



GUILDFORD  
BOROUGH

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**Pedro Wrobel**  
Joint Chief Executive  
Guildford & Waverley  
Borough Councils

## Executive

Thursday, 18th April, 2024

### Supplementary Agenda

#### Agenda No

#### Item

10. Supplementary Agenda: Late Report - Item 9 Creation of a new post of Head of Business Improvement (Pages 1 - 14)

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# **Guildford Borough Council**

Report to: Executive

Date: 18 April 2024

Ward(s) affected: N/A

Report of Head of Paid Service

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Report Status: Open

## **Creation of new post of Head of Business Improvement**

### **1. Executive Summary**

- 1.1. A new role of Head of Business Improvement is required at Guildford Borough Council and this role will report directly to the Joint Chief Executive. Because this new post will report directly to the Chief Executive, it is defined in law as a Non-Statutory Chief Officer, even though the role is below either Strategic Director or Executive Head level.
- 1.2. Approval needs to be sought from the Executive to authorise the funding for the role.

### **2. Recommendation to Executive**

That the Executive resolves to:

- 2.1 Note the Chief Executive / Head of Paid Services' decision to revise his staff structure with the creation of the role of Head of Business Improvement; and

2.2 Approve the budget for the new role of £95,484 (which includes on-costs) funded from the savings made on the insurance contract renewal which was recently completed. This will be vired to cover the cost of the new post.

**3. Reason for Recommendation:**

To ensure resources are available to create and drive an improvement plan and to address governance challenges in the Council.

**4. Exemption from publication**

None.

**5. Purpose of Report**

To gain Executive approval for the funding of the new post of Head of Business Improvement.

**6. Strategic Priorities**

Gaps in resourcing present a significant strategic risk to both authorities. For this reason, the Head of Paid Service has sought to fill this key gap on a permanent basis.

**7. Background**

7.1. The Head of Paid Service has created this permanent new role in the GBC establishment to work closely with the Joint Chief Executive and other statutory officers to lead on business improvement in the Council. The Council has identified strategic, operational and governance challenges and needs to address this urgently, requiring additional staffing resource in the immediate and long term.

7.2. *The Local Authorities (Standing Orders) (England) Regulations 2001* set out the requirements for the recruitment and appointment of Chief Officers and the law permits the recruitment of Chief Officers to be dealt with by either the Head of Paid Service or a Committee. The Constitution provides in the Officer Employment Procedure Rules at para 3.6 that the appointment of non-statutory Chief Officers is within the remit of the Joint Senior Staff Committee.

- 7.3. On 28 March 2024 the Joint Senior Staff Committee delegated responsibility for appointing the Guildford Borough Council Head of Business Improvement to the Head of Paid Service.
- 7.4. The new role of Head of Business Improvement at Guildford has been advertised. This role will be a Guildford role, focusing on the delivery of an Improvement Plan to improve the strategic, operational and governance performance of the Council.
- 7.5. Once selection interviews have been carried out and subject to the completion of the normal Executive consultation processes set out in paragraph 11.5, this appointment will be confirmed.

## **8. Consultations**

None

## **9. Key Risks**

Gaps in resourcing present a significant strategic risk to Guildford Borough Council.

## **10. Financial Implications**

The post of Head of Business Improvement will be funded from savings achieved through the retendering of the Council's insurance cover requirements. Advertising of the post is through our existing mechanisms for advertising roles and does not require any additional funding.

## **11. Legal Implications**

- 11.1. In accordance with the GBC Scheme of Officer Delegations at part 3 of the Constitution, the Chief Executive / Head of Paid Service has the authority to "establish or re-organise the staffing structure of the Council". The Head of Paid Service therefore has the appropriate authority to create the new post of Head of Business Improvement and incorporate it within the GBC staff establishment structure.
- 11.2. Section 2(7) Local Government and Housing Act 1989 provides that a person for whom the Head of Paid Service is directly responsible or

who is directly accountable to the Head of Paid Service is a Non-Statutory Chief Officer.

- 11.3 The Council's Officer Employment Procedure Rules, found in Part 4 of the Constitution, anticipate that the only Non-Statutory Chief Officers would have been Strategic Directors, but the creation of this role introduces a new Non-Statutory Chief Officer to the Council's staff structure.
- 11.4 The current Officer Employment Procedure Rules provide that Non-Statutory Chief Officers should be appointed by the Joint Senior Staff Committee, but reflecting the fact that this post is of less seniority than the Strategic Director Non-Statutory Chief Officer roles, the Joint Senior Staff Committee, resolved to delegate the recruitment of this postholder to the Head of Paid Service.
- 11.5 The Proper Officer will, once a preferred candidate has been selected, undertake the statutory consultation process with the GBC Executive, to ascertain whether there are any material or well-founded objections to the appointment, prior to any offer of employment being made, in accordance with the provisions of the Local Authority (Standing Orders) (Regulations) 2001.

## **12. Human Resource Implications**

The role of Head of Business Improvement is an important requirement for the development of the organisation.

