - Corporate Governance Functions
 - Constitution
 - Professional leadership to directorate based governance support staff
 - Member Development
 - Support for smaller Political Groups
 - Legal advice on Elections and community governance matters
 - Lead Officer to:
 - Corporate Governance and Audit Committee
 - General Purposes Committee

- 3.5 The role requires a solicitor to fulfil elements of the function and has been benchmarked with other senior roles across LCC where the appropriate grade is Dir 45%. This is also consistent with similar roles in legal services recently confirmed at Dir45%. The Role Description is attached at Appendix 1.

Civic and Ceremonial Functions

- 3.6 The Office of the Lord Mayor performs a key role in the provision of support to the Lord Mayor in their civic and ceremonial responsibilities – these go far beyond solely council focussed activities and include liaison with the Lord Lieutenant's Office, foreign consulates, representatives from the Armed Forces and provision of vital support to high profile events that take place in the city (e.g. Armed Forces Day, Remembrance Sunday and VIP events (Including those relating to the Royal Household)).

- 3.7 The Lord Mayor's Secretary is the single point of contact for these activities and further resilience in the service is necessary.
- 3.8 Allied to this, Democratic Services provides a lead role supporting the Chief Executive's Civic and Ceremonial functions (including ceremonial flags and commemorative building illumination, appointment of Hon. Aldermen and the Leeds Award), the Leeds Children's Mayor, the Lord Mayor's Charity and Compassionate City Award scheme.
- 3.9 The Head of Civic and Member Support undertook some of these activities personally and his retirement leaves a gap for how these functions are undertaken on a day to day basis and further leaves the service exposed from a capacity and resilience point of view (see proposed Member and Civic Support Officer role below).

Assistant to the Sergeant at Mace

- 3.10 Since the retirement of the former Sergeant at Mace in 2016 the role of Assistant to the Sergeant at Mace (C3) has remained vacant with additional driving requirements being provided on a call off basis through Facilities Management. An assessment has been made of the necessity for a full time appointment to the Assistant role, and has shown that these arrangements have worked well and provided flexibility and value for money. It is therefore proposed to **remove the Assistant Sergeant at Mace role** from the Democratic Services Structure – this will generate a saving of £33,085 per annum.
- 3.11 The costs arising from Facilities Management to cover the continuing driver cover requirements of the service are estimated to be in the region of £7-10k per annum.
- 3.12 Also, in recognition of the work demands within the Lord Mayor's Office, it is proposed that the current 0.52fte **Assistant Secretary (SO2) role be made full time**. As the post is currently funded to the 0.52fte, £17,052 of the savings accrued will need to be apportioned to this now full time role.

Support to Political Groups

- 3.13 The support model established by the Head of Civic and Member Support is characterised by two group offices that provide dedicated support to single groups; one to the Leader and the Administration and the other to the largest opposition group and the Leader of the Opposition. Each of these has a group support manager and deputy and varying numbers of research, casework and administrative staff. These entities are largely self-sufficient and no proposals for changing the arrangements are included in this report other than to confirm that the Head of Democratic Services will assume appraising responsibilities for the two group office managers.
- 3.14 A further cohort of staff provide support on a shared basis to other political groups (Liberal Democrat Group, MBI Group, Garforth and Swillington Independent Group and Green Group). This includes diary management, casework and other administrative functions.
- 3.15 Again the retirement of the Head of Civic and Member Support leaves a gap in relation to day to day managerial oversight of these functions and leaves the service exposed from a capacity and resilience point of view. To address this and the issues raised in para 3.6-3.9 above it is proposed that the **Member Support Manager be re-designated as Member and Civic Support Officer**.

Member and Civic Support Officer

- 3.16 This re-designated role will, in addition to the post holder's current responsibilities, assume responsibility for the following:
- Deputise for the Lord Mayor's Secretary;
 - Provide leadership and oversight of the staff team providing support to smaller political groups;
 - Provide support to the Chief Executive and assume lead responsibility for flags and building lighting;
 - Co-ordinate Hon. Aldermen appointments and the Leeds Award;
 - Provide appraising management and service leadership to the Member Development Officer.
- 3.17 The Deputy Head of Democratic Services will assume appraising and senior leadership to this role.
- 3.18 The role of Member and Civic Support Officer has been assessed through Job Evaluation and matched Profile CUS05 at PO5. A revised Job Description is attached at Appendix 2. Given this role was budgeted for in 2019/20 at SCP37 the financial implications arising from this proposal are less than £2k in 2020/21.
- 3.19 No significant other adjustments to arrangements for Group Office support arrangements are contained in this report. However, within the Labour Group Office, the PA to the Leader of Council has been receiving an Honorarium to SCP 35. It has again been timely to review this arrangement (the Job Evaluation exercise commenced in advance of this report, in the spring, and has now concluded). The **role of PA to Leader** has been confirmed through Job Evaluation at PO4. The Job Description for this role is attached at Appendix 3.

Governance Services

Senior Governance Officer

- 3.20 In March 2018 the City Solicitor agreed to the payment of an Honorarium to a Senior Governance Officer (SCP 37) in recognition of the exceptionally sensitive nature of the lead role assumed for the management of the Council's Employment Committee.
- 3.21 The committee requires an officer of suitable knowledge and experience to provide the leadership to the committee. This role had been routinely overseen by the Principal Governance Officer PO6 – however additional duties of that individual (including oversight of the Members' Allowances Scheme) coupled with the increasing time commitments associated with making arrangements for the committee to meet to consider appointments, meant the role was allocated to the senior Governance Officer the end of November 2017.
- 3.22 As the arrangements have now been in place for 12 months it is timely for them to be reviewed. Rather than reducing, the responsibilities regarding the Employment Committee have increased with little prospect of them diminishing, in addition the post holder has assumed deputising responsibilities for the full Council meeting, and under these proposals will now directly manage the Governance and Scrutiny Support Officer (PO2) (currently managed by the Principal Corporate Governance Officer) and will provide a deputising role for the Principal Governance Officer in the leadership of the Governance team. In light of this **the role of Senior Governance Officer** has been reviewed through Job Evaluation and has matched profile TLM05 at PO5. The revised Job Description is at Appendix 4.

