

To: All Members of the Council

Emma McQuillan, Democratic Services
Manager

Policy and Governance

E-mail: emma.mcquillan@waverley.gov.uk

Direct line: 01483 523351

Calls may be recorded for training or monitoring

Date: 8 December 2017

Dear Councillor

COUNCIL MEETING - TUESDAY, 19 DECEMBER 2017

An extraordinary MEETING of the WAVERLEY BOROUGH COUNCIL will be held in the COUNCIL CHAMBER, COUNCIL OFFICES, THE BURYS, GODALMING on **TUESDAY, 19 DECEMBER 2017** at **6.00 pm** and you are hereby summoned to attend this meeting.

The Agenda for the Meeting is set out below.

Yours sincerely

ROBIN TAYLOR

Head of Policy and Governance

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AGENDA

1. APOLOGIES FOR ABSENCE

The Mayor to report apologies for absence.

2. DECLARATIONS 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 Waverley Code of Local Government Conduct.

3. APPOINTMENT TO THE POST OF CHIEF EXECUTIVE (Pages 5 - 14)

At the Council meeting on the 6 June 2017 the Council agreed that in order to meet its ambitions going forward, the Council would continue to require a principal executive in a leadership role such as a Chief Executive or Executive Director to maintain robust strategic and operational leadership. At its meeting on 18 July 2017, the Council agreed interim arrangements for the role of Head of Paid Service.

At its meeting on 5 December 2017, Council agreed to commence with the recruitment process for appointing a new Chief Executive (statutory Head of Paid Service) with external advice and support provided by Solace in Business. The Council also agreed that this role would now include the statutory functions of Returning Officer and Electoral Registration Officer.

Following a rigorous process, under the advice and support of Solace in Business, the report attached recommends the appointment of Tom Horwood, as the Council's permanent Chief Executive.

Recommendation

It is recommended that Tom Horwood be appointed to the permanent post of Chief Executive, including the statutory roles of Head of Paid Service, Returning Officer and Electoral Registration Officer.

4. RESULT OF GODALMING CENTRAL AND OCKFORD BY-ELECTION

To receive the outcome of the by-election for the Godalming Central and Ockford ward held on 13 December 2017 and to consider the allocation of seats on principal committees following any changes to the political composition of the Council, to follow.

5. EXCLUSION OF PRESS AND PUBLIC

To consider the following motion, to be moved by the Mayor, where appropriate:-

That, pursuant to Procedure Rule 20 and in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of any matter on this agenda 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(s), there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified in the appropriate paragraph(s) of the revised Part I of Schedule 12A of the Local Government Act 1972 (to be identified at the meeting).

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WAVERLEY BOROUGH COUNCIL

COUNCIL – 19 DECEMBER 2017

Title:

APPOINTMENT TO THE POST OF CHIEF EXECUTIVE

**[Portfolio Holder: Cllr Julia Potts]
[Wards Affected: All]**

Summary and purpose:

At the Council meeting on the 6 June 2017 the Council agreed that in order to meet its ambitions going forward, the Council would continue to require a principal executive in a leadership role such as a Chief Executive or Executive Director to maintain robust strategic and operational leadership. At its meeting on 18 July 2017, the Council agreed interim arrangements for the role of Head of Paid Service.

At its meeting on 5 December 2017, Council agreed to commence with the recruitment process for appointing a new Chief Executive (statutory Head of Paid Service) with external advice and support provided by Solace in Business. The Council also agreed that this role would now include the statutory functions of Returning Officer and Electoral Registration Officer.

Following a rigorous process, under the advice and support of Solace in Business, this report recommends the appointment of Tom Horwood, as the Council's permanent Chief Executive.

How this report relates to the council's corporate priorities:

This report supports the achievement of all of Waverley's corporate priorities.

Financial Implications:

There are no financial implications arising directly from this report. The budget for the Council's top management structure was detailed in the report agreed at Full Council on 5 December 2017.

Legal Implications:

The Council may appoint whatever officers it thinks are necessary to carry out any function it is responsible for discharging.

Despite this general flexibility section 4(1) of the Local Government and Housing Act 1989 places an obligation on the Council to designate one of its officers as head of the authority's paid service (Head of Paid Service). This officer is usually the Council's Chief Executive or Managing Director. Until the appointment of the Interim Managing Director this had been the Council's Executive Director.

Sections 4(2) and 4(3) of the Act provide that the Head of Paid Service is responsible for preparing reports on the way the Council's staff is organised, staffing needs and on the co-ordination of how the council's functions are discharged.

Schedule 1 Part II paragraph 4(1) of the Local Authorities (Standing Orders) (England) Regulations 2001 states that the function of the appointment of the Head of Paid Service must be exercised by Full Council before an offer of appointment is made.

