



GUILDFORD  
BOROUGH



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**Waverley Borough Council**

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To: All Members of the Guildford &  
Waverley Joint Senior Staff  
Committee

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Calls may be recorded for training or monitoring

Date: 10 July 2024

Membership of the Guildford & Waverley Joint Senior Staff Committee:

**Guildford Borough Councillors:**

Cllr Julia McShane (co-chair)  
Cllr Philip Brooker  
Cllr Fiona White

**Waverley Borough Councillors:**

Cllr Paul Follows (co-chair)  
Cllr Jane Austin  
Cllr Tony Fairclough

Dear Councillor

**GUILDFORD & WAVERLEY JOINT SENIOR STAFF COMMITTEE  
MEETING - THURSDAY, 18 JULY 2024**

A MEETING of GUILDFORD & WAVERLEY JOINT SENIOR STAFF COMMITTEE will be held in COMMITTEE ROOM 1, WAVERLEY BOROUGH COUNCIL, THE BURYS, GODALMING, SURREY, GU7 1HR on THURSDAY, 18 JULY 2024 at 9.00 am and you are hereby summoned to attend this meeting.

The Agenda for the Meeting is set out below.

Yours sincerely

PEDRO WROBEL  
Chief Executive

## AGENDA

1. APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES
2. DISCLOSURES OF INTEREST
3. EXCLUSION OF THE PUBLIC

The Joint Senior Staff Committee is asked to consider passing the following resolution:

“(1) That pursuant to Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of agenda item 4 on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the items, there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified as appropriate in Paragraph 1 of the revised Part 1 of Schedule 12A to the Act namely:

Para (1): Information relating to any individual.

(2) That the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

4. APPOINTMENT OF JOINT STRATEGIC DIRECTOR FOR HOUSING, COMMUNITIES AND ENVIRONMENT (Pages 3 - 50)

# Guildford and Waverley Borough Councils

Report to: Joint Senior Staff Committee

Date: 18 July 2024

Ward(s) affected: N/A

Report of Head of Paid Service

Author: Jon Formby

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Report Status: Open

## Appointment of Joint Strategic Director for Housing, Communities and Environment

### 1. Executive Summary

- 1.1 Following the departure of Annie Righton, the search for a permanent appointment has been carried out with Penna.
- 1.2 This report sets out details of the recruitment campaign and selection process, which has led to the shortlisting of four candidates for final interviews by the Joint Senior Staff Committee (JSSC).
- 1.3 The timetable for the day of the meeting is set out in exempt **Appendix 3**.
- 1.4 The JSSC is asked to conduct the final interviews of shortlisted candidates and, where appropriate, to make a formal offer of appointment, which would be subject to no material or well-founded objection being made by either of the two Council Leaders on behalf of their respective Executives in accordance with the provisions of Paragraph 5 of Part II of Schedule 1 to the Local Authorities (Standing Orders) (England) Regulations 2001 (“the 2001 Regulations”).

- 1.5 If the preferred candidate has a contractual notice period to serve in respect of their current employment, or if the JSSC is unable to recommend a candidate it will be necessary to consider the continuation of an interim Strategic Director in this role. The ability to make this decision for interim senior appointments of up to six months is currently delegated to the Head of Paid Service, with a requirement to report back to the JSSC after consultation with the leaders of Waverley and Guildford.

## **2. Recommendation to Committee**

- 2.1 The JSSC is asked to consider whether an appointment to the role of Joint Strategic Director for Housing, Communities and Environment post should be agreed, which will be made subject to no material or well-founded objection being made by either of the two Council Leaders on behalf of their respective Executives.

## **3. Reasons for Recommendation:**

- 3.1. To appoint a Joint Strategic Director for Housing, Communities and Environment, as part of the agreed collaboration arrangements between Guildford and Waverley Borough Councils.

## **4. Exemption from publication**

Yes. **Appendices 2, 3, 4 and 5.**

- 4.1 The content of **Appendices 2, 3, 4 and 5** is to be treated as exempt from the Access to Information publication rules because the process for candidate selection will involve the disclosure, or likely disclosure of personal information about the candidates and is therefore exempt from publication by virtue of paragraph 1 of Part 1 of Schedule 12A to the Local Government Act 1972 as follows:

(1) "Information relating to any individual".

- 4.2 The content is restricted to the members of the JSSC.

- 4.3 It is not anticipated that the exempt information can be expected to be made available for public inspection.
- 4.4 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.

## **5. Purpose of Report**

- 5.1 Following the departure of Annie Righton, the JSSC is invited to interview the shortlisted candidates and agree the formal appointment of a new Joint Strategic Director for Housing, Communities and Environment, as per the role profile included in **Appendix 1**.

