Llywodraeth Cymru
Welsh Government

Information for Candidates

DEMOCRACY AND BOUNDARY COMMISSION CYMRU

Appointment of Chair

Closing date: 1 September 2025, 16:00

The Commissioner for Public Appointments

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Making an application

Thank you for your interest in the appointment of Chair to the Democracy and Boundary Commission Cymru.

This is an incredibly exciting time to lead the Democracy and Boundary Commission Cymru. In addition to its core purpose of monitoring the boundaries for local government in Wales, the Commission has taken on new responsibilities including reviewing Senedd constituency boundaries, hosting the Electoral Management Board, and overseeing the remuneration of councillors. With these new responsibilities, and the need to establish wholly new Senedd constituencies that will be contested at the 2030 election, the Commission is at the forefront of shaping Wales's democratic landscape. The Chair will play a crucial role in steering these initiatives with authority and integrity.

Key facts about the post

Location:	Cardiff or virtually via MS Teams.
Time Commitment:	Minimum of 1-2 days per month.
Tenure of office:	Initial appointment of 4 years.
Remuneration:	£337 per full day.
Intended Start date:	1 January 2026, with handover from appointment.

The attached Annexes provide details on the role of the Chair and the person specification, the role and responsibilities of the Democracy and Boundary Commission Cymru and the selection process.

To make an application please visit the Welsh Government public appointment website here Public Appointments.

To apply for this role, select this vacancy and click ‘Apply’ at the bottom left hand corner. The first time you apply for a post, you will need to complete a registration form for the Welsh Government’s online application system. You will only need to register once, and you will be able to keep yourself updated on the progress of your application, and any other applications you make, via your registered account.

Once you’ve registered, you’ll be able to access the application form. To apply you will need to upload a personal statement and CV to the ‘Reasons for applying’ section of the online application form.

Personal Statement

The personal statement is your opportunity to demonstrate how you meet each of the criteria set out in the person specification. How you choose to present the information is up to you. However, you should aim to provide detailed examples that demonstrate how your knowledge and experience matches each of the criteria, and which describe what your role was in achieving a specific result. It will also benefit the selection panel if you can be clear which particular evidence you provide relates to which criteria. Providing separate paragraphs in relation to each criterion is common practice.

Please limit your personal statement to two pages. Your application may be rejected if you exceed this limit.

CV

Please ensure your CV includes brief details of your current or most recent post and the dates you occupied this role. Please identify any past or present Ministerial appointments.

References

Please provide two referees (employer and personal) who will be contacted for successful candidates only.

Indicative timetable

Closing date:	1 September 2025
Shortlisting:	week commencing 19 September 2025
Interviews:	week commencing 13 October 2025

Diversity Statement

The Welsh Government recognise the value of having public bodies reflecting a wide range of cultures, identities and backgrounds. We encourage applications from all parts of society and want to appoint from the widest and most diverse pool of talent.

We welcome applications from everyone regardless of age, marriage (including same sex marriage) and civil partnership, sexual orientation, sex, gender identity, impairment or health condition, race, religion or belief or pregnancy.

We are committed to recruiting women, Black, Asian and Minority Ethnic people, disabled people and members of the LGBTQ+ community, who are currently under-represented in board positions at public bodies.

Disability Confident

The Welsh Government uses the social definition of disability, in which it is recognised that barriers in society act to disable people who have impairments or health conditions or who use British Sign Language. We are committed to removing barriers so that everyone can perform at their best. The Equality Act 2010 uses the medical definition of disability (“a physical or mental impairment which has a substantial and long-term impact on a person’s ability to carry out normal day to day activities”).

We guarantee to interview anyone who is disabled and whose application meets the minimum criteria for the post. By ‘minimum criteria’ we mean that you must provide us with evidence in your application which demonstrates that you generally meet the level of competence for the role and any qualifications, skills or experience defined as essential.

We are committed to the employment and career development of disabled people. If you would like a guaranteed interview, please contact publicappointments@gov.wales

If you have an impairment or health condition, or use British Sign Language and need to discuss reasonable adjustments for any part of this recruitment process, please contact the Public Appointments Team as above as soon as possible and a member of the team will contact you to discuss your requirements and any questions you may have.

Contacts:

For further information regarding the selection process, please contact the Welsh Government's Public Appointments Team: publicappointments@gov.wales

For information about the Democracy and Boundary Commission Cymru you may wish to visit the Commission's web site or contact its Chief Executive, Shereen Williams:

02921 052501
shereen.williams@dbcc.gov.wales.