- 3.23 Given this role is budgeted for at SCP37 the financial implications arising from this proposal are less than £2k in 2020/21.
- 3.24 The Principal Governance Officer will continue to report to the Head of Democratic Services. There are no further proposals to alter the direct report arrangements with the Governance and Scrutiny Support other than the realignment of the Scrutiny and Governance Support Officer to be line managed by the Senior Governance Officer as described in 3.22 above.

Administrative Assistant B1

- 3.25 Since November 2018 the post of Administrative Assistant B1 (0.6FTE) has been held vacant on the Governance Service's establishment – this being to enable revised working practices to become embedded and assess whether recruitment to the vacancy was necessary or not. A review of those arrangements has established that this post is no longer required and it is therefore proposed that this **Administrative Assistant post be deleted** generating a saving of £14.2k per annum.

Member Development

- 3.26 Member Development is an important support service to Members provided by Democratic Services. A single post holder co-ordinates the induction, training and development activities that are provided. The Head of Civic and Member Support was designated as the head of service lead for this function area, had responsibility to report to a committee of Members on related matters and undertook appraising management responsibilities to the Member Development Officer.
- 3.27 Given the retirement of the head of service it is necessary to establish and seek opportunities to further enhance the leadership support for this important area of work – particularly by reviewing and updating the 2011 Member Development Strategy, developing and delivering a programme of training and development that meets Members' needs and by establishing routine reporting arrangements to the Member Management Committee.
- 3.28 It is proposed that a new Deputy Head of Democratic Services (see below) will provide strategic leadership to this area and that the Member and Civic Support Officer (as described above) assumes appraising responsibilities for the Member Development Officer (PO1)

Directorate Based Governance Support Officers

- 3.29 Governance Support Officers are deployed by the Business Support Centre to provide support and advice at a directorate level. The Chief Officer Shared Services and Head of Governance and Scrutiny Support have explored opportunities to improve the consistency, quality and co-ordination of the governance support/advice provided.
- 3.30 It has been recognised that there is a need for enhanced and improved professional leadership of this cohort of staff to ensure that the important ‘eyes and ears’ role of this staff is nurtured and developed.
- 3.31 Agreement has been reached that this leadership role would be most appropriately provided from within Democratic Services and be specifically encompassed within the Corporate Governance delegations from the Leader of Council. Under these proposals that leadership role will be undertaken by a new Deputy Head of Service role (described above).

Summary of Senior Reporting arrangements

- 3.32 The table below sets out the **revised** reporting arrangements resulting from these proposals. Other reporting arrangements within Democratic Services remain unaltered.

		Governance and Scrutiny Support	Civic and Member Support	Directorate Governance Support Officers
Appraising Manager	Head of Democratic Services	Deputy Head of Democratic Services (Dir45%)		
		Principal Governance Officer (PO6)	Labour Group Support Manager (PO5)	
		Principal Scrutiny Advisers PO6 (x3)	Conservative Group Support Manager (PO5)	
			Lord Mayor's Secretary (PO5)	
	Deputy Head of Democratic Services		Member and Civic Support Officer (PO5)	Professional Support arrangements only (PO2) x4
Senior Governance Officer (PO5)	Scrutiny and Governance Support Officer (PO2)			
Member and Civic Support Officer (PO5)		Member Development Officer (PO1)		

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 The Executive Member for Resources has been consulted and is content with the proposals set out.
- 4.1.2 The Director of Resources and Housing and the City Solicitor have been consulted on the proposals set out in this report and are supportive of them.
- 4.1.3 Directly affected staff within Democratic Services have been consulted and given the opportunity to comment on the proposals. Wider opportunities for all staff to comment have also been provided through team meetings and 1:1 discussions. No adverse comments have been forthcoming.
- 4.1.4 Trade Union colleagues from UNITE, UNISON and GMB were provided with details of the proposals on the 12th July 2019 with a period of two weeks to the 26th July to provide comments and/or seek further information on the proposals. No comments, objections or feedback has been received.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 There are no equality, diversity cohesion or integration implications arising from the proposals set out in this report. An Equality Impact Assessment Screening Document is appended at Appendix 5.

4.3 Council policies and the Best Council Plan

- 4.3.1 Whilst there are no specific implications for Council Policy or the Best Council Plan - the proposals in this report seek to ensure that sufficient resilience and capacity is available to support elected Members in their various roles and in supporting the Monitoring Officer in her statutory responsibilities (including the oversight of the Council's governance arrangements).

Climate Emergency

- 4.3.2 There are no implications arising from this report.

4.4 Resources, procurement and value for money

- 4.4.1 Budget provision has already been provided in the 2019/20 year for honorariums paid in respect of two roles considered in this report. Additionally budget provision has already been made for one of the proposals in anticipation of Job re-evaluation during the year.
- 4.4.2 The proposals set out in this report establish an overall saving in 2020/21 of £60k and in excess on £306k in the period to the end of June 2025 when the pension strain costs to the authority cease (generating a further £34k per annum saving). Savings arising will be utilised to address continued budget pressures in member support. The detailed financial implications arising from these proposals have been considered and agreed by colleagues in Finance.