- 5.2 The JSSC's role, as set out in its terms of reference, is:

*“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.”*

## **6. Strategic Priorities**

- 6.1 The Joint Strategic Director for Housing, Communities and Environment plays a pivotal role in the delivery of Guildford and Waverley Borough Councils’ aspirations set out in their emerging Corporate Strategies.

## **7. Background**

- 7.1. The search for a permanent appointment of a new Joint Strategic Director for Housing, Communities and Environment has been carried

out in conjunction with Penna. A copy of the advertisement in respect of the post is included in **Appendix 1**.

7.2. The selection process consisted of the following steps:

- The creation of a microsite and advert in the Municipal Journal
- Advertising of the role on the web recruitment platforms of Waverley and Guildford Borough Council
- An executive search recruitment campaign through Penna
- Initial telephone calls with interested candidates and the Joint Chief Executive of Waverley and Guildford
- An initial meeting to draw up a longlist with Penna, the Joint Chief Executive and the Waverley Human Resources Manager with recommended candidates drawn up by Penna and a follow up shortlist meeting with the Joint Chief Executive and Waverley Human Resources Manager to finalise those shortlisted for interview by the JSSC.
- A technical interview with each shortlisted candidate carried out by Penna and an experienced Technical Assessor, Heather Clarke, Director of Housing Needs, Westminster City Council.
- A summary is included in exempt **Appendix 5**.
- Staff Panel – The staff panel is made up of a group of staff from the relevant service areas from Waverley and Guildford and also includes an Equalities representative and a Union representative.
- Stakeholder Panel – the stakeholder panel is made up of a group of senior external stakeholders which the role would need to engage with and build a professional working relationship.
- Meetings with Strategic Directors

7.3 Copies of the CVs and supporting statements of each of the shortlisted candidate are included in exempt **Appendix 2**.

## **8. Financial Implications**

- 8.1 Under the collaboration agreement, the cost of employing a Joint Strategic Director is split equally between the two councils, with Waverley being the employing council.

## **9. Legal Implications**

- 9.1 The JSSC is responsible for the recruitment and selection process of the Joint Strategic Directors and for appointing their preferred candidates.
- 9.2 The offer of appointment as Joint Strategic Director may only be made where no well-founded objection has been made by the Leaders of both councils on behalf of their respective Executives, with the ability to raise an objection being limited to a member(s) of the Executive via the Leader, in accordance with the provisions of paragraph 5 of Schedule 1 Part II of the 2001 Regulations.

## **10. Human Resource Implications**

- 10.1 The Joint Strategic Director for Housing, Communities and Environment is a member of the Corporate Leadership Team at Guildford and Waverley Borough Councils.

## **11. Equality and Diversity Implications**

- 11.1 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.

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

- 12.1 The climate 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 Councils will be assessing and prioritising the environmental, climate and carbon impacts of any proposals that emerge.

**13. Background Papers**

None

**14. Appendices**

Appendix 1: JSSC Recruitment Pack Part One

Including:

- Strategic Director Job Profile
- Strategic Director Job Advert

Appendix 2: Curriculum Vitae of the shortlisted candidates (EXEMPT)

Appendix 3: Timetable of Interviews with Candidates (EXEMPT) – TO FOLLOW

Appendix 4: Suggested Questions for each of the shortlisted candidates (EXEMPT) – TO FOLLOW

Appendix 5: Technical Assessments for each of the shortlisted candidates (EXEMPT) – TO FOLLOW



**JSSC Recruitment Pack (Part One)**

**Joint Senior Strategic Job Profile**

<b>Role Title</b>	<b>Joint Strategic Director Housing, Communities and Environment Reporting to: Joint Chief Executive</b>
<b>Role Purpose</b>	<p>The purpose of this role is, together with the Joint Chief Executive and other members of the Director team, provide the corporate direction and strategic leadership to achieve the aims of Guildford and Waverley Borough Councils ('The Councils').</p> <p>Working collaboratively with colleagues across organisational boundaries and with external partners, the role is expected to make a major contribution to drive the development of council services and improving the quality of life for both Guildford and Waverley residents.</p> <p>This role will provide leadership, engagement and vision for the Councils' managers and staff and guidance to the Joint Chief Executive and Councillors of both Councils to ensure that the collaboration agenda is successful.</p> <p><b>Housing</b></p> <p>This role leads on delivering excellence to our communities and tenants across our portfolio of 10,000 properties, ensuring high standards across our properties, and ensuring they are safe, well maintained and sustainable. The role has accountability for our homelessness and rough sleeping support function, as well as providing a client role for the Housing Revenue Account and the housing delivery programme.</p> <p><b>Communities</b></p> <p>This role promotes inclusion and diversity within the borough, working closely in partnership with our communities and ensuring their engagement and input into identifying solutions to make the boroughs a brilliant place to live, work and do business.</p> <p><b>Environment</b></p> <p>This role champions our commitment to become net zero-zero carbon boroughs by 2030 and will work with our partners and communities to achieve this goal together. It also has responsibility for our environmental services, including waste collection, parks and open spaces, bereavement services and fleet services.</p>

