



GUILDFORD  
BOROUGH



**Guildford Borough Council**

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**Waverley Borough Council**

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To: All Members of the Guildford &  
Waverley Joint Appointments  
Committee

Contact: John Armstrong, Democratic Services and  
Elections Manager, (GBC)

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Direct line: 01483 444102

Date: 25 November 2022

Membership of the Guildford & Waverley Joint Appointments Committee:

**Guildford Borough Councillors:**

Councillor Julia McShane (co-Chair)  
Councillor Joss Bigmore  
Councillor Paul Spooner

**Waverley Borough Councillors:**

Councillor Paul Follows (co-Chair)  
Councillor Peter Clark  
Councillor Stephen Mulliner

Dear Councillor

A MEETING of GUILDFORD & WAVERLEY JOINT APPOINTMENTS COMMITTEE will be held in COMMITTEE ROOM 1, THE BURYS, GODALMING, SURREY, GU7 1HR on MONDAY 5 DECEMBER 2022 at approximately 5.00 pm\* and you are hereby summoned to attend this meeting.

\*The Meeting will follow the selection process/interview scheduled to commence from 1pm on the day. Accordingly, the start time for the formal Committee meeting may vary from the time shown dependent on progress.

The Agenda for the Meeting is set out below.

Yours sincerely

TOM HORWOOD

Joint Chief Executive of Guildford and Waverley Borough Councils

## AGENDA

1. APOLOGIES FOR ABSENCE

2. DISCLOSURES OF INTEREST

To receive from Members, declarations of interest in relation to any items included on the agenda for this meeting in accordance with the Guildford and Waverley's respective Codes of Conduct for Councillors.

3. MINUTES (Pages 3 - 4)

To confirm as a correct record the minutes of the last meeting of the Joint Appointments Committee held on 22 August 2022.

4. APPOINTMENT OF JOINT MONITORING OFFICER (Pages 5 - 18)

5. EXCLUSION OF THE PUBLIC

The Joint Appointments Committee to consider passing the following resolution:

“That pursuant to Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the content of the exempt Appendix 3 to Item 4 above, 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 consideration of the matter, there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified in paragraph 1 of the revised Part 1 of Schedule 12A to the Act, namely:

(1) Information relating to any individual.”

MINUTES OF THE GUILDFORD & WAVERLEY JOINT APPOINTMENTS COMMITTEE -  
22 AUGUST 2022

(To be read in conjunction with the Agenda for the Meeting)

**Present**

Cllr Joss Bigmore (co-Chairman)  
Cllr Paul Follows (co-Chairman)  
Cllr Peter Clark

Cllr Julia McShane  
Cllr Stephen Mulliner  
Cllr Paul Spooner

1 APOLOGIES FOR ABSENCE (Agenda item 1)

There were no apologies for absence.

2 DISCLOSURES OF INTEREST (Agenda item 2)

There were no disclosures of interest.

3 MINUTES (Agenda item 3)

**RESOLVED:** That the minutes of the meeting held on 16 June 2022 be agreed as a correct record.

4 APPOINTMENT OF JOINT SECTION 151 OFFICER (Agenda item 4)

The Joint Appointments Committee (JAC) noted that, under the collaboration arrangements, both councils had agreed to appoint a Joint Management Team comprising, amongst others, the three statutory offices of Head of Paid Service, Monitoring Officer, and the Section 151 Officer (Chief Finance Officer).

The JAC was responsible for undertaking the appointment process in respect of the statutory officers and making recommendations to the Full Council meetings of both councils in that regard.

Following a rigorous candidate assessment process held earlier in the day with regard to the appointment of a Joint Executive Head of Finance (which incorporated the Section 151 Officer role), the JAC was invited to consider formally making a recommendation to both councils in respect of that appointment.