4.5 Legal implications, access to information, and call-in

4.5.1 There are no legal, access to information or call in implications arising from this report.

4.6 Risk management

4.6.1 This proposals set out in this report seek to mitigate identified resilience risks and capacity issues in Democratic Services following the retirement of the Head of Civic and Member Support.

5. Conclusions

5.1 The proposals contained in this report build capacity and resilience into the service and help facilitate an improved and consistent cross service culture at a reduced cost. The implementation date for the proposals is the 1st August 2019. Addendum 1 to the report provides details of JNC and Principal Officer Posts on the Democratic Services Structure pre and post the implementation of the proposals¹.

6. Recommendations

6.1 The Director of Resources and Housing is recommended to approval the proposals set out in this report.

7. Background documents²

7.1 None

¹ One Senior Officer Post is listed which is impacted by the proposals – the structure details do not include any other posts below PO Grade.

² The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Role Specification



Dir 45%



Job title: Deputy Head of Democratic Services	Date:	Ref:
<p><u>Job Purpose</u></p>		
<p>To assist the Head of Democratic Services to lead, manage and develop Democratic Services in the provision of high quality effective and consistent support and advice to the Elected Members and Parish and Town Councils.</p> <p>To support the Head of Democratic Services in ensuring the effective, efficient and economic delivery of Services.</p> <p>To develop effective relationships with senior members across all parties, groups and independent members and support the Head of Democratic Services in the discharge of the role of Deputy Monitoring Officer.</p> <p>To support the strategic leadership and provide specific direct management to constituent services within Democratic Services (and to Legal and Democratic Services as a whole) as determined by the Head of Democratic Services and ensure that this is done flexibly across the Service in a way that adds value and supports the delivery of the Council's strategic objectives as set out in the Best Council Plan.</p> <p>To work flexibly across the Service as and when required.</p> <p>To add value by living the Values, knowing how the Council works, making a personal commitment to equality, diversity and inclusion, helping the Council to achieve its goals generally, and playing our part in the legal life of Leeds</p>		
<p><u>Key Requirements</u></p>		
<p>Solicitor (holding a current practising certificate issued by the Law Society), or Barrister qualified to practice or Fellow of the Chartered Institute of Legal Executives (or equivalent legal qualification, to be demonstrated by the applicant).</p> <p>Support the Head of Democratic Services in discharging the role of Deputy Monitoring Officer and Proper Officer for Scrutiny.</p> <p>Significant knowledge and recent experience of working in a leadership role successfully developing, leading and managing elements of Democratic Service whilst building successful relationships with Members, senior officers and external partners and stakeholders.</p> <p>Working across Legal and Democratic Services to develop and deliver a shared culture and values for the service.</p> <p>Provide support to the Head of Democratic Services on all matters relating to Democratic Services and successfully contribute to building, developing, leading and managing teams of multiple professionals to contribute to the delivery of service and corporate objectives.</p> <p>Support and drive efficiencies, economies, productivity gains and continuous improvement within the Service and the Council.</p> <p>Contribute to the leadership and management of Democratic Services including financial management and workforce / contingency planning.</p>		

To provide personal leadership to:

- Corporate Governance Functions
- Constitution
- Provide legal support to the Head of Electoral Services
- To provide a professional lead to Governance Officers managed by the Business Administration Service and deployed in Directorates
- Member Development
- Support for smaller Political Groups

To undertake a substantial personal workload of a varied/complex and/or sensitive nature which includes matters of political sensitivity and provide leadership/attendance of committee/board meetings as required by the Head of Democratic Services, Senior Officers and Elected Members - including lead support to the General Purposes Committee and Corporate Governance and Audit Committee.

Deputise for the Head of Democratic Services as Required.

Directly support change programmes, including service quality and driving up standards and performance, demonstrating the ability to manage competing priorities whilst ensuring contribution to the delivery on a range of programmes and adapting to changing circumstances.

Build strong and dynamic relationships and networks and build trust with individuals and partner agencies to deliver better outcomes for Leeds City Council.

Account for financial resources within the section and ensure value for money and working within financial regulations.

Significant knowledge, understanding and application of local government administrative and political systems and practices, and experience of working on politically sensitive issues, including developing productive working relationships with officers at senior levels in other Services and with Members, which demonstrate respect, trust and confidence.

LCC Values

Working as a Team for Leeds	<ul style="list-style-type: none"> • Work in ways which are open, inclusive, responsive and accountable to develop and maintain good working relationships with internal and external customers, other stakeholders and partners to achieve excellent outcomes for the citizens of Leeds
Being Open, Honest & Trusted	<ul style="list-style-type: none"> • Ensure Services citizens and council members are provided with all relevant information to make decisions, learn from mistakes and seek to promote continuous improvement and best practice
Working with Communities	<ul style="list-style-type: none"> • Help Services work effectively with a variety of partners to deliver services, communicate and involve stakeholders and the wider community in new developments to encourage ownership and commitment
Treating People Fairly	<ul style="list-style-type: none"> • Recognise that everyone has an equally important part to play within the Council and value the diverse and vibrant nature of the city and all its citizens
Spending Money Wisely	<ul style="list-style-type: none"> • Set high expectations of achievement across a range of strategic outcomes, actively seek out opportunities to improve delivery of services through efficiencies, partnership and feedback from service users

<u>Working Context</u>	
The post holder will be based in an establishment within the city of Leeds but it is expected they will need to work at any location in the city. The Council operates a changing the workplace policy and the post holder will be expected to work from home on a regular basis.	
The role profile and specification are an outline only and may vary from time to time without changing the character of the job or level of responsibility	

JOB DESCRIPTION

DIVISION : Democratic Services

SECTION Civic & Member Support	GRADE PO5
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POST TITLE Civic and Member Support Officer	POST REF NO 50245188 File Ref 192052 JE Ref CUS05.
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POST(S) TO WHICH DIRECTLY RESPONSIBLE Deputy Head of Democratic Services
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POST(S) FOR WHICH DIRECTLY RESPONSIBLE: A range of staff up to SO2
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PURPOSE OF JOB

To provide & facilitate a wide range of support services to all Elected Members and lead/contribute to high profile Council-wide initiatives.