<b>Key Senior Leadership Accountabilities</b>	<p>Accountable for leading and directing council services at a strategic developmental level, this role will:</p> <ol style="list-style-type: none"><li>1. Provide the strategic leadership for your service areas, empowering the Assistant Directors in your directorate to be visibly accountable for operational delivery and continuous improvement of their service areas, developing commercial and business practices.</li><li>2. Manage the high performance of Assistant Directors ensuring that they work collaboratively, facilitating the drive for transformational change.</li><li>3. Build constructive working relationships with all relevant stakeholders, including staff colleagues, councillors, communities and partners.</li><li>4. Horizon scan, delivering innovation and creative solutions, and keeping abreast of economic, legislative and social development affecting the council</li><li>5. Act decisively to ensure risks associated with your services are effectively managed and mitigated effectively, including the Safeguarding Policy for Children and Adults, Health and Safety, business continuity and the risk of fraud and corruption.</li><li>6. Promote equality and inclusion at all levels of service delivery and employment.</li><li>7. Promote and demonstrate the leadership competencies (see below)</li><li>8. Build high performing services that continuously improve and focus on customer service and value for money.</li><li>9. Lead on key corporate programmes and provide sponsorship for projects being led by Assistant Directors.</li><li>10. Drive and champion the transformation and strengthening of the harmonised organisational culture of the Councils ensuring that the Councils' values are lived, and ownership and accountability are embedded throughout your service areas.</li><li>11. Lead the engagement with key strategic stakeholders in your service areas, including those from the statutory, business and voluntary sectors at borough, county and national level.</li></ol>
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	<p>12. Deputise for the Joint Chief Executive, as required, ensuring strategic leadership is available as needed during periods of absence and arranging cover as needed for out of hours emergencies.</p> <p>13. Attend, as required, meetings of the Councils, Executives, Committees, Special Interest Groups and external meetings.</p> <p>14. Represent the Councils (and/or ensure that the Council is represented) externally and to promote and present a positive image to partners, representative bodies and other organisations, as necessary.</p> <p>15. Develop positive external working relationships, including developing and maintaining alliances and partnerships.</p> <p>16. Act as sponsor and/or take a leadership role on corporate programmes and projects.</p>
<p><b>Role Specific Accountabilities</b></p>	<p>The role is also accountable for the strategic direction of the following:</p> <ul style="list-style-type: none"> <li>• Community Services</li> <li>• Environmental Services</li> <li>• Housing</li> </ul>
<p><b>Key Dimensions</b></p>	<p><b>Direct Reports:</b></p> <ul style="list-style-type: none"> <li>• Assistant Director: Community Services</li> <li>• Assistant Director: Environmental Services</li> <li>• Assistant Director: Housing</li> </ul> <p><b>Budget Responsibility:</b> Shared budget responsibility for both Councils.</p> <p><b>Number of staff approximately:</b> Accountable for up to 350 staff. Shared Responsibility for up to 1000 staff.</p>

**Additional Notes:**

1. All work performed and duties undertaken must be carried out in accordance with relevant Council and Service policies and procedures, within legislation and with regard to the needs of our customers and the diverse communities we serve.
2. This document sets out the main dimensions of the job it describes. It does not define all individual tasks, which may be expected to change from time to time to meet strategic and operational needs.

3. This is a politically restricted post. You cannot be elected as a councillor in any local authority whilst employed in this role.

### **Health and Safety / Risk Management**

1. Ensure that all aspects of the Councils' Health and Safety Policies and Procedures are adhered to.
2. Be responsible for identifying and managing all risks associated with the job role through effective application of internal controls and risk assessments to support the achievement of corporate and service objectives.
3. Be available to assist in Emergency / Disaster Recovery situations.
4. Participate in the Councils' out of hours rota.
5. Adhere to the relevant Councils' constitution.
6. Champion Safeguarding policy and practice.

### **Contacts and Relationships**

In this post, you will have significant contact with Councillors and senior officers of the Council. The Councils' Code of Conduct will apply.

# Joint Strategic Director Person Specification

(please note the below are all essential requirements)

## Qualifications

1. Educated to at least degree level or equivalent experience
2. Demonstrable experience of effective leadership and management in a complex organisation.
3. Evidence of commitment to professional development (CPD), including relevant qualifications for a director of housing.