## **13. Equality and Diversity Implications**

Equality impact assessments are carried out when necessary to ensure service delivery meets the requirements of the Public Sector Equality Duty under the Equality Act 2010. There are no immediate equality, diversity, or inclusion implications in this report's recommendations. Impact assessments may be required as further collaboration proposals are developed and implemented and will be reported as appropriate.

## **14. Climate Change/Sustainability Implications**

The climate change emergency declaration and the urgent target for net zero carbon by 2030 is a critical objective for both councils. While no specific impacts on the climate emergency declaration have been identified as a consequence of this report's recommendations, the Council will be assessing and prioritising the environmental, climate and carbon impacts of any proposals that emerge.

## **15. Conclusion**

This role is required to initially focus on the delivery of an improvement plan for Guildford Borough Council and to provide support on wider improvement matters including the collaboration with Waverley Borough Council.

## **16. Options**

- 16.1. The option recommended above at 2.2 to fund the post from the savings achieved from the insurance contract renewal will enable the ongoing funding of the role.
- 16.2 There is an option to fund the role from an alternative budget where ongoing provision is available and this budget would need to be identified.
- 16.3 There is an option of not agreeing to fund this post however the Joint Senior Staffing Committee has delegated the responsibility for the appointment of a Head of Business Improvement to the Head of Paid Service.

## **17. Background Papers**

None

## **18. Appendices**

Appendix 1: Head of Business Improvement Role Profile

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<b>Job Title</b>	<b>Head Of Business Improvement</b>
<b>Service</b>	<b>Chief Executive's Office</b>
<b>Salary Band</b>	<b>10</b>
<b>Post number</b>	
<b>This role reports to:</b>	<b>Direct reports to this role:</b>
Joint Chief Executive	n/a
<b>Team Purpose</b>	
Improve governance challenges across both Councils in order to effectively and efficiently deliver services to the public.	
<b>Role Purpose</b>	
<ul style="list-style-type: none"> <li>• To create an improvement plan to address governance challenges in Guildford and Waverley Borough Councils by:           <ul style="list-style-type: none"> <li>○ Working across the organisations to agree key actions, ownership of actions, success metrics and timelines.</li> <li>○ Ensuring actions are aligned to the corporate strategies and outcomes, address known governance, service and performance issues, and are focused on delivering best value for money and outcomes for the residents and businesses of Guildford and Waverley.</li> </ul> </li> <li>• To work across both councils to catalyse actions, putting systems in place to drive this, from strategic to operational level.</li> <li>• To put visible systems in place for tracking success, working with Finance and Legal colleagues.</li> <li>• To support the Corporate Management Board (CMB) and Executive Members in building and maintaining commitment for the improvement plan.</li> <li>• To work with colleagues across the organisation to undertake horizon scanning, identifying current and future risks, and supporting senior officers and Executive Members on addressing these effectively and efficiently.</li> <li>• To support the Chief Executive and CMB on identifying and designing and implementing wider service improvements</li> </ul>	

### Key Accountabilities

- Own and develop a strategically aligned improvement plan that delivers tangible, credible improvements across Guildford and Waverley Councils.
- Work across the organisations to agree key actions, ownership of actions, success metrics and timelines.
- Ensure actions are aligned to the corporate strategies and outcomes, address known governance, service and performance issues, and are focused on delivering best value for money and outcomes for the residents and businesses of Guildford and Waverley
- Work across the councils to facilitate actions, putting systems in place to drive this, from strategic to operational level.
- Put visible systems in place for tracking and monitoring success, working with finance and legal colleagues.
- Support the Corporate Management Board (CMB) and Executive Members in building and maintaining engagement and commitment to the improvement plan across both Councils.
- Work with colleagues across the organisation to undertake horizon scanning, identifying current and future risks, and supporting senior officers and Executive Councillors on addressing these.
- Support the chief executive and CMB on identifying and designing wider service improvements.

### Qualifications

#### Essential

- Degree, or equivalent qualification

#### Desirable

- n/a



## Knowledge, Skills and Experience

### Knowledge and Experience

#### Essential

- Extensive experience of designing and implementing a strategic transformation plan across a complex organisation and using this to improve delivery.
- Experience of successfully working with politicians and officers in a complex, democratic context, including influencing and delivering difficult messages where necessary and ensuring actionable outcomes.
- Proven track record of working across a complex organisation, using collaboration to improve outcomes.
- Demonstrable experience of successfully establishing systems for tracking success, and make sure this is visible to the right people.  
Experience of horizon scanning to identify and manage opportunities and risks. Proven experience of leading, motivating and developing individuals and teams.
- Sound experience of decision making processes at a local authority

#### Desirable

- Experience of working within local government
- Experience of implementing change

### Skills

#### Essential

- Excellent verbal communication skills with the ability to interact professionally with a wide range of high level stakeholders.
- Excellent written communication skills with the ability to give sound advice and guidance on a change management.
- Ability to work independently and as part of a team.
- Strong IT skills with the ability to learn, use and manipulate a variety of systems.
- Well-developed organisational skills and able to prioritise work according to demand and complexity.