To manage a range of focussed support to political groups¹, including casework & assistance with the business of meetings of Full Council and to provide measured generic support to Independent Members.

To deputise for the Lord Mayor's secretary as and when required for duties commensurate with the grade of the role.

RESPONSIBILITIES

1. To manage a team to ensure the provision of a high quality, comprehensive, confidential and effective office management, advisory, case work and administrative support service to Political Groups and Independent Members.
2. To lead engagement with all political groups and delivery of Civic initiatives including the identification of candidates for the nomination to the position of Honorary Alderman; the Leeds Award, the Compassionate City Award and through engagement with the Local Government Association, attendance at the Royal Garden Party.
3. To provide support to the Chief Executive in the delivery of Civic and Ceremonial functions including arrangements for the flying of flags from, and illumination of, Public Buildings.
4. To provide support to and deputise for the Lord Mayor's Secretary for duties commensurate of the grade of the role.

¹ Such groups are those Political Groups that are not the largest Opposition group or the group(s) forming the Administration
Final Version Approved June 2019 (JE Ref CUS05 07/19)

5. To represent the Office of the Lord Mayor in the ownership, design and, through partnership, facilitate the election of the Leeds Children's Mayor, including taking lead on co-ordinating engagements for the Children's Mayor on election.
6. To lead and report to the Member Management Committee on matters relating to Member Development, Members ICT communication needs, and compliance requirements for DBS and Information Governance.
7. As directed by the Deputy Head of Democratic Services lead and deliver a wide variety of projects spanning the whole of Democratic Services, including co-ordination of Freedom of Information requests.
8. To provide effective financial management, ensuring compliance with contract procedure rules, value for money across office purchases and processes and delivering within a strict budget.
9. To support all staff working to be familiar with, and work within, all applicable protocols, guidelines and codes of conduct pertaining to them as officers of the Council and to take effective action to avoid their involvement in any matters which may prejudice the necessary political impartiality of their work.
10. Develop systems and procedures to ensure that the services provided are of a consistent high quality, delivered efficiently, effectively and economically
11. Deal with correspondence from Elected Members and MP's
12. To assist the Head of Democratic Services on all service development and management projects and Carry out other duties, commensurate with the post and grading, as required by the Head of Democratic Services.
13. To abide by the Council's Equal Opportunities Policy in the duties of the post and as an employee of the Council.
14. To take personal responsibility under and abide by the Council's Health and Safety Policy.

RELATIONSHIPS

The post holder will have regular contact with and need to develop and maintain relationships with Elected Members, the Chief Executive, Directors, Chief Officers and other Officers in various departments. There is a requirement of liaison with the office of the Lord Lieutenant outside bodies such as the Local Government Association and members of the public.

PHYSICAL CONDITIONS The post holder will work in a modern well equipped office located on 1st Floor West of Leeds Civic Hall. The building has access and toilets for the disabled and lifts suitable for wheelchairs.

ECONOMIC CONDITIONS

Grade:	PO5
Annual Leave:	28 days (plus 5 days following 5 years service) plus 8 days statutory holidays.
Hours:	37 hours per week
Flexitime:	The Department operates a flexitime system.
Conditions of Service:	Covered by Conditions of Service agreed under the NJC for Local Government Services staff as adopted or amended by the City Council.

PROSPECTS

Promotion: Whilst there is no automatic progression to any more senior posts, opportunities do exist for advancement and promotion, dependent upon normal staff movements and on the capabilities of the individual post holder.

Training: Democratic Services encourages training both “in-house” and external to meet the needs of the individual and of the service.

QUALIFICATIONS: N/A

Job Description Prepared/ Reviewed by:
Andy Hodson
Head of Governance and Scrutiny Support

Job Description Approved by:
Andy Hodson
Head of Governance and Scrutiny Support

Date: May 2019

Date: May 2019

Employee Specification

Detailed below are the type of skills, experience and knowledge that are required of applicants applying for the post. The “Essential Requirements” indicate the minimum requirements, and applicants lacking these attributes will not be considered for the post. The points detailed under “Desirable Requirements” are additional attributes to enable the applicant to perform the position more effectively or with little or no training. They are not essential, but may be used to distinguish between acceptable candidates.