For further information in general about Public Appointments in Wales, please visit www.gov.wales/publicappointments.

Annex A: Role description and person specification for the Chair of the Democracy and Boundary Commission Cymru

Role Description

Strategic Functions

The Chair will oversee the delivery of:

- Local Government Electoral Boundary Reviews.
- Senedd Boundary Reviews.
- Remuneration policy and determinations.
- Election administration support through the Electoral Management Board.

They will also:

- Provide leadership for the Commissioners and secretariat, including line management of the Chief Executive.
- Lead on the Commission's responsibilities for partnership working.

Stakeholder Management

- Ensure strong and effective relationships with key stakeholders.

Communication and Engagement

- Ensure effective consultation and engagement on proposals in accordance with the Commission's Communication and Engagement strategy, ensuring feedback is used to support continuous learning and improvement.
- Ensure consultation is fully compliant with statutory legislative framework and used to inform decision making for all electoral reviews and remuneration determinations.
- Ensure Commission decisions are communicated clearly and all communications are accessible.

Analysis of information / use of research and evidence to support effective decision making

- Analyse and interpret information and make effective use of evidence to support panel decision making on Local Government Electoral and Senedd Boundary Review options and remuneration.
- Identify trends across all aspects of Commission programmes to inform a research and evidence plan that ensures the Commission is contributing to the Democratic health of the nation.
- Use evidence and research in the provision of advice to the Welsh Government on the state of Democratic health in Wales.

Policy Development

- Develop policy, practice and robust methodology to support decision making.

- Provide guidance and advice to key stakeholders on the effective running of devolved elections in Wales, remuneration policy and determinations, and electoral reviews.
- Through shared learning, develop and implement guidance for the effective delivery of elections across Wales.

Legislative Framework

- Understand the legislative framework that impacts decisions and Commission work.
- Ensure the Commission is working within the legislative framework.
- Horizon scan for future changes to legislation that are likely to impact the functions of the Commission.

Corporate Governance

- Ensure the organisation is fit for purpose with effective corporate governance arrangements in place in respect to financial and risk management and organisational development.
- Ensure plans and policies are regularly reviewed.
- Provide leadership and strategic direction to the organisation and support the Chief Executive and senior leadership team to delivery corporate objectives and drive a culture of continuous improvement.
- The Chair will specifically lead the way in terms of the Commission's role in meeting Welsh Language standards, equalities duties, sustainable development and partnership working.
- Ensure the delivery of outcomes against the Commission strategy and organisational plan, delivery of Welsh Government objectives and that the Minister's Remit Letter is fulfilled.

Performance Management and Quality Assurance

- Oversee the quality assurance process for the production of draft and final reports.
- Ensure the effective monitoring of the Commission's performance.

Review Programme

- Delivering a full review of Senedd constituency boundaries that will be the basis of the 2030 Senedd Elections.
- Developing the Policy and Practice and Council Size Methodology for the next Electoral Review Programme, reflecting learning from the previous programme and commissioning research on specific issues.
- Ensure there is wide ranging consultation with Welsh Government, Principal Councils, Community and Town Councils, and all other stakeholders.
- Assessing a range of options for the numbers of councillors and the areas they represent, taking into account the complexities, and often contradictions, of the demography and infrastructure of the area under review and a wide range of opinions from consultation feedback
- Acting collectively in making draft and final decisions on individual electoral reviews.

- Working with principal councils to ensure community boundaries and electoral arrangements are regularly reviewed and coordinated with the programme of electoral reviews.
- Acting collectively in making orders on individual community reviews.
- Being aware, at all times, of the risks, reputational and other, associated with the reviews and the potential consequences for the Commission, its members and Welsh Government.
- Ensuring Commissioner's responsibilities for overseeing a number of specific Electoral Reviews as Lead Commissioner carry out their role in leading presentations and addressing engagement meetings with Principal Council councillors, including group leaders, and senior council officers; Community and Town councillors and clerks; the public and other groups who may be interested in the review

Person Specification – who are we looking for

The skills and experiences we are looking for are set out below. When submitting your personal statement you should show how your skills and experiences could be used in this role.