<b>Knowledge, Skills and Experience</b>	
<ul style="list-style-type: none"> <li>• Demonstrable influencing and persuasion skills with the ability to affect change at all levels.</li> <li>• Strong teamworking skills.</li> <li>• Ability to adopt a flexible approach to work.</li> </ul> <p><b>Desirable</b></p> <ul style="list-style-type: none"> <li>• n/a</li> </ul>	
<b>Special requirements</b>	
<ul style="list-style-type: none"> <li>• occasional requirement to attend evening meetings</li> </ul>	
<b>Special Requirements</b>	
<b>Emergency Planning</b>	<p>This post will be, on occasion, required to take part in the Council’s emergency planning training, and may be called upon in the case of such an emergency. Where necessary this will include unsociable hours.</p>
<b>Election Duties</b>	<p>This post will, on occasion and with reasonable notice, be expected to assist with election duties as required and this will include working unsociable hours.</p> <p>A separate payment for election duties will be made as determined by the regional Elections Committee.</p>

<b>Standard Terms</b>	<ol style="list-style-type: none"> <li>1. To comply with appropriate legislation, service and council policies.</li> <li>2. All employees have responsibility under the Health and Safety at Work, etc. Act 1974. These responsibilities are laid out in the Council’s health and safety policy and procedures.</li> <li>3. To support and be committed to the Council’s policy on safeguarding and promoting the welfare of vulnerable groups including, young children and adults and expects all staff and volunteers to share this commitment.</li> <li>4. To support the Council’s equalities and diversity policies.</li> <li>5. To operate within the Council’s IT policies and data protection rules and regulations.</li> <li>6. To operate within the Council’s financial regulations.</li> <li>7. Manage budgets and resources ensuring that they are deployed effectively with robust internal controls and compliance with relevant regulations, policies and guidelines.</li> <li>8. To participate in internal committees and departmental working parties to ensure continuous improvement as required.</li> <li>9. Any other reasonable duties as may be required from time to time</li> </ol>
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### Competency Framework

Central to the delivery of the role are the council’s values and behaviours and all employees are expected to work within the council’s Organisational Culture Framework. These are shared by all employees and applied to everything we do. The points for each competency are shown below:

<b>Guildford behaviours [competencies]:</b> see the Organisational Culture Framework in the for a full list behavioural indicators	
<b>Core Competencies - All Workforce</b>	
<b>Embraces Change</b>	Has a positive attitude to change, adapts to meet new challenges and introduces changes to improve organisational performance.
<b>Innovation and creative thinking</b>	Proactively generates and develops innovative ideas, opportunities or improvements in order to meet organisational objectives more efficiently and effectively

<b>Effective communication</b>	Communicates effectively. Uses communication methods and standards, together with well-reasoned arguments to convince and persuade where necessary.
<b>Customer focus</b>	Puts the customer first, builds effective relationships and seeks feedback to address their needs.
<b>Problem solving &amp; decision making</b>	Understands and analyses issues in order to identify the most appropriate solutions. Makes effective decisions based on thorough analysis and the needs of the organisation.
<b>Focus on efficiency</b>	Meets or exceeds the Council's standards by monitoring the quality of own work, team or service delivery. Continually looks for areas of improvement to ensure efficiency, effectiveness, and value for money.
<b>Performance and learning</b>	Demonstrates personal commitment to meet agreed performance standards and objectives. Learns from experience and takes responsibility for identifying and addressing personal development needs.
<b>Team working</b>	Proactively cooperates and interacts with colleagues, internal and external partners across the Council. Encourages others to develop a collaborative approach to share information, knowledge, and ideas.
<b>Builds relationships</b>	Presents a professional image; uses interpersonal skills to form positive and productive working relationships within and beyond the organisation.
<b>Commitment to the organisation</b>	Consistently supports and demonstrates an understanding of and commitment to the Council's vision and values. Acts with integrity and accountability.

All employees are expected to be flexible in undertaking the duties and responsibilities attached to their role and may be asked to perform other duties, which reasonably correspond to the general character of their role and their level of responsibility. All employees are required to be flexible to undertake out of hours work as required. Meetings outside office hours will be routine and officers will be expected to attend. This job description will be supplemented and further defined by annual objectives which will be developed in conjunction with the postholder.

This job description will be subject to regular review and the Council reserves the right to amend or add to the details.

**Key Policies**

We are an equal opportunities employer and therefore all staff are expected to comply with our equality policies and help create a work environment in which everyone is treated with dignity, respect, courtesy and fairness. You are also expected to fully comply with health and safety policies and procedures in force to help maintain and develop a safe working environment. In pursuing a practice of continuous improvement and seeking to obtain best value in all aspects of the service, staff will be expected to assist in other such duties as may be allocated for the benefit of the organisation and their own personal development. Staff will be expected to assist if the Council has to deal with the results of a civil emergency.

<b>Signed (Job Holder):</b>		<b>Date:</b>
<b>Signed (Service Lead):</b>		<b>Date:</b>

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