Skills		Ess	Des	MOA
1.	Ability to communicate effectively with councillors, senior officers and the public	✓		IT
2.	Ability to lead, manage and motivate staff	✓		IT
3.	Ability to make reasoned judgements in relation to new situations, based on the assimilation of complex information and the interpretation of complex rules, procedures and guidance	✓		IT
4.	Ability to balance competing priorities in order to achieve tight deadlines	✓		IT
5.	Ability to establish and maintain effective working relationships with officers and elected members at all levels.	✓		I
6.	Ability to deal appropriately with confidential or politically sensitive information	✓		IT
7.	Ability to adopt an innovative approach to problem solving	✓		IT
8.	Able to meet criteria outlined in the Democratic Services Essential IT Competencies	✓		AIT

Knowledge/Qualifications		Ess	Des	MOA
1.	Considerable knowledge and understanding of national and local protocols relating to civic and ceremonial functions.	✓		AIT
2.	Knowledge and understanding of office systems and procedures to a level which is compatible with the need to manage and develop effective managerial and administrative support arrangements.	✓		AIT
3.	Understanding of the Constitution and an extensive knowledge of its application to the respective roles of officers and councillors.	✓		AIT
4.	A considerable understanding of the processes that support democratic engagement.	✓		AIT
5.	An understanding of the relationship between local councils and Leeds City Council		✓	AIT
6.	Knowledge of the Council's financial management systems	✓		AI
7.	An understanding of staff management systems, including appraisal, work allocation, staff performance.			A/I

APPENDIX 2

Experience		Ess	Des	MOA
1.	Considerable experience of working in a local authority in a policy, administrative or Member support or advisory role	✓		AI
2.	Extensive experience of working with politicians in an advisory or support role	✓		AI
3.	Experience of project based working	✓		AI
4.	Experience of initiating, leading and coordinating multi-agency projects and events	✓		AI
5.	Experience of organising, leading and directing office based support staff in a large complex organisation	✓		AI
6.	Work based experience of researching, preparing and presenting papers on diverse topics	✓		AI
7.	Work based experience of managing budgets		✓	AI
8	Considerable experience in dealing with complex formal correspondence on a variety of issues to both internal and external bodies.	✓		A/I
9	Considerable experience of effectively dealing with Council Members, Senior Officers and members of the public in sensitive situations.	<input type="checkbox"/>		A/I

Behavioural And Other Related Characteristics		Ess	Des	MOA
1.	Self motivated, conscientious and hard working	✓		I
2.	A flexible approach to working as part of a small team in order to deliver an effective and efficient service	✓		I
3.	A mature, discreet and professional approach to working with sensitive or confidential issues	✓		I
4.	Maintain a level of self confidence appropriate for working in a demanding multi political environment.	✓		I
5.	Willing to abide by the Council's protocols, guidelines and codes of conduct	✓		I
6.	Willing to take personal responsibility under, and abide by, the Council's Health and Safety Policy	✓		I
7.	Willing to abide by the Council's Equal Opportunities Policy in the duties of the post, and as an employee of the Council	✓		I

Method Of Assessment (MOA)	A = Application Form
	T = Test
	I = Interview
	C = Certificate

Leeds City Council Job Description

Service Resources & Housing, Legal & Democratic Services

Post Title PA to the Leader of Leeds City Council

GRADE PO4

Post(s) to which directly responsible:

Group Support Manager (Labour Group & Leader's Office)

Post(s) for which directly responsible:

4 x Support Officers (C1)

Purpose of job

- To provide a highly pro-active, professional, effective and responsive PA function for the Leader of the Council.
- To ensure that the Leader's personal administration and itinerary requirements are met effectively and reliably.
- To deal with specific tasks without the direct involvement of the Leader of the Council using own initiative.

Responsibilities

- 1) To provide a pro-active, comprehensive, high quality and confidential PA function for the Leader of the Council. This includes:
 - a) Ensuring that the Leader of the Council is proactively briefed and prepared for all meetings, with papers and relevant materials collated beforehand and any necessary research undertaken.
 - b) Supporting the Leader of the Council's preparation for political and senior leadership team meetings, in liaison with other senior leaders.
 - c) Anticipating and influencing the Leader of the Council's workload, by initiating and implementing follow-up actions and maintaining an awareness of key and emerging issues across the Council and the city.
 - d) Working with other colleagues to research, prepare and collate complex and potentially contentious information for time critical briefing papers and correspondence required for

Appendix 3

- the Leader of the Council, prioritising multiple tasks and ensuring they are followed through in a timely manner.
- e) Taking decisions and providing advice in line with the expectations of the Leader of the Council.
 - 2) Undertaking ad-hoc projects on behalf of the Leader of the Council. To work with colleagues to ensure that all the Leader of the Council's personal administration and itinerary requirements are met effectively and reliably.
 - 3) To ensure that the information produced by the Leader of the Council's office is of a consistently high quality.
 - 4) To work in close liaison with the Chief Executive's office, elected members, senior officers, MPs and external organisations.
 - 5) To support and advise the Leader of the Council and other officers on key operation matters to support the running of a highly professional office that complies fully with statutory and corporate service standards.
 - 6) Working with colleagues to ensure effective financial management, including compliance with financial regulations, ensuring value for money across office purchases and processes; and being vigilant about spending activity within the office.
 - 7) To contribute to the provision of comprehensive administrative support across the Leader of the Council's office by assisting and working in close co-operation with other staff in the office.
 - 8) To work with colleagues to establish, develop, monitor and maintain personal filing, record keeping and administrative systems whether manual or computerised, and to ensure that correspondence, papers and other items are current, accessible and secure.
 - 9) To arrange conferences, meeting and the booking of accommodation. To make all travel arrangements for the Leader of the Council and other officers and Elected Members in relation to official duties. To undertake confirmatory correspondence, process and arrange the claiming of expenses accordingly.
 - 10) To undertake casework for the Leader in her capacity as a ward councillor, dealing with constituents, other elected members, Council officers and external organisations in a confidential, professional and sensitive manner.
 - 11) To act in a supervisory capacity for the Leader's caseworker dealing with city-wide casework.
 - 12) To manage a team of Support Officers who provide administrative and diary support to the Executive Board Members.
 - 13) To undertake the co-ordination role of LMT, Cabinet & Labour Group meetings including the preparation of agendas, servicing the meetings and providing briefings on papers as appropriate.
 - 14) To work in partnership with the Chief Executive's Office, Elected Members and officers of the Council to ensure effective working relationships with both external and internal parties.
 - 15) Build and maintain strong effective working relationships with both external and internal parties.
 - 16) To work in close liaison with relevant external organisations and undertake a key account management role with specific organisations across the City.
 - 17) To work within all relevant policies, procedures and systems established corporately or locally and to support the Council's Equal Opportunities Policies.
 - 18) To carry out duties in accordance with the Council values and culture.
 - 19) Any other duties commensurate with the post.

