



GUILDFORD
BOROUGH



Waverley
BOROUGH COUNCIL

Guildford Borough Council

Millmead House, Millmead,
Guildford, Surrey
GU2 4BB
www.guildford.gov.uk

Waverley Borough Council

Council Offices, The Burys,
Godalming, Surrey
GU7 1HR
www.waverley.gov.uk

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

John Armstrong, Democratic Services & Elections Manager

E-mail: john.armstrong@guildford.gov.uk

Direct line: 01483 444102 / 07970 516859

Calls may be recorded for training or monitoring

Date: 6 December 2023

Membership of the Guildford & Waverley Joint Appointments Committee:

Guildford Borough Councillors:

Cllr Julia McShane
Cllr Philip Brooker
Cllr Fiona White

Waverley Borough Councillors:

Cllr Paul Follows
Cllr Peter Clark
Cllr Peter Martin

Dear Councillor

**GUILDFORD & WAVERLEY JOINT APPOINTMENTS COMMITTEE MEETING -
THURSDAY, 14 DECEMBER 2023**

A meeting of Guildford & Waverley Joint Appointments Committee will be held in Committee Room 1, Waverley Borough Council offices, The Burys, Godalming on Thursday, 14 December 2023 starting at **11.00 am** and you are hereby summoned to attend this meeting.

The Agenda for the Meeting is set out below.

Yours sincerely

TOM HORWOOD
Chief Executive

AGENDA

1. APOLOGIES FOR ABSENCE

2. DISCLOSURES OF INTEREST

3. MINUTES (Pages 3 - 4)

To confirm as a correct record the minutes of the meeting of the Joint Appointments Committee held on 14 August 2023.

4. EXCLUSION OF THE PUBLIC

The Joint Appointments 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 the following item of business 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 item, 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: ‘Information relating to any individual’.

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

5. APPOINTMENT OF JOINT CHIEF EXECUTIVE/HEAD OF PAID SERVICE
(Pages 5 - 22)

GUILDFORD & WAVERLEY JOINT APPOINTMENTS COMMITTEE

MINUTES OF MEETING HELD ON MONDAY 14 AUGUST 2023

Present:

Councillor Paul Follows, Leader, Waverley Borough Council (co-chair) [in the chair]
Councillor Julia McShane, Leader, Guildford Borough Council (co-chair)
Councillor Peter Clark, Deputy Leader, Waverley Borough Council
Councillor Philip Brooker, Guildford Borough Council
Councillor Fiona White, Guildford Borough Council
Councillor Carole Cockburn, Waverley Borough Council

Action By

18. APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES

Apologies for absence were received from Councillor Peter Martin, for whom Councillor Carole Cockburn substituted.

19. DISCLOSURES OF INTEREST

There were no disclosures of interest.

20. MINUTES

The Joint Appointments Committee approved, as a correct record, the minutes of the last meeting held on 13 April 2023.

21. APPOINTMENT OF INTERIM JOINT SECTION 151 OFFICER

The Joint Appointments Committee (JAC) noted that Section 151 of the Local Government Act 1972 required local authorities to make arrangements for the proper administration of their financial affairs and appoint a S151 Officer, also known as a Chief Financial Officer, to have responsibility for those arrangements.

Jon
Formby

Due to the departure of Peter Vickers as Executive Head of Service and Section 151 Officer, a replacement appointment was required to ensure that both councils met their statutory

requirements.

The nature of the recruitment market and timescales to appoint to the permanent role, and also to that ensure both councils had the S151 Officer in place, meant that both an interim and permanent appointment solution were required.

The search for an interim S151 Officer had been carried out in conjunction with external Executive Search Companies, Penna and Hays.

Interviews and technical assessments had been carried out with shortlisted candidates and the successful candidate for the role had been identified as Richard Bates, provided from Hays.

Due to the requirement to provide continuity, Mr Bates had already been appointed to the interim role of Executive Head of Finance, with effect from 17 July 2023; however, approval to the S151 element of the role was required from both councils and a formal recommendation required from the JAC.

Following an interview with Mr Bates, the JAC unanimously

RESOLVED: To recommend to both councils that Richard Bates be appointed as the Interim Section 151 Officer for Waverley Borough Council and Guildford Borough Council.