Part 1 Article 4 paragraph 4.02(m) and Part 3 ('Responsibility for Functions') Section B of Waverley's Constitution also states that only Full Council may confirm the appointment of the Head of Paid Service and Strategic Directors.

Part 3 ('Responsibility for Functions') Section B of Waverley's Constitution confirms that functions relating to elections, including (for example) the duty to appoint an Electoral Registration Officer, Returning Officer, or division of the borough into polling districts are reserved to Full Council.

Part 1 Article 12 paragraph 12.01 of Waverley's Constitution states that the Executive Director will undertake the role of Head of Paid Service and Returning Officer unless otherwise agreed by Council.

Under the current arrangements the Interim Managing Director fulfils the statutory role of Head of Paid Service. The Returning Officer and Electoral Registration Officer statutory functions are fulfilled by the Strategic Director - Front Line Services.

In summary, appointments to the roles of Chief Executive, Head of Paid Service, Returning Officer, Electoral Registration Officer and Strategic Director are all matters that must be decided by Full Council.

Background

1. Following the departure of the previous Head of Paid Service, the Council appointed Tom Horwood as interim Managing Director and Head of Paid Service. The appointment took effect on 1 August 2017 for an initial period of up to 6 months on a part-time arrangement involving two to four days per week, as necessary to meet the demands of the job. These arrangements were extended by the Council on the 5 December to continue until Waverley appoints a permanent Chief Executive.
2. The Council also agreed the permanent senior management structure, comprising of a full-time Chief Executive and two full time Strategic Directors with effect from 1 January 2018. It was agreed that the Chief Executive position would include the statutory functions of Returning Officer and Electoral Registration Officer.
3. The Council agreed to commence the recruitment process to appoint to both the vacant Chief Executive role and Strategic Director role, with external advice and support provided by Solace in Business, a leading recruitment specialist in local government with a strong track record in appointments to Chief Executive roles.

Appointment of Chief Executive

4. Given that the Council will have two interim arrangements at the top of its staffing structure from January, it is important that the Council is able to secure permanent appointments as quickly as possible, starting with the Chief Executive role.
5. The Job Description and Person Specification for the Chief Executive role was prepared by Solace in Business, drawing on established best practice across local government. This is attached in Annexe 1.
6. Following an executive search and soft market testing conducted by Solace in Business and following their independent advice, Tom Horwood, Waverley's Interim Managing Director, was invited to submit a detailed application. Following initial appraisal by Solace in Business, a full and rigorous assessment process was undertaken which included:
 - a technical interview by a highly experienced local government Chief Executive who also had a leading role in the Council's recent Strategic Review;
 - assessment by a strategic stakeholder panel comprising Chief Executive/Chief Officer level representation from Local Government, Health, the Police, and the Voluntary Sector.
 - The results from a range of psychometric tests;
 - a final interview by a selection panel comprising the Leader of the Council, members drawn from the Executive and the Leader of the Minority Group.
7. Officers discussed the process with the Council's external auditors as part of developing this approach. The above also reflects the proposed selection process reported to the Council on 5 December 2017 and has been supported by professional HR advice.
8. Following the above selection process, it is the unanimous decision of the Member selection panel that Tom Horwood be recommended for appointment to the role of Chief Executive of Waverley Borough Council.

Next Steps

9. Subject to confirmation of the appointment by the Council, the newly-appointed Chief Executive will then have the opportunity to lead the recruitment process for the Strategic Director role, even if they have not yet commenced their employment with Waverley Borough Council in this role.
10. The intention will then be for Mr Horwood to commence in this role as quickly as possible, subject to a mutually agreed notice period with his current employers.
11. The recruitment process will then commence for the soon to be vacant Strategic Director role, with the Council's new Chief Executive having an active part in the process, concluding with a Member Interview Panel.

12. The Council will consider a report in due course recommending appointment to the Strategic Director role.

Recommendation

It is recommended that Tom Horwood be appointed to the permanent post of Chief Executive, including the statutory roles of Head of Paid Service, Returning Officer and Electoral Registration Officer.

Background Papers

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

CONTACT OFFICER:

Name: Damian Roberts

Telephone: 01483 523398

E-mail: damian.roberts@waverley.gov.uk

Name: Wendy Gane

Telephone: 01483 523382

E-mail: wendy.gane@waverley.gov.uk

Chief Executive Job Description

Introduction

Waverley is an ambitious authority, committed to being one of the leading Councils in the country. We are committed to:

- 'place-shaping': ensuring that the borough is an attractive and sustainable location in which to live, work and visit;
- prosperity: maximising opportunity for all residents in these challenging economic times;
- providing quality responsive and affordable services to residents and businesses;
- shaping the business to be fit for the future, in partnership with the community and with other public service providers.