**RESOLVED:**

- (1) **To recommend to both Councils that Peter Vickers be appointed to the new role of Joint Executive Head of Finance (s151 Officer), subject to no material or well-founded objection being made by either of the Council Leaders on behalf of their respective Executives.**

- (2) To note that the Joint Chief Executive will provisionally offer the role to the candidate accordingly and progress HR procedures in line with the Councils' relevant policies.**

**The meeting commenced at 3.38 pm and concluded at 3.40 pm**

**Chairman**

## Joint Appointments Committee Report

Author: Sally Kipping, HR Manager, Waverley Borough Council / Jon Formby  
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Date: 5 December 2022

# Appointment of Joint Monitoring Officer

## Recommendation to Committee

The Joint Appointments Committee (JAC) is asked to consider the appointment of the Joint Executive Head of Legal and Democratic Services (and Monitoring Officer) and, where appropriate, to recommend an appointment for confirmation at the meetings of both councils scheduled to take place at Guildford on 6 December and, at Waverley, on 13 December 2022. Any formal offer of appointment is 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.

Therefore, following the assessment process with the candidates for the Joint Executive Head of Legal and Democratic Services (and Monitoring Officer) post, the JAC is recommended:

- (1) To consider whether an appointment to the Joint Executive Head of Legal and Democratic Services (and Monitoring Officer) post should be agreed for recommendation to the full meetings of both Councils, 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.
- (2) Subject to (1) above, to note that the Joint Chief Executive will conditionally offer the role to the successful candidate accordingly and progress HR procedures in line with the Councils' relevant policies;

### Reason for recommendation:

To appoint a permanent Monitoring Officer for Guildford and Waverley Borough Councils.

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

Yes, Appendix 3.

- (a) The content of Appendix 3 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".
- (b) The content is restricted to the members of the Joint Appointments Committee.
- (c) It is not anticipated that the exempt information can be expected to be made available for public inspection.
- (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. Purpose of Report**

- 1.1 In the light of the decision of Guildford and Waverley Borough Councils to form a Joint Management Team (JMT), the JAC will be required to agree the formal appointment of the Monitoring Officer as per the role profile attached as Appendix 2.
- 1.2 In July and August 2021, Guildford and Waverley Borough Councils both considered options for collaboration and agreed (a) to put in place governance arrangements for the partnership, and (b) to create a JMT comprising Chief Executive, Directors and Heads of Service. The JMT would then be tasked with bringing forward business cases for further collaboration. A Joint Appointments Committee of three councillors from each council was established.
- 1.3 In November 2021, both councils appointed Tom Horwood as the Joint Chief Executive and he started in this role on 1 December 2021.
- 1.4 Following a formal consultation and selection process, in July 2022 both councils approved, on the recommendation of the JAC, the appointment of three joint strategic directors, namely Annie Righton, Ian Doyle, and Dawn Hudd with effect from 1 August 2022.
- 1.5 Every council must appoint the statutory roles of Head of Paid Service, Monitoring Officer, Section 151 Officer, Electoral Registration Officer and Returning Officer. These are Full Council appointments. The Joint Chief Executive has been appointed Head of Paid Service, Electoral Registration Officer and Returning Officer. The creation of the JMT has already necessitated Full Council approval for the Section 151 Officer role, and will necessitate such approval again for the Monitoring Officer role once the selection process has concluded.

- 1.6 The JAC'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.”*

- 1.7 Regarding the statutory offices of Monitoring Officer and Section 151 Officer, the JAC undertakes the appointment process and makes a recommendation to both Full Council meetings.
- 1.8 Following the process for the appointment to the various Joint Executive Heads of Service roles in August/September 2022, no appointment was made to the Joint Executive Head of Legal and Democratic Services role, which necessitated the external advertising of the role and a separate appointment process.
- 1.9 The JAC is now being asked to consider the appointment to the permanent position of Joint Executive Head of Legal and Democratic Services, which incorporates the Monitoring Officer role.
- 1.10 The final appointment will 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.”
- 1.11 This meeting of the JAC will follow an interview and consideration of the technical assessments of each of the short-listed candidates. The formal meeting to agree the appointment and (if required) to make a recommendation to the Full Council meetings will commence after the interviews have taken place.

## **2. Strategic Priorities**

- 2.1 The Joint Executive Head of Legal and Democratic Services will play a pivotal role in the delivery of Guildford and Waverley Borough Councils’ aspirations set out in the respective Corporate Plan and Corporate Strategy through the provision of high-quality legal and constitutional advice to Councillors and to other members of the JMT. The appointment reflects the next step in both councils’ strategic aim of exploring shared opportunities with other local authorities for the benefit of local residents.