Reasons:

- Section 151 of the Local Government Act, 1972 requires that local authorities have in place arrangements for the proper administration of their financial affairs.
- Richard Bates is a qualified Accountant and experienced local authority Chief Financial Officer.

Guildford and Waverley Borough Councils

Report to: Joint Appointments Committee

Date: 14 December 2023

Ward(s) affected: N/A

Report of Strategic Director: Transformation & Governance

Author: Jon Formby, Waverley Borough Council Interim HR Manager

Tel: 01483 523499

Email: jon.formby@waverley.gov.uk

Report Status: Open

Appointment of Joint Chief Executive/Head of Paid Service

1. Executive Summary

- 1.1 Section 4 of the Local Government and Housing Act 1989 requires a local authority to designate one of their officers as the head of their paid service. Most authorities designate their chief executive as the Head of Paid Service. In November 2021, both councils confirmed the recommendation of the Joint Appointments Committee (JAC) to appoint Tom Horwood to the post of Joint Chief Executive and Head of Paid Service.
- 1.2 Following the announcement by Tom Horwood of his resignation as Joint Chief Executive/Head of Paid Service, the search for a permanent appointment of Mr Horwood's successor has been carried out in conjunction with Penna.
- 1.3 This report sets out details of the recruitment campaign, and selection process, including the outcome of a stakeholder panel which has led to the shortlisting of five candidates for final interviews by the JAC.

- 1.4 The timetable for the afternoon of the day of the meeting is as follows (see Exempt **Appendix 1** for more details):

11.00 a.m. Panel Meets

11.15 a.m. to 12.15 p.m. – Candidate 1.

12.15 p.m. to 1.15 p.m. – Candidate 2.

1.15 p.m. to 1.45 p.m. – Break

1.45 p.m. to 2.45 p.m. – Candidate 3.

2.45 p.m. to 3.45 p.m. – Candidate 4.

3.45 p.m. to 4.45 p.m. – Candidate 5.

4.45 p.m. to 5.00 p.m. – Wash Up/Discussion

- 1.5 The JAC is asked to conduct the final interviews of shortlisted candidates and, where appropriate, to recommend an appointment for confirmation at extraordinary meetings of both councils scheduled to take place on **Tuesday 19 December 2023**¹. 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.

- 1.6 If the preferred candidate has a contractual notice period to serve in respect of their current employment, or if the JAC is unable to recommend a candidate to the councils, which means that a new Joint Chief Executive/Head of Paid Service cannot start until after Mr Horwood has departed on 9 February 2024, it will be necessary to consider the designation of an interim Joint Head of Paid Service. This will require the JAC to consider such designation and to make a recommendation, as appropriate, to both councils for approval. If required, it is likely that the JAC will be convened in mid-January for this purpose.

¹ Guildford's to take place at 6pm on 19 December, and Waverley's to take place at 7pm on 19 December.

2. Recommendation to Committee

- 2.1 The JAC is asked to consider whether an appointment to the Joint Chief Executive/ Head of Paid Service 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.

3. Reasons for Recommendation:

- 3.1. To appoint a Joint Chief Executive and Head of Paid Service, as part of the agreed collaboration arrangements between Guildford and Waverley Borough Councils.
- 3.2. To comply with the requirements of Section 4 of the Local Government and Housing Act 1989.

4. Exemption from publication

Yes. **Appendices 1 and 3.**

- 4.1 The content of **Appendices 1 and 3** are 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 Joint Appointments Committee.
- 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 resignation of Tom Horwood as the Joint Chief Executive/Head of Paid Service, the JAC is invited to interview the shortlisted candidates and agree a recommendation in respect of the formal appointment of a new Joint Chief Executive/Head of Paid Service, as per the role profile included in **Appendix 2**.

5.2 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.”

6. Strategic Priorities

6.1 The Joint Chief Executive/Head of Paid Service plays a pivotal role in the delivery of Guildford and Waverley Borough Councils' aspirations set out in the respective Corporate Plan and Corporate Strategy.

7. Background

7.1. The search for a permanent appointment of a new Joint Chief Executive/Head of Paid Service has been carried out in conjunction with Penna. A copy of the advertisement in respect of the post is included in **Appendix 2**.

