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Contact Officer:

John Armstrong,  
Democratic Services and Elections Manager.  
Tel: 01483 444102

14 July 2021

Dear Councillor

Your attendance is requested at a meeting of the **EMPLOYMENT COMMITTEE** to be held in Committee Room 1 - Chancies, Millmead House, Millmead, Guildford, Surrey GU2 4BB on **THURSDAY, 22 JULY 2021** at 12.00 noon.

Yours faithfully

James Whiteman  
Managing Director

**MEMBERS OF THE COMMITTEE**

Councillor Joss Bigmore (Chairman)  
Councillor Jan Harwood (Vice Chairman)  
Councillor Paul Spooner

**Authorised Substitute Members:**

Councillor Tim Anderson  
Councillor Christopher Barrass  
Councillor David Bilbe  
Councillor Richard Billington  
Councillor Graham Eyre  
Councillor Tom Hunt

Councillor Nigel Manning  
Councillor Julia McShane  
Councillor John Redpath  
Councillor John Rigg  
Councillor Fiona White

**QUORUM 3**

## THE COUNCIL'S STRATEGIC FRAMEWORK

### Vision – for the borough

For Guildford to be a town and rural borough that is the most desirable place to live, work and visit in South East England. A centre for education, healthcare, innovative cutting-edge businesses, high quality retail and wellbeing. A county town set in a vibrant rural environment, which balances the needs of urban and rural communities alike. Known for our outstanding urban planning and design, and with infrastructure that will properly cope with our needs.

### Three fundamental themes and nine strategic priorities that support our vision:

- |                     |  |
|---------------------|--|
| <b>Place-making</b> | Delivering the Guildford Borough Local Plan and providing the range of housing that people need, particularly affordable homes |
|                     | Making travel in Guildford and across the borough easier   |
|                     | Regenerating and improving Guildford town centre and other urban areas   |
| <b>Community</b>    | Supporting older, more vulnerable and less advantaged people in our community  |
|                     | Protecting our environment   |
|                     | Enhancing sporting, cultural, community, and recreational facilities   |
| <b>Innovation</b>   | Encouraging sustainable and proportionate economic growth to help provide the prosperity and employment that people need       |
|                     | Creating smart places infrastructure across Guildford  |
|                     | Using innovation, technology and new ways of working to improve value for money and efficiency in Council services             |

### Values for our residents

- We will strive to be the best Council.
- We will deliver quality and value for money services.
- We will help the vulnerable members of our community.
- We will be open and accountable.
- We will deliver improvements and enable change across the borough.

## AGENDA

### ITEM

**1. APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES**

**2. LOCAL CODE OF CONDUCT - DISCLOSABLE PECUNIARY INTERESTS**

In accordance with the local Code of Conduct, a councillor is required to disclose at the meeting any disclosable pecuniary interest (DPI) that they may have in respect of any matter for consideration on this agenda. Any councillor with a DPI must not participate in any discussion or vote regarding that matter and they must also withdraw from the meeting immediately before consideration of the matter.

If that DPI has not been registered, the councillor must notify the Monitoring Officer of the details of the DPI within 28 days of the date of the meeting.

**3. MINUTES (Pages 5 - 6)**

To confirm the minutes of the meeting of the Employment Committee held on 9 July 2021.

**4. COLLABORATION WITH WAVERLEY BOROUGH COUNCIL - PROPOSED JOB DESCRIPTION AND TERMS OF REFERENCE OF THE PROPOSED JOINT APPOINTMENTS COMMITTEE (Pages 7 - 30)**

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## EMPLOYMENT COMMITTEE

9 July 2021

- \* Councillor Joss Bigmore (Chairman)
- \* Councillor Jan Harwood (Vice-Chairman)
- \* Councillor Paul Spooner

\*Present

### **EM1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES**

There were no apologies for absence.

### **EM2 LOCAL CODE OF CONDUCT - DISCLOSABLE PECUNIARY INTERESTS**

There were no disclosures of interest.

### **EM3 MINUTES**

The minutes of the meeting held on 3 March 2021 were confirmed as a correct record. The chairman signed the minutes.

### **EM4 ADOPTION OF AGILE WORKING POLICY**

The Committee considered a report on the proposed introduction of an Agile Working Policy for office-based staff. Councillors noted that the current pandemic had resulted in a requirement for office-based staff to work from home if possible and this situation was ongoing with a partial return to the office environment. In preparation for the anticipated lifting of Covid-19 restrictions on 19 July 2021, the Council needed to confirm to the office-based workforce how we planned to work in the future, and the Agile Working Policy, which was appended to the report, provided this guidance.