## **3. The appointments process**

- 3.1 The Councils seek to recruit a Joint Executive Head of Legal and Democratic Services who will form part of the new JMT and also take on the statutory role of Monitoring Officer.

- 3.2 The Councils have engaged Penna executive recruitment consultants to assist in the process. During the week commencing 21 November, Penna will be conducting the technical and psychometric assessments of long-listed candidates and will recommend a short-list of candidates for final interview by the JAC on 5 December. The outcomes of the testing will be used to inform areas for questioning by the JAC in the final interviews.
- 3.3 The CVs of the short-listed candidates, together with their supporting statements, will be circulated to members of the JAC during the week commencing 28 November. A timetable for the interviews of the short-listed candidates will also be sent.

**4. Appendices**

- Appendix 1: Selection Process for Heads of Service into the Joint Management Team
- Appendix 2: Role profile and person specification for the Joint Executive Head of Legal and Democratic Services (and Monitoring Officer)
- Appendix 3: (To follow) Timetable of interviews, CVs/Supporting Statements of shortlisted applicants (EXEMPT)



**Selection process for the role of  
Executive Head Legal and Democratic Services**

The role of Executive Head Legal and Democratic Services has been recruited to in conjunction with Penna PLC’s Executive Search Team. Penna PLC are recognised as the leading recruiter in local government.

Penna PLC have previously assisted Guildford Borough Council with Executive Recruitment and two of the current three Strategic Directors were originally recruited into their previous Director roles at Guildford with the assistance of Penna PLC.

<b>Step</b>	<b>Process</b>
<b>1</b>	Creation of a Candidate Pack by Penna and HR comprising of the role profile, information about working at Waverley/Guildford and a Welcome letter from Ian Doyle.
<b>2</b>	Advertising comprising of a quarter page advert in the MJ, listing in local government jobs and a premium listing in Public Law Jobs.
<b>3</b>	Follow up initial calls with interested candidates by Penna and arranging of initial one to one calls with Ian Doyle.
<b>4</b>	Formal applications submitted and a longlisting pack provided by Penna for discussion with Ian Doyle and HR with a summary of candidate skills and recommendations following discussions/calls on whether they would be recommended for the next stage.
<b>5</b>	One to One calls held with Ian Doyle and each of the longlisted candidates.
<b>6</b>	Technical Assessments/Interviews held with each of the Candidates by Penna Account Director and Experienced Local Authority Legal Professional to assess technical competence.
<b>7</b>	Provision of short candidate videos on motivations for applying for the roles.
<b>8</b>	Shortlisting meeting with Ian Doyle, HR and Penna assessing the feedback from the one to ones, videos and technical assessments to form the shortlist.
<b>9</b>	Completion of Psychometric Assessments, Wave and Hogan by all the shortlisted candidates and reports provided by Penna for the final interview pack.
<b>10</b>	Final JAC Panel with stakeholders to interview the shortlisted candidates with a series of questions based around areas identified through the psychometric assessment and areas required by all of the Executive Heads of Service in the recent recruitment campaign.
<b>11</b>	Selection and offer to the successful candidate.