7.2. The selection process consisted of the following steps:

- The creation of a microsite and an editorial and advert in the Municipal Journal (MJ)
- An executive search recruitment campaign through Penna

- Initial telephone calls with interested candidates and the Leaders of Waverley and Guildford
 - An initial longlist with recommended candidates drawn up by Penna and a follow up shortlist meeting with the Leaders of Waverley and Guildford
 - A technical interview with each shortlisted candidate carried out by Julie Towers (Managing Director, Penna) and Jonathan Stephenson (Chief Executive of Rochford District Council and Brentwood Borough Council). A summary is included in Exempt **Appendix 3**.
 - Psychometric Assessments for each candidate using the Wave, Hogan and IJI models. A summary is included in Exempt **Appendix 3**.
 - Further additional calls with Councillor Paul Follows, Leader, Waverley Borough Council and Councillor Julia McShane, Leader, Guildford Borough Council
 - Stakeholder Panel
 - Meetings with Strategic Directors
- 7.3 Copies of the CVs and supporting statements of each of the shortlisted candidate are included in Exempt **Appendix 3**.

8. Financial Implications

- 8.1 Under the collaboration agreement, the cost of employing a Joint Chief Executive/Head of Paid Service is split equally between the two councils, with Waverley being the employing council.

9. Legal Implications

- 9.1 The Local Authorities (Standing Orders) (England) Regulations 2001 Schedule 1 Part II paragraph 4(1) as amended ('the Regulations') state that the function of the appointment of an authority's head of paid service must be exercised by the authority (that is, its full Council) before an offer of appointment is made. In this regard, meetings of the full Council of both authorities must confirm the

appointment of the Joint Chief Executive/Head of Paid Service before an offer of appointment is made.

- 9.2 The offer of appointment as Joint Chief Executive/Head of Paid Service 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 Schedule 1 Part II paragraph 5 of the Regulations.

10. Human Resource Implications

- 10.1 The Joint Chief Executive/Head of Paid Service is the most senior officer appointment and leads the strategic Joint Management 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 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 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: Timetable of Interviews with Candidates (EXEMPT)

Appendix 2: JAC Recruitment Pack Part One

Including:

- Chief Executive Job Profile
- Chief Executive Job Advert

Appendix 3: [TO FOLLOW] JAC Recruitment Pack Part Two (EXEMPT)

Including:

- Curriculum Vitae of the shortlisted candidates
- Suggested Questions for each of the shortlisted candidates
- Technical Assessments for each of the shortlisted candidates
- Psychometric Assessment reports for each of the shortlisted candidates

This page is intentionally left blank

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

Agenda item number: 5
Appendix 1

Document is Restricted

This page is intentionally left blank

Chief Executive Job Advert



Chief Executive

Up to £158,125

Guildford and Waverley Borough Councils have a developing, robust partnership to provide more sustainable services for residents. Our new chief executive will be key in evolving the partnership further and faster and ensuring our residents and sovereign councils are sustainable and focused. This will require clear and articulate leadership, a commitment and passion to delivering and developing innovative service solutions and a passion for improving outcomes for residents.

You will further develop our deepening partnership to help protect and enhance

priority services in the face of critical funding challenges. You will bring your inspiring leadership and local government or public sector experience to help us thrive through maximising the impact of resources on delivering both councils' priorities.

For further information go to:

www.WaverleyandGuildfordCouncils.co.uk or contact our retained consultants at **Penna, Zara Bruton** on **07922 417 550** or **Julie Towers** on **07764 791736**.

Closing date: **24th November 2023**



Penna

FIND | EXCITE | SECURE

Chief Executive Job Profile

ROLE PROFILE

GUILDFORD BOROUGH COUNCIL / WAVERLEY BOROUGH COUNCIL

JOB TITLE:	Joint Chief Executive
GRADE:	
RESPONSIBLE TO:	The Councils, via the two Leaders
RESPONSIBLE FOR:	Joint Management Team across both Councils

Overall Objectives of the Job

- Responsible to both Councils for the visioning, strategic leadership and overall management of the performance and the quality of service delivery demonstrating a visible public sector ethos and passion for the communities of Guildford and Waverley.
- Lead the development of strategy, initiatives and innovative business policies that facilitate effective and creative partnership working between the two councils to meet evolving challenges.
- Ensure effective corporate management of the organisation in order to deliver the priorities set out by the Councils, stakeholders and partners.
- Advise the political leadership, elected members and committees of the Councils on the options and professional solutions that will take forward their vision and priorities and ensures best deployment of resources.
- Embrace collective accountability and robust governance across the Councils to ensure high quality outcomes.
- Demonstrate, inspire and support the Joint Management Team to reflect on current practices and embrace learning and continuous professional and personal development.
- Undertake the statutory duties and responsibilities of Head of the Paid Service, as defined within the Local Government and Housing Act 1989.