The Committee acknowledged that office accommodation requirements could be reduced significantly through remote working creating an opportunity to generate rental income. Prior to the pandemic, the Council's aim was to achieve a desk ratio of 1.5 employees: 1 desk; however, it was now likely that a ratio of 2:1 was achievable. A review of the need for office accommodation at Millmead was a key part of the operational asset review, which formed part of the Council's savings strategy. There was a target to achieve £1.5million savings from this workstream of which the Millmead site was expected to contribute significantly towards the achievement of that target. In addition, the Millmead offices were being included in the Guildford Economic Regeneration (GER) Project as a potential site for the delivery of housing. To enable the Council to realise the benefits of the GER Project, it would be necessary to find alternative office accommodation. The cost of providing alternative office accommodation would be lower if the 2:1 desk ratio outlined above could be implemented.

The Committee noted that homeworking arrangements for non-operational staff introduced last year in response to the pandemic had been very successful despite the rapid transition for most staff from office to home based working. These staff were able to access the systems in the same way as they do whilst at their desk as long as they have a home broadband connection. Home workspaces were the responsibility of the employee and no furniture or equipment was provided other than the laptops with built in soft phones, some mobile phones and small items such as laptop risers. An allowance of up to £100 could be claimed towards the employee's home office set up as a one-off payment.

As the current pandemic restrictions come to an end, it was intended to offer most office-based employees the option of working up to half of the working week from home or another remote location. This hybrid office and home-working arrangement would ensure team integration and enable the management and development of staff, whilst not returning to the pre-Covid-19 office attendance levels. Unison and staff had been consulted with widely and were supportive of an approach which combined remote and office-based working.

The line manager, in conjunction with the Service Leader, would determine the category of each job role within their team depending on the business needs and individual service requirements. Working patterns would then be agreed and approved by the Director to ensure fairness and consistency of approach across the Council. Where service requirements changed, possibly at short notice, staff may be required to increase their office attendance either on a temporary or permanent basis.

In considering the proposals, the Committee felt that it might be appropriate in individual cases, and on an exceptional basis, for the Council to consider making a contribution towards the provision of a broadband connection at an employee's home, where broadband provision was inadequate for homeworking.

Accordingly, the Committee

RESOLVED: That the Agile Working Policy, attached as Appendix 1 to the report submitted to the Committee, be approved, subject to the addition of the following at the end of paragraph 10.2 of the Policy:

*“In exceptional circumstances, we may consider making a contribution towards the cost of broadband provision at an employee’s home where broadband provision is inadequate for homeworking.”*

Reason:

To enable the Council to implement new working practices for staff following the working from home arrangements that resulted from the Government advice during the pandemic which are due to end later this month.

The meeting finished at 9.57 am

Signed .....

Chairman

Date .....

Employment Committee Report

Ward(s) affected: All

Report of Democratic Services and Elections Manager

Author: John Armstrong

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Date: 22 July 2021

## Local Government Collaboration Update

### Executive Summary

Following consideration of opportunities for greater partnership working with Waverley Borough Council, the Council at its extraordinary meeting on 6 July 2021 resolved:

- (1) That Full Council agrees to pursue the option of creating a single management team with Waverley Borough Council, comprised of statutory officers (Head of Paid Service; Chief Finance Officer; Monitoring Officer), directors and heads of service as the most appropriate means for bringing forward business cases for future collaboration.
- (2) That Full Council authorises the Council's Lead Specialist - HR to take the necessary action, in consultation with Waverley Borough Council and with the support and advice from South East Employers and as set out within the addendum to Appendix 3 of the report, to begin making arrangements for a recruitment and selection of a single joint Chief Executive (acting as Head of Paid Service for both Guildford and Waverley Borough Councils) in accordance with the table showing the anticipated stages in the process and approximate timelines referred to in the "Not for Publication" Appendix to the Order Paper circulated to councillors prior to the meeting.
- (3) That a report be submitted to the Council at its next meeting on 28 July 2021 on the following matters:
  - (a) heads of terms for the proposed inter-authority agreement to establish governance arrangements for joint working;
  - (b) the proposed job description and terms and conditions in respect of the appointment of a Joint Chief Executive; and
  - (c) the establishment of a joint appointments committee, including its composition and terms of reference.

This report provides an opportunity for the Employment Committee to comment specifically on

the proposed job description/role profile in respect of the appointment of a Joint Chief Executive (see exempt Appendix 1 to this report). By way of background information, the report from SEE providing human resources advice to both Councils is contained in the exempt Appendix 2. The terms of reference and composition of the proposed Joint Appointments Committee is set out in Appendix 3 to this report.