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<b>Role Title</b>	<b>Joint Executive Head of Service for Legal and Democratic Services Reporting to: Joint Strategic Director of Transformation and Governance</b>
<b>Role Purpose</b>	<p>Accountable for efficient operational delivery of Guildford and Waverley council services consistent with the strategic aims and values of both councils.</p> <p>Acting as strong leadership and cultural role models, provide energetic, proactive, inspirational decision making, direction, support and guidance to all internal and external stakeholders including partners, Councillors, staff. This will include working collaboratively across partnerships, services, and Councils, driving the collaboration, harmonised culture and change agendas as set by the Councils.</p> <p>As a key member of the Joint Management Team, this role will make a major contribution to driving service efficiency and quality for the residents of Guildford and Waverley.</p>
<b>Senior Leadership Accountabilities</b>	<p>Accountabilities include:</p> <ol style="list-style-type: none"> <li>1. Providing operational leadership for the functions above.</li> <li>2. Giving high quality advice and guidance to elected councillors and staff to enable the Councils' priorities and responsibilities to be progressed.</li> <li>3. To empower your managers to be visibly accountable for the operational outcomes and details of their teams, promoting a positive outward facing culture of high performing, customer focused service and facilitating the drive for collaboration and transformational change.</li> <li>4. Building constructive working relationships with all relevant stakeholders, including staff colleagues, councillors and relevant external parties.</li> <li>5. Horizon scanning to keep abreast of innovations, economic legislative and social development affecting your service areas and developing commercial and business thinking to your services.</li> <li>6. Effectively managing and mitigating risks associated with your services including the Safeguarding Policy for Children and Adults, Health and Safety, business continuity and the risk of fraud and corruption.</li> </ol>



	<ol style="list-style-type: none"> <li>7. Promoting equality and inclusion at all levels of service delivery and employment.</li> <li>8. Demonstrating the councils leadership competencies and values.</li> <li>9. Building high performing services that continuously improve.</li> <li>10. Proactively identify opportunities for collaboration and change in accordance with agendas set by the Councils, promoting a culture of collaborative leadership through the wider joint management team, fairly and objectively representing the interests of both councils and the effective working of the organisations.</li> <li>11. Leading on key corporate programmes and projects as required.</li> <li>12. Champion and role model the harmonised organisational culture of the Councils ensuring that the Councils' values are lived.</li> <li>13. Leading 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> <li>14. Attending, as required, meetings of the Councils, Executives, Committees, Special Interest Groups and external meetings.</li> <li>15. Representing 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.</li> </ol>
<p><b>Initial Role Specific Accountabilities</b></p>	<p>This role has shared responsibility for Council budgets</p> <p>This role is the Monitoring Officer for both Councils and is also the Chief Information Officer. The functions that this role leads are:</p> <ul style="list-style-type: none"> <li>• Legal</li> <li>• Information Security and Governance</li> <li>• Democratic and Committee Services</li> <li>• Elections</li> <li>• Business and Civic Support</li> <li>• Overview and Scrutiny Support</li> </ul> <p>Please note that this is a statutory officer role and as such appointment must be agreed by Guildford and Waverley full Council.</p>
<p><b>Role Dimensions</b></p>	<p><b>Direct Reports</b> <i>(NB Please note that as job titles frequently change, the below represent functions of roles and not job titles)</i></p>

	<ul style="list-style-type: none"> <li>• Lead Specialist Legal/Borough Solicitor</li> <li>• Democratic Services Managers</li> <li>• Election Services Managers</li> <li>• Business and Civic Support Managers</li> <li>• Information Management Managers</li> </ul> <p><b>Number of staff approximately:</b> Up to 100</p>
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**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 operational needs.
3. You will be expected to be flexible in your duties and carry out any other duties commensurate with the grade and falling within the general scope of the job, as request by your line manager.
4. This is a politically restricted post. You cannot be elected as a councillor in any local authority whilst employed in this role.
5. The statutory roles of Monitoring Officer and Section 151 Officer will be held by a member of the Joint Management Team. Deputy roles may be held by other senior managers.

**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.

## **Head of Service Person Specification**

**(please note the below are all essential requirements)**

### **Qualifications**

1. Educated to at least degree level or equivalent experience
2. Evidence of commitment to professional development (CPD)

### **Experience**

1. Experience leading across different specialisms with staff leadership and budgetary responsibility.
2. Experience of procurement, contract management and service commissioning.
3. Experience of developing business cases and projects to work collaboratively, overseeing implementation and evaluating success.
4. Experience of achieving positive outcomes when handling complex employment relationships issues including change programmes, culture development and case management
5. Proven track record of working successfully in a public sector environment with experience in their Service area.

### **Knowledge**

1. Detailed understanding of strategic operational delivery.
2. Knowledge of leadership models, styles and behaviours including an ability to engage, motivate and coach/mentor others to deliver.
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 maintain effective relationships with 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 other service areas and 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
- 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

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