Key Accountabilities

Strategic

1. Develop a strategy that delivers the priorities of the Councils ensuring openness and transparency across Councils with effective partnership working between the Councils to inspire and empower staff, residents and communities to develop and grow.
2. Contribute towards, and foster, effective and constructive relationships between Members and Officers, taking responsibility for ensuring that Officers understand and are responsive to the priorities of Members.
3. Provide cohesive and visible leadership and direction to create a performance culture based on innovation, efficiency and exceptional public service, embracing technology, creating high-impact engagement with partners and communities.
4. Work collaboratively to lead the Joint Management Team in the planning, development, co-ordination and implementation of the Councils' policies, objectives and priorities, working across organisational boundaries, ensuring the highest standards of advice and service are provided to stakeholders.
5. Embrace collective accountability across the Councils to secure high-quality outcomes; act as a champion for the values and standards of the Councils, developing and promoting a culture for change that facilitates new ways of working, maximising the use of modern technology and other tools to deliver enhanced customer service and improving productivity and the working environment for staff.
6. Continuously review and develop working practices enabling Guildford and Waverley Councils to achieve and maintain modern, effective and efficient local government service provision, taking account of entrepreneurial and commercial approaches to improve services in a climate of diminishing resources.
7. Lead in the development and maintenance of sound working relationships with elected councillors and, with them, work with the Councils' various partners and contractors to develop services and be capable of responding to changing needs and priorities.
8. Manage the external focus and influence of the two Councils working for the benefit of the residents, business communities and visitors of Guildford and Waverley and ensuring the Councils' interests are furthered.
9. Ensure that effective, quality internal and external communications are delivered across the Councils, promoting a positive public image of the Councils, and undertaking an ambassadorial role in relation to their development.
10. To act as the Council's controller and co-ordinator for emergency planning purposes, liaising as appropriate with the emergency services and other authorities and agencies.

Operational

1. Ensure compliance with the Councils' statutory duties and responsibilities and internal policies and procedures as set out in the Constitutions of the Councils. This includes, but is not limited to, equality, diversity & inclusion, sustainability, human rights, safeguarding, health and safety, community safety (section 17), data protection, business continuity and risk management responsibilities. Ensure that these are communicated and understood throughout the Councils.
2. Manage the performance of the Joint Management Team across the Councils in monitoring and driving performance improvement, ensure that departments provide services efficiently and fulfil their statutory functions effectively and within budget; while encouraging flexibility and imaginative solutions for service.
4. Determine most cost-effective use and deployment of resources to achieve corporate and functional objectives, ensuring compliance with statutory and financial obligations, ensuring risks are effectively managed and mitigated.
5. To ensure that policies and practices are developed and implemented that sustains the standards of the Councils as a 'good employer' including the effective leadership, development and motivation of all staff.
6. Undertake the duties as the Head of Paid Service in accordance with the provisions of the Local Government and Housing Act 1989.

General

To carry out such duties and responsibilities delegated to the post under the Councils' Scheme of Delegations; where appropriate arrange for further delegation to officers as appropriate within the Councils.

To attend on a regular basis Council and joint strategic committee meetings, corporate management board; joint management team meetings, outside and special interest groups and organisations; and other meetings as required.

Undertake all duties in accordance with the Councils' policies, ensuring that these policies are promoted throughout the Councils.

It is the nature of the work that tasks and responsibilities are unpredictable and varied. The post holder is expected to work in a flexible way, demonstrating high levels of personal resilience, and will be expected to continually develop in the role.