Relationships

The postholder will be required to work flexibly to deliver an efficient service.

There will be regular contact with elected Members, senior officers, colleagues, other members of staff and internal and external customers.

Physical Conditions

The post is currently based at the Civic Hall has access by stairs and lift and is accessible by disabled persons to the ground floor by a portable ramp on request

Leeds City Council operates a non-smoking policy.

Economic conditions

Grade: PO4
Annual Leave: 28 days per annum plus 5 days pa for 5 years local government service, plus 11 statutory holidays, pro rata for part time working.
Hours: 37 hours per week
Flexitime: Eligible to participate in flexi-time scheme
Conditions of Service: NJC Conditions apply

Prospects

Promotion

Whilst there is no automatic progression to any more senior posts, opportunities do exist for advancement and promotion, dependent upon normal staff movements and on the capabilities of the individual post holder.

Training

The Department encourages training both “in-house” and external to meet the needs of the individual and of the Department.

QUALIFICATIONS

Job Description Prepared / Reviewed by: Group Support Manager

Date: Jan 2019

Job Description Approved by: Head of Civic & Member Support

Date: Jan 2019

EMPLOYEE SPECIFICATION:

Detailed below are the types of skills, experience and knowledge that are required of applicants applying for the post. The 'Essential Requirements' indicate the minimum requirements, and applicants lacking these attributes will not be considered for the post. The points detailed under 'Desirable Requirements' are additional attributes to enable the applicant to perform the position more effectively or with little or no training. They are not essential, but may be used to distinguish between acceptable applicants.

SKILLS	Ess	Des	MOA
1) Ability to engage with and contribute to partnership working involving various stakeholders to achieve positive outcomes.	✓		
2) Ability to think innovatively around communication/partnership opportunities.	✓		
3) Exceptional organisational and planning skills.	✓		
4) Ability to resolve areas of potential conflict and to gain the co-operation and trust of managers, Elected Members and partnership organisations.	✓		
5) Ability to make an effective contribution to internal/external working groups and meetings	✓		
6) Ability to manage conflicting demands and priorities within a political context.	✓		
7) Ability to develop and maintain productive working relationships that command respect, trust and confidence with the Council and partner organisations	✓		
8) Ability to manage competing priorities whilst adapting to changing circumstances and priorities.	✓		
9) Ability to work flexibly, at pace and deal with a demanding workload.	✓		
10) Able to work on own initiative and as part of a team.	✓		
11) Ability to research information, issues and organisations and prepare briefings.	✓		
12) Ability to review, analyse and summarise complex documents.	✓		
13) Ability to develop productive working relationships with relevant council members, partners and staff across the authority.	✓		
14) Ability to demonstrate exceptional communication and interpersonal skills on behalf of the Leader of the Council.	✓		
15) Ability to plan ahead, identify needs and problems and take pro-active action.	✓		
16) Ability to solve problems in a constructive manner.	✓		
17) Ability to exercise judgement in dealing with visitors and telephone enquiries.	✓		
18) Ability to set and work within quality standards	✓		
19) Ability to draft and proof read correspondence using a high standard of written English.	✓		

Appendix 3

KNOWLEDGE/QUALIFICATIONS	Ess	Des	MOA
1) Understanding of local government priorities and experience of working on politically sensitive issues.	✓		
2) Understanding of political policies.	✓		
3) Knowledge of key policies and procedures that facilitate the effective operation of the Leader of the Council's office, including financial and HR operations.	✓		
4) A degree demonstrating the acquisition of skills relevant to the role.	✓		

EXPERIENCE	Ess	Des	MOA
1) Experience of reporting to and working effectively with a range of manager and staff including those at a senior strategic level.	✓		
2) Of acting in a management capacity.	✓		
3) Of working with and influencing senior managers.	✓		
4) Of working with Elected Members.	✓		
5) Of appropriately handling confidential, sensitive and personal information.	✓		
6) Of organising and minute taking meetings.	✓		
7) Of an IT oriented working environment and of using a range of presentational software.	✓		
8) Considerable experience of administrative work.	✓		

BEHAVIOURAL AND OTHER RELATED CHARACTERISTICS	Ess	Des	MOA
1) Highly trustworthy with an awareness of and an ability to respect the confidential nature of the work.	✓		
2) Motivated, enthusiastic, conscientious and committed approach towards completing tasks accurately and to deadlines to achieve the Directorates objectives.	✓		
3) Committed to continuous improvement.	✓		
4) Ability to understand and observe the Council's Equal Opportunities Policy.	✓		
5) To carry out all duties having regard to an employee's responsibility under the Council's Health and Safety policies.	✓		
6) Willingness to actively participate in training and development activities to ensure up to date knowledge, skills and continuous professional development.	✓		

Appendix 3

METHOD OF ASSESSMENT(MOA)	A	=	Application Form
	T	=	Test
	I	=	Interview
	C	=	Certificate

JOB DESCRIPTION

DIVISION DEMOCRATIC SERVICES
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UNIT GOVERNANCE SERVICES	GRADE P05
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POST TITLE SENIOR GOVERNANCE OFFICER	POST NO	POST REF NO File Ref 192051, JE Ref TLM05
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POST(S) TO WHICH DIRECTLY RESPONSIBLE (tbc) Principal Governance Officer
--