## Experience

1. Strategic level experience, with substantial staff and budgetary responsibility.
2. Experience of strategic commissioning and securing high quality services through different models.
3. Experience of creating collaborative joint working or shared service arrangements with other partners and overseeing their development and on-going success.
4. Proven track record of working successfully in a public sector environment.

## Knowledge

1. Detailed understanding of strategic thinking and empowering of senior level direct reports.
2. Knowledge of a range of alternative delivery models, including those with potential income generation.
3. Knowledge of facilitating business transformation based on systems thinking and use of technology.
4. An understanding of, and a commitment to, addressing equality and inclusion issues.

## Skills and Abilities

1. Able to build and maintain effective relationships with elected politicians, such as Councillors.

2. A strong corporate player, able to align with the Councils' values, work collaboratively and develop shared approaches with colleagues across both councils, representing the interests of both Councils fairly and objectively.
3. An enabler, with the ability to manage a wide range of complex issues and agendas at the same time and drive change through influence and diplomacy.
4. Creative and imaginative. Able to see new approaches with an ability to communicate the vision, overcoming obstacles and showing that ambitious goals can be achieved.
5. Able to provide a clear and articulate overview of complex issues and provide sound professional and reliable advice in an accessible and non-technical manner.
6. Commercially aware, recognising the importance of value for money in all Council activity.
7. Able to demonstrate the leadership competencies including being able to lead, motivate and inspire diverse teams of staff, build capacity and promote a highly engaged, high performing staff team who can adapt to change.
8. Able to work collaboratively with external organisations and build alliances and long and short-term partnerships.
9. Excellent communication skills and ability to positively enhance the reputation of the Councils.
10. Ability to work at pace, while managing a complex workload and maintaining your own resilience.

## Leadership Competencies

### Strategic Thinking:

- Sees the bigger picture
- Predicts future risks and opportunities
- Communicates overall direction
- Adapts to changing circumstances
- Maintains positivity in difficult times
- Supports organisational decisions
- Is comfortable with ambiguity
- Drives innovation and transformation
- Turns vision into tangible plans
- Brings the outside in to the organisation

- Takes time for own professional development
- Works with uncertainty

### **Delivery Through People**

- Engages and motivates people
- Listens and responds appropriately
- Builds relationships with key stakeholders
- Works in partnership within and across Councils
- Builds effective working relationships
- Encourages creativity
- Communicates clearly and appropriately
- Is a positive role model
- Coaches and supports
- Celebrates, encourages and learns from different views and experiences
- Is politically astute
- Negotiates and influences

### **Excellence for Customers**

- Provides good value for money
- Achieves high quality outcomes / results
- Is personally effective
- Focuses on customer service
- Manages conflicting priorities
- Embraces technology
- Manages risk
- Manages peaks and troughs of demand
- Focuses on community and local economy
- Takes a 'digital first' approach
- Takes a learning approach to continuously improve
- Champions collaboration

### **Governance**

- Follows policies, processes, procedures and standards
- Is open, honest, and transparent
- Acts with integrity
- Has strong ethical compass
- Ensures fairness in all dealings
- Builds trust

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- Takes accountability and ownership of issues
- Bases decisions on evidence and research
- Is consistent with decision making
- Understands the community and environmental impact of decisions
- Demonstrates financial responsibility





## Strategic Director, Housing, Communities and Environment Strategic Director, Economy, Planning and Place

Up to £127,850

Guildford and Waverley Borough Councils are unified in their focus on providing more sustainable services for residents. Our new chief executive joined us in February to evolve the partnership further and faster and ensure our residents and sovereign councils are sustainable and focused.

The boroughs of Guildford and Waverley in Surrey are rich in history, with vibrant economies and stunning natural landscapes. They are also hugely diverse areas with prosperous communities alongside others needing more support. We are collectively responsible for 10,000 homes and strive to provide our communities with the right support and services, and to create places that improve outcomes for our residents.

We are passionate about delivering high-quality services and building stronger communities and we are looking for two exceptional candidates with a strong track record of corporate leadership, to help shape and support our communities and places and build sustainable frontline service delivery.

For further information go to:  
[www.WaverleyandGuildfordCouncils.co.uk](http://www.WaverleyandGuildfordCouncils.co.uk) or  
contact our retained consultants at Penna:

**Rachael Morris** on **07840 711217**,  
**Priyesh Bhadresa** on **07548 108176**  
and **Julie Towers** on **07764 791736**.

Closing Date: **23rd June 2024**



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

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Appendix 2

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