### **Recommendation**

The Committee is asked to consider the proposed job description/role profile in respect of the appointment of a Joint Chief Executive and the proposed terms of reference and composition of the Joint Appointments Committee and make recommendations, as appropriate, to the full Council at its meeting on 28 July.

#### Reason for Recommendation:

To provide the opportunity for the Committee to comment and make recommendations to Council on the job description and terms of reference of the Joint Appointments Committee.

### **Is the report (or part of it) exempt from publication?**

Yes, in part, Appendices 1 and 2

- (a) The content is to be treated as exempt from the Access to Information publication rules because the proposals involve the potential disclosure of information which is exempt by virtue of paragraph 4 of Part 1 of Schedule 12A to the Local Government Act 1972 as follows:
  - 4. "Information relating to any consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority".
- (b) The content is restricted to all councillors.
- (c) The information will not be made available to the public until after the consultations have concluded.
- (d) The decision to maintain the exemption may be challenged by any person at the point at which the Committee is invited to pass a resolution to exclude the public from the meeting to consider the exempt information.

## **1. Job Description**

- 1.1 The first stage of the recruitment process is for both Councils to agree the job description and terms and conditions for a joint chief executive. Officers sought the advice of South East Employers (SEE) in determining an appropriate job description, based on experience of other Councils who have decided to collaborate. The proposed job description is contained in the exempt Appendix 1 attached, and a report from SEE providing human resources advice to both Councils is contained in the exempt Appendix 2. The report at Appendix 2 makes a number of recommendations to Council including:

- (a) That the title of the new role be Joint Chief Executive (rather than Joint Managing Director)
- (b) That the employing authority should be the existing employer if an internal candidate is appointed.
- (c) That the salary for the new Joint Chief Executive post be a spot salary of £150,000 p.a. including all allowances, duties, and statutory responsibilities with the exception of election duties
- (d) That the new Joint Chief Executive post is ring-fenced for recruitment from the internal pool of affected employees in the first instance and that if no internal appointment is made then the role will should be advertised externally
- (e) That, subject to final approval by the Joint Appointments Committee, the terms and conditions of employment for an internal appointment will be the existing terms and conditions of the employing authority.

## **2. Joint Appointments Committee**

- 2.1 Officers have discussed with the Leaders of the two Councils the proposed terms of reference for the Joint Appointments Committee which will oversee the recruitment and selection process for the joint chief executive, making recommendations to both Councils on the final appointment, and any joint statutory officer and director posts. The terms of reference are contained in Appendix 3.
- 2.2 It is recommended that this Council is represented on the Joint Committee by the Leader of the Council, Councillor Joss Bigmore, the Deputy Leader, Councillor Jan Harwood, and Councillor Paul Spooner, all of whom are currently members of the Council's Employment Committee.

## **3. Appendices**

Appendix 1: Draft Job Description for new joint chief executive [Exempt]  
Appendix 2: Human Resources Advice from South East Employers [Exempt]  
Appendix 3: Joint Appointments Committee Terms of Reference

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By virtue of paragraph(s) 4 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Agenda item number: 4  
Appendix 1

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By virtue of paragraph(s) 4 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Agenda item number: 4  
Appendix 2

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**GUILDFORD BOROUGH COUNCIL AND WAVERLEY BOROUGH COUNCIL  
JOINT APPOINTMENTS COMMITTEE  
COMPOSITION AND TERMS OF REFERENCE**

This Joint Committee is to be established in accordance with Section 102 (1) (b) of the Local Government Act 1972 (Appointment of committees)

**MEMBERS:** 6

The Joint Appointments Committee shall comprise the respective Leaders of both councils plus two members appointed by Guildford Borough Council and two members appointed by Waverley Borough Council (one of whom will be the Leader of Waverley's Principal Opposition Group)

Appointments shall be made in accordance with the Local Government (Committees and Political Groups) Regulations 1990

**QUORUM:** 3 (subject to each council being represented at a meeting by at least 1 member)

**PLACE OF MEETINGS:** The venue for meetings of the Joint Appointments Committee shall normally alternate between the two councils with the host Leader chairing the meeting. The venue for the first meeting shall be at Waverley Borough Council offices

**CHAIRMAN:** The Joint Appointments Committee shall be chaired alternately between the councils by their respective Leaders

**GENERAL ROLE:** Adopting and exercising such of the functions of Guildford Borough Council and Waverley Borough Council ("the councils") as can be delegated by those councils in respect of the appointment of the councils' Joint Chief Executive/Head of Paid Service and any Joint Statutory Officer and Director posts as are covered by the Local Authorities (Standing Orders) (England) Regulations 2001 (as amended) or any successor regulations