POST(S) FOR WHICH DIRECTLY RESPONSIBLE A group of staff ranging from C3 to P02
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<p>PURPOSE OF JOB</p> <p>To provide leadership and management to staff involved in the provision of, governance support to the Executive Board, full Council and Council committees.</p> <p>To deputise for the Principal Governance Officer in case of that officer's absence for duties commensurate with the grade of the role.</p> <p>To be the principal lead for governance support to the Executive Board.</p> <p>To be the principal lead for support governance support to the Employment Committee and Community Committees</p>
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<p>RESPONSIBILITIES</p> <ol style="list-style-type: none"> 1. Leadership, management¹ and deployment of staff to provide governance support to Council committees; including the production of Agenda and Minutes and providing procedural advice to Committees, Elected Members and Officers. 2. Principal lead for the provision of committee support to the Executive Board, Employment Committee and Community Committees. 3. Provision of support to the full Council meeting including the oversight of voting and speaking facilities during council debates. 4. Undertake a lead role in the review and maintenance of the Council's Corporate Procedures. 5. Advise Members of the Council on matters affecting their role as Elected Members and on
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¹ Assist in all aspects of staff management for staff including: recruitment and selection; training and development; disciplinary, and grievance; attendance and sickness monitoring; allocating work; monitoring performance and motivating staff

RESPONSIBILITIES

the conduct of Council business.

6. To provide effective financial management, ensuring compliance with contract procedure rules, value for money across office purchases and processes and delivering within a strict budget
7. To support all staff working to be familiar with, and work within, all applicable protocols, guidelines and codes of conduct pertaining to them as officers of the Council and to take effective action to avoid their involvement in any matters which may prejudice the necessary political impartiality of their work.
8. Develop systems and procedures to ensure that the services provided are of a consistent high quality, delivered efficiently, effectively and economically
9. Deal with correspondence from Elected Members and MP's.
10. To assist the Head of Democratic Services on all service development and management projects and Carry out other duties, commensurate with the post and grading, as required by the Head of Democratic Services.
11. To abide by the Council's Equal Opportunities Policy in the duties of the post and as an employee of the Council.
12. To take personal responsibility under and abide by the Council's Health and Safety Policy

RELATIONSHIPS

The post holder will have regular contact with and need to develop and maintain relationships with Elected Members, the Chief Executive, Directors, Chief Officers and other Officers in various departments. There is a requirement of liaison with outside bodies and members of the public.

PHYSICAL CONDITIONS

The Governance Services Unit is based on the 4th Floor West of the Civic Hall. Most meetings will take place in the Civic Hall but occasional attendance at meetings held in other locations may be required.

ECONOMIC CONDITIONS

Grade: P05
Annual Leave: 28 days minimum (plus 5 days on the 1st April following 5 years service) plus statutory holidays.
Hours: 37 hours per week.
Flexitime: The department operates a flexitime system.
Conditions of Service: Covered by Conditions of Service agreed under the NJC for Local Government Services staff as adopted or amended by the City Council.

PROSPECTS

Promotion: Whilst there is no automatic progression to any more senior posts, opportunities do exist for advancement and promotion, dependent upon normal staff movements and on the capabilities of the individual post holder.

Training: The Department encourages training both "in-house" and external to meet the needs of the individual and of the Department.

QUALIFICATIONS**Job Description Prepared/
Reviewed by**

Kevin Tomkinson - Principal Governance Officer

Job Description Approved by

Andy Hodson – Head of Democratic Services

Date: May 2019

Date: May 2019

EMPLOYEE SPECIFICATION

Detailed below are the type of skills, experience and knowledge which are required of applicants applying for the post. The “Essential Requirements” indicate the minimum requirements, and applicants lacking these attributes will not be considered for the post. The points detailed under “Desirable Requirements” are additional attributes to enable the applicant to perform the position more effectively or with little or no training. They are not essential, but may be used to distinguish between acceptable candidates.

SKILLS	Ess	Des	MOA
1. Ability to develop and maintain good working relationships with Elected Members and Senior Officers.	x		A/I
2. Ability to lead and manage a team of staff.	x		A/I
3. Ability to effectively undertake various management processes, including: recruitment and selection, managing employee performance, appraisals and development reviews, allocating and prioritising work.	x		A/I
4. Ability to prepare written reports to a high standard for a variety of forums.	x		A/I
5. Able to manage complex meeting arrangements.	x		A/I
6. Ability to effectively interpret and provide advice upon complex policies and procedures.	x		I
7. Ability to prioritise work and effectively meet conflicting deadlines.	x		I
8. Able to deal responsibly and sensitively with confidential information.	x		I

KNOWLEDGE/ QUALIFICATIONS	Ess	Des	MOA
1. Extensive knowledge of the Council’s organisational, Board and panel structures.	x		I
2. Extensive knowledge of the Council’s decision making procedures and systems.	x		A/I
3. An understanding of staff management systems, including appraisal, work allocation, staff performance.	x		A/I
4. An understanding of computerised administrative systems.	x		A/I
5. An understanding of office management systems.	x		A/I
6. An awareness of current trends in Local Government modernisation.	x		A/I
7. Educated to degree level or with equivalent relevant experience.	x		A/I

EXPERIENCE	Ess	Des	MOA
1. Experience of managing the processes of formal committees, or similar.	x		A/I
2. Considerable experience supervisory and/or staff management experience.	x		A/I
3. Experience of working with the policies, procedures and standing orders of a large bureaucratic organisation.	x		A/I
4. Experience in dealing with complex formal correspondence on a variety of issues to both internal and external bodies.	x		I
5. Experience of effectively dealing with Council Members, Senior Officers and members of the public in sensitive situations.	x		A/I
6. Experience of working with computerised administrative systems, including word processing and proprietary Committee Management Systems.	x		A/I