Key Competences, Skills and Personal Qualities

To adhere to the highest standards of leadership and management as defined in the Leadership Competency Framework / Organisational Culture framework and Councils Values taking personal responsibility and accountability for the continuous development of these competencies.

Continuous Professional Learning and Development

To undertake and develop training and development programmes in order to

- * update yourself and your management teams to ensure the highest standards of professionalism and
- * to remain up to date with modern public service leadership.

Equal Opportunities

The Councils are equal opportunities employers offering appropriate training and development opportunities to all employees. Therefore, all staff are expected to help create a work environment in which everyone is treated with dignity, respect, courtesy and fairness.

Health and Safety

To undertake any duties regarding health, safety and welfare at work which may reasonably be allocated to the post holder as a result of legislation, codes of practice or councils' policies and to undertake such duties as required under the Councils' emergency plan.

Notes:

This role is subject to the terms and conditions of service as prescribed by the Joint Negotiating Committee (JNC) for Chief Officers of Local Authorities except where locally agreed conditions are in place.

This is a politically restricted post under section 2(1) of the Local Government and Housing Act 1989. The holder of this post is disqualified from being a member of other local authorities, a Member of Parliament or a Member of the European Parliament. In addition, the post holder may not hold office in a political party, canvas at elections or attempt to influence support in any other way for a political party.

Person specification

This section describes the knowledge, experience and competence required by the post-holder that is necessary for an acceptable standard of performance in carrying out this role.		
	Assessment method (to be confirmed)	Essential/ desirable
Qualifications		
Management qualification - degree or equivalent + post graduate qualification (eg ILM7/MBA) or vocational equivalent		E
Membership of a relevant professional body		D
Demonstrable and evidenced commitment to, and active participation in, continuous professional development		E
Experience		
Demonstrable successful extensive experience in local government or similar large, complex multi-functional organisation at senior management level in a collaborated environment.		E
Extensive financial management experience in the formulation of budgets, financial objectives and developing financial strategies that provide value for money in a large organisation and mitigates risk.		E
A sound understanding of the financial issues related to local government and high level experience of proactively managing budget processes with a corporate impact.		E
Strong level of digital literacy and proficiency, including traditional office software suites (e.g. M/S Office packages) and modern ways of working (e.g. video conferencing, remote working); a proven track record of embracing digital approaches and new ways of working to meet organisational needs.		E
A proven track record in the successful leadership and management of the processes of change, working across professions and disciplines, including visioning new organisational structures, systems and ways of working.		E
Experience of working in a political environment, developing effective relationships with councillors, or similar individuals from other organisations and responding appropriately to challenge and scrutiny.		E
Proven track record in partnership working with wide range of external agencies and partners, e.g. private sector, public agencies, voluntary bodies, statutory authorities.		E

Knowledge and understanding		
Understanding of, and commitment to, promoting equality, diversity and inclusion, tackling discrimination and removing the barriers that prevent equal access and opportunities. To demonstrate an organisational commitment to equalities and best practice human resource management.		E
Understanding of the workings of local government including in-depth knowledge of major legislative and other matters facing local government both current and in the future		E
Understanding of, and commitment to, the development of policies to promote sustainable economic development and builds community resilience.		E
Skills and abilities		
Effective leadership and autonomy across a wide portfolio of services to create a positive and supportive culture to motivate and empower others.		E
Analytical and creative skills to respond to community needs through the transformation of services and to lead policy development and service transformation across the organisation.		E
Able to make effective decisions under pressure, prioritise time effectively to manage and respond to conflicting demands and pressures.		E
Demonstrates a highly developed political awareness and an ability to represent the organisation confidently with tact and sensitivity in a political environment.		E
Able to translate a long term-vision into a realistic strategy.		E
Able to demonstrate innovation and creativity in response to service and financial constraints and conflicting demands.		E
Highly developed networking, negotiating, advocacy, coaching, oral, written (both formal reports and media orientated material) and presentation skills, with the ability to relate to and work with people at all levels and communicate effectively to audiences at all levels to achieve the desired outcomes		E
Inspires confidence, trust and respect and demonstrates integrity through regard for confidentiality, fair and reasonable behaviour, upholding the Council's values and leading by example.		E
Special Requirements		
Flexibility on working hours – evening meetings and some weekend events.		E

02.11.2023

This page is intentionally left blank