**FREQUENCY OF MEETINGS:** As and when required

**SUBSTITUTES:** Substitutes shall not be appointed

ROLE AND FUNCTION:

Appointment of Joint Chief Executive/Head of Paid Service

- (i) Subject to (ii) below, to undertake and determine on behalf of the councils all aspects of the process for the recruitment and selection of the Joint Chief Executive/Head of Paid Service, including final approval of the terms and conditions of employment (based on current provisions) for that post
- (ii) The final decision as to the appointment of the joint Chief Executive/Head of Paid Service shall be reserved to full meetings of both councils, and subject to no material or well-founded objection to the making of an offer of appointment being received by either Leader on behalf of their respective executives
- (iii) To determine pension discretions relating to the Joint Chief Executive/ Head of Paid Service
- (iv) To consider any financial settlement of an affected employee who is unsuccessful in respect of the selection of the Joint Chief Executive/Head of Paid Service, and to make recommendations as appropriate for formal approval by each council
- (v) To confirm into post, or otherwise, the successful candidate following any probationary or trial period
- (vi) To be responsible for ad-hoc employment matters affecting the Joint Chief Executive/Head of Paid Service post, including consideration and determination of any 'cost of living' pay award

Appointment of any Joint Statutory Officer<sup>1</sup> posts

- (i) Subject to (ii) below, to undertake and determine on behalf of the councils all aspects of the process for the appointment of any Joint Statutory Officer posts
- (ii) The final decision as to the appointment of any Joint Statutory Officer posts shall be reserved to full meetings of both councils and, where the provisions of Part II of Schedule 2 to the Local Authorities (Standing Orders) (England) Regulations 2001 (as amended) apply to any such appointment, subject to no material or well-founded objection to the making of an offer of appointment being received by either Leader on behalf of their respective executives

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<sup>1</sup> Section 151/Chief Finance Officer and Monitoring Officer

- (iii) To determine pension discretions relating to any Joint Statutory Officer posts
- (iv) To consider any financial settlement of an affected employee who is unsuccessful in respect of the selection of any Joint Statutory Officer posts, and where necessary to make recommendations as appropriate for formal approval by each council
- (v) To be responsible for ad-hoc employment matters affecting any Joint Statutory Officer posts

Appointment of any Joint Directors

- (i) Subject to (ii) below, to undertake and determine on behalf of the councils all aspects of the process for the appointment of any Joint Directors
- (ii) The appointment of any Joint Directors shall be subject to no material or well-founded objection to the making of an offer of appointment being received by either Leader on behalf of their respective executives
- (iii) To determine pension discretions relating to any Joint Directors
- (iv) To consider any financial settlement of an affected employee who is unsuccessful in respect of the selection and appointment of any Joint Directors, and where necessary to make recommendations as appropriate for formal approval by each council
- (vii) To be responsible for ad-hoc employment matters affecting any Joint Director posts

SERVICING THE JOINT APPOINTMENTS COMMITTEE: The Joint Appointments Committee shall be serviced by committee staff from the council hosting the relevant meeting.

MEETINGS OF THE JOINT APPOINTMENTS COMMITTEE SHALL BE CONDUCTED IN ACCORDANCE WITH THE FOLLOWING PROCEDURE:

1. A meeting of the Joint Appointments Committee shall be summoned by the relevant officer of the Council hosting the meeting who shall give a minimum of five clear working days' notice (or less in the case of urgency)
2. Meetings of the Joint Appointments Committee shall be held in public except in so far as the matters for decision relate to issues which can be dealt with in private in accordance with Section 100A (4) and (5) of the Local Government Act 1972 (as amended)
3. The Joint Appointments Committee shall have no function or power delegated to it in any circumstance where a majority decision cannot be made without the need for the chairman or person presiding having to exercise their second or casting vote
4. The order of business at meetings of the Joint Appointments Committee shall include the following:
  - (a) Apologies for Absence
  - (b) Disclosures of Interest
  - (c) Adoption of the Minutes of the previous meeting
  - (d) Matters set out in the agenda for the meeting
  - (e) Matters not set out in the agenda for the meeting but which the chairman agrees pursuant to Section 100B (4) (b) of the Local Government Act 1972 (as amended) should be considered at the meeting as a matter of urgency
5. Any matter will be decided by a simple majority of those members of the Joint Appointments Committee present and voting at the time the question was put. A vote shall be taken either by show of hands or, if there is no dissent, by the affirmation of the meeting