Essential specification

Applicants must be able to demonstrate:-

Leadership	• Ability to lead a small team to deliver a programme of work on time and to a high standards and demonstrate proven skills in chairing meetings/panels;
Welsh context	• Understanding of how local government operates in Wales and the importance of democratic health.
Communication	• Ability to communicate effectively both verbally and in writing to individuals ranging across members of the public, elected representatives and senior leaders. • Ability to exercise independent judgement – make decisions and explain how they have been made.
Analytical and Interpretation skills	• Ability to evaluate a wide range of information, including geographical data and formulate a reasoned conclusion. • Experience of utilising research and analysis to support effective decision making • Ability to assess options, identify and formulate solutions using a methodical and analytical approach.
Legislative framework	• Understanding of the legislative framework the Commission operates within to ensure effective robust decision making.
Impartiality	• Ability to remain impartial and objective in offering constructive advice and observation. • Strong track record of delivering outcomes with an ability to reflect on and learn from own lived experiences
Political neutrality	• Ability to work on basis of strict political neutrality. • Understanding of and commitment to the Nolan Principles of public life

Corporate governance	• Understanding of importance of effective corporate and financial governance • Knowledge, skills or experience of financial management, accounting, risk management, audit and accountability structures

Desirable specification

Elections	• Experience of co-ordinating or running local government, parliamentary or Police and Crime Commissioner elections
Analytical experience	• Experience of working with spatial, geographical or numerical data to support decision making
Research	• Experience of commissioning and analysing research

Welsh Language

Welsh language skills are **desirable** but not a pre-requisite for appointment. However, all candidates will be expected to display an empathy towards the language.

Understanding - Can understand basic conversations about everyday topics
Reading - Can read simple material on everyday topics with understanding
Speaking - Can converse in simple work-related conversations
Writing - Can write simple work-related correspondence

Key facts about the post

Location:	Cardiff or virtually via MS Teams.
Time Commitment:	Minimum of 1-2 days per month.
Tenure of office:	Initial appointment of 4 years.
Remuneration:	£337 per full day.
Intended Start date:	1 January 2026, with handover from appointment.

Eligibility

Any individual who holds one or more of the positions below is ineligible to take on this role, as they are precluded from being a member of the DBCC by Section 4(3) of the Democracy and Boundary Commission Cymru etc Act 2013:

- a member of a UK legislature, or working for a member of a UK legislature;
- a person working for a registered political party;
- a member or officer of a local authority;
- a member or officer of a Corporate Joint Committee;
- a special adviser;
- a member or employee of a National Park authority for a National Park in Wales;
- a member or employee of a fire and rescue authority;
- a police and crime commissioner for a police area in Wales; or
- a member of the DBCC's staff.

Applicants should also note that being a member of the Democracy and Boundary Commission Cymru is a disqualifying post for membership of Senedd Cymru under the Government of Wales Act 2006.

Conflict of Interests

You will be asked to declare any private interests which may, or may be perceived to, conflict with the role and responsibilities as Chair of the Democracy and Boundary Commission Cymru, including any business interests and positions of authority outside of the role in the Democracy and Boundary Commission Cymru.

Any conflicts of interest will be explored at interview. If appointed, you will also be required to declare these interests on a register which is available to the public.

Due Diligence

Welsh Government Public Bodies Unit will undertake due diligence checks on all candidates successfully sifted to interview. This will include, but not necessarily be limited to social media and Internet searches. As a result, you may be asked questions at interview in relation to any due diligence findings.

Standards in public life

You will be expected to demonstrate high standards of corporate and personal conduct. All successful candidates will be asked to subscribe to the Code of Conduct for Board Members of Public Bodies, you can access this document at:

Code of conduct for board members of public bodies

Annex B: The role and responsibilities of the Democracy and Boundary Commission Cymru

The Democracy and Boundary Commission Cymru is an independent Welsh Government Sponsored Body whose statutory duties are set out in the Democracy and Boundary Commission Cymru etc Act 2013.

These duties include:

- Ensuring Senedd boundaries are fit for purpose, including the regular review of electoral arrangements.
- Ensuring principal area electoral arrangements are fit for purpose – developing and delivering a twelve year rolling programme of electoral reviews.
- Making Orders in relation to proposals from principal councils for changes to community areas following their reviews of community boundaries and electoral arrangements.
- As appropriate, ensuring the boundaries of principal council areas are fit for purpose.
- Maintaining the Electoral Management Board for devolved elections.
- Responsibility for determining the remuneration framework for members of the principal councils, town and community councillors, fire and rescue authorities, national park authorities and corporate joint committees across Wales.
- Maintaining a high level of Corporate Governance for the Commission.