BEHAVIOURAL AND OTHER RELATED CHARACTERISTICS	Ess	Des	MOA
1. Willing to abide by the Council's Equal Opportunities Policy in the duties of the post, and as an employee of the Council.	x		I
2. Willing to take personal responsibility under and abide by the Council's Health and Safety Policy.	x		I
3. Commitment to continuously review and improve the quality of services provided.	x		I
4. Flexible approach to own work and that of the Unit.	x		I
5. Conscientious approach towards completing tasks accurately and to deadlines.	x		I
6. Confident and authoritative approach when working with Council Members, Senior Officers and members of the public.	x		I

METHOD OF ASSESSMENT (MOA)	
	A = Application Form
	T = Test
	I = Interview
	C = Certificate

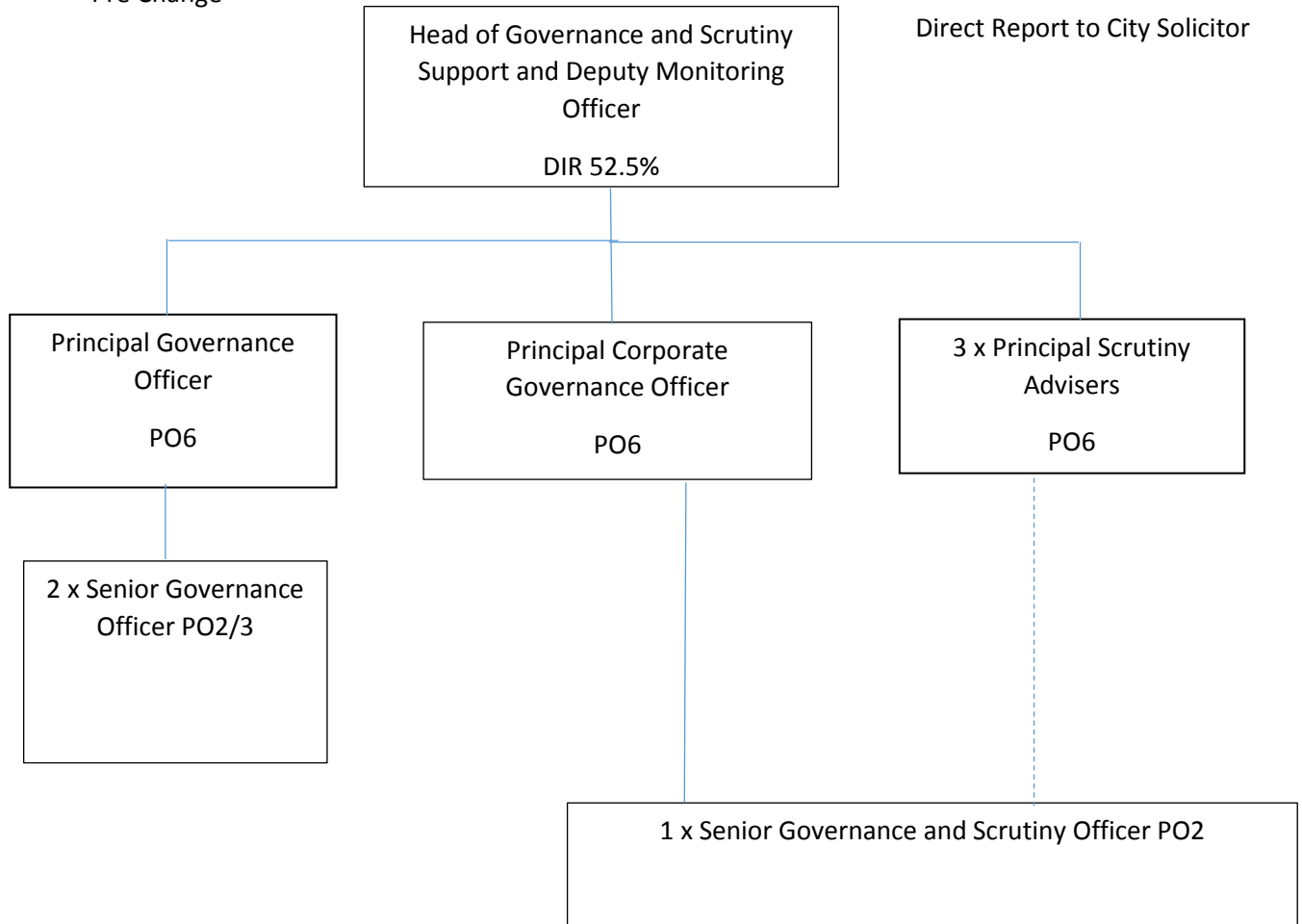
Addendum 1

Democratic Services

Organisation Charts illustrating JNC/Principal Officer Reporting Lines and Summarising Key Changes

Pre Change

Direct Report to City Solicitor



Head of Civic and Member Support
52.5%

Labour Group
Support Manager
PO5

1 x Deputy
Group
Manager
PO1

1 x
Leader's PA
PO1

Conservative Group
Support Manager
PO5

1 x Deputy
Group
Manager
PO1

Lord Mayors
Secretary
PO4/5

1 x Sergeant at
Mace
PO1

Assistant Secretary
SO2 0.52 fte

Member Support
Manager
PO2

Member
Development
Officer
PO1

Post Restructure

Head of Service - Direct Report to City Solicitor