In addition to its statutory duties the Commission may conduct reviews or provide advice and information at the request of local authorities or as directed by the Welsh Ministers.

In respect of principal area arrangements, the Commission makes recommendations to the Welsh Ministers, which it considers are in the interest of effective and convenient local government.

The Welsh Ministers may appoint up to nine members to the Commission, which comprises of a Chair, Deputy Chair and up to seven other members. The quorum for meetings is three.

The secretariat to the Commission is headed by a chief executive, with 14 members of staff in total. The staffing structure changes in line with the Commission's work programmes.

Members will be expected to be available to work a minimum of 1-2 days per month to attend meetings of the Commission and also attend other meetings as required.

The total number of days required varies depending on the Commission’s work programme.

The Commission holds hybrid meetings and members can choose to attend in person at the Commission office in Cardiff or virtually via MS Teams. All Commissioners are provided with ICT equipment and support to enable them to attend meetings. Due to the nature of the work of the Commission, there may be occasions when meetings are

required throughout Wales.

The post of chair will be paid at £337 per full day.

The Chair of the Democracy and Boundary Commission Cymru is regarded as a Holder of an Office for tax and National Insurance purposes and will be paid through the Commission's payroll.

Travel and other reasonable expenses that might be incurred in carrying out work on behalf of the Democracy and Boundary Commission Cymru can be claimed at rates approved by the Welsh Government. You may also be eligible to claim reimbursement for costs in relation to child care/care of the elderly/assistant carer, whilst carrying out work on behalf of the Commission.

Every effort will be made to provide whatever reasonable support members need to help them carry out their duties.

The Commission and Welsh Government will provide induction sessions for the successful candidate.

Annex C: The selection process

The interview panel will assess candidates' CVs and personal statements to determine who it believes best meet the criteria for the role, and who will be invited to interview. The panel will rely only on the information you provide in your CV and statement to assess whether you have the skills and experience required. Please ensure that you provide evidence to support how you meet all of the essential criteria.

The selection panel will be chaired by Michael Kay, Deputy Director of the Welsh Government's Elections Division and will also comprise Bev Smith, current Chair of the Democracy and Boundary Commission Cymru and Paula Walters, WLGA, as an Independent Panel Member.

Your application may be "long-listed", subject to the volume of applications received, before it is passed to the shortlisting panel for consideration. You should be aware that in this situation, your application might not be considered in full by all of the panel.

We anticipate that during September the panel will have decided who will be invited for interview in October. These interviews are likely to take place via MS Teams.

The panel will select for interview only the strongest applicants who it feels have demonstrated that they best meet the criteria set out in the person specification. However, if you have applied under the guaranteed interview scheme **and you meet the minimum essential criteria** for the post, then you will also be invited for interview.

If you are invited to interview and if the interview date is not already provided in this information pack, we will aim to provide you with as much notice as we can of the interview date. If you are unable to make the arranged interview date, we will endeavour to re-arrange it but it might not be possible due to time constraints within the appointment timetable or selection panel availability.

You will receive email communication from Welsh Government's application centre to let you know whether or not you have been invited to be interviewed.

If invited to interview, the panel will question you about your skills and experience, asking specific questions to assess whether you **meet the criteria** set out for the post.

Candidates who the panel believe are 'appointable', will be recommended to Ministers who will make the final decision. The Minister may choose to meet with appointable candidates before making a decision. If she/he does, she/he will meet all candidates and in the presence of the panel chair or their nominated representative. There will be a time gap between interview and a final appointment decision being made. Candidates who have been interviewed will be kept informed of progress.

If you are successful, you will receive a letter appointing you as Chair of the Democracy and Boundary Commission Cymru, which will confirm the terms on which the appointment is offered.

If you are unsuccessful at interview, you will be notified through the Welsh Government's application centre. We appreciate it takes a lot of time and effort to apply for roles and that feedback is a valuable part of the process. As a result, the letter will

provide the details of who you may approach for feedback on your interview and application, if you so wish

Queries
For queries about your application, please contact publicappointments@gov.wales.

If you are not completely satisfied
Welsh Government will aim to process all applications as quickly as possible and to treat all applicants with courtesy. If you have any complaints about the way your application has been handled, please contact publicappointments@gov.wales.

Additionally you can write to: Office of the Commissioner for Public Appointments, Ground Floor, 1 Horse Guards Road, London SW1A 2HQ or email publicappointments@csc.gov.uk.