Council Values

Openness	In Waverley we value openness and honesty where communication is clear and constructive and actions are transparent .
Excellence	In Waverley we value excellence , working in a consistent and professional way to achieve the highest standards possible, taking the time to recognise and celebrate success .
Fairness	In Waverley we value fairness and respect , working with integrity to ensure that everyone is treated well and has equal access to the opportunities available.
Team Work	In Waverley we value team work and collaboration , with approachable staff actively contributing to our shared corporate goals.
Taking Ownership	In Waverley we value taking ownership , where everyone feels personally committed to issues at hand and is working towards a positive outcome .

The Chief Executive's performance is measured against the delivery of the Corporate Strategy with further specific performance objectives agreed at Corporate, Service and individual level through the Council's annual appraisal process.

Date prepared:	November 2017
<u>Post Title:</u>	Chief Executive
<u>Post Number:</u>	BA01 (This is a politically restricted post)
Report to:	Leader of the Council
Dimensions:	circa 500 staff Council's budget £200 million PA

Main Purpose of the Role:

1. To fulfil the role of statutory Head of Paid Service and have overall responsibility for the efficient management and delivery of the Council's functions.
2. To be accountable to the Council, to lead the Corporate Management Team and act as the Council's principal adviser on matters of general policy.
3. To work with the Corporate Management Team and senior Elected Members to formulate an innovative and compelling strategy and vision for Waverley, as articulated in the Corporate Plan.
4. To lead by example, providing energetic, visible and inspiring leadership, taking personal responsibility on all aspects of the Council's services to the residents, businesses and visitors of Waverley, while empowering others to do the same.
5. To lead and champion the transformation and strengthening of the organisational culture, ensuring that our council values and approach are lived and that ownership and accountability are embedded.
6. To lead the Council's external engagement with key strategic stakeholders, including those from the statutory, business and voluntary sectors at borough, county and national level.

Key Responsibilities:

1. To support and advise Members, particularly the Council Leader and Executive Members and the leaders of the opposition party groups.
2. To take responsibility for leading the development and delivery of the Council's Corporate Strategy.
3. To take on the statutory role of Returning Officer and Electoral Registration Officer.
4. To keep abreast of economic, legislative and social development affecting Local Government.
5. To ensure that risks associated with Council services as a whole are effectively managed and mitigated effectively, including the risk of fraud and corruption.
6. To take on the line management of specific Council functions.
7. To promote equality and inclusion at all levels of service delivery and employment.
8. To be accountable for the adherence of the organisation to Council policy including the Safeguarding Policy for Children and Adults, for Health and Safety and business continuity.

Key Tasks:

1. To provide high quality advice and guidance to all Elected Members of the Council and staff to enable the Council's priorities and responsibilities to be progressed.
2. To communicate and develop organisation-wide ownership of the corporate vision, values and priorities, and promote the effective corporate working of the organisation.
3. To actively develop a culture of collaborative leadership through the wider management team.
4. To promote a positive outward facing culture of high performing, customer focused service delivery.
5. To champion innovation and commercial thinking to support the delivery of the Council's aims and objectives.
6. To attend, as required, meetings of the Council, Executive, Committees, Special Interest Groups and outside bodies.

7. To represent the Council (and/or ensure that the Council is represented) externally and to promote and present a positive image of Waverley to partners, representative bodies and other organisations as necessary.
8. To develop positive external working relationships, including developing and maintaining alliances and partnerships.

Information Common to all Waverley Borough Council Job Descriptions

1. All work performed and duties undertaken must be carried out in accordance with relevant Council and Departmental policies and procedures, within legislation, and with regard to the needs of our customers and the diverse community 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. Job holders will be expected to be flexible in their duties and carry out any other duties commensurate with the grade and falling within the general scope of the job, as requested by management.

Health & Safety/Risk Management

1. Ensure that all aspects of the Council's Health & 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 Council's out of hours rota.

Contacts and Relationships

At this level the post holder will have significant contact with Elected Members and senior officers of the Council. The post holder will have contact with the public through engagement led by the Council as well as planned and unplanned communication with local media. The post holder will also take the lead role in developing alliances and partnerships with external organisations.

Other Role Information

This is a politically-restricted post, and the post holder cannot be elected as a councillor in any local authority.

Chief Executive Person Specification

Qualifications

1. Educated to at least degree level or equivalent experience.
2. Professional qualification in business management (eg an MBA).
3. Evidence of a commitment to professional development (CPD).

Experience

1. Current and extensive strategic level experience of corporate leadership in a large complex organisation of comparable scale and complexity with substantial staff and budgetary responsibility.
2. Extensive experience of developing corporate strategies and policies and putting in effective arrangements in place to secure their delivery.
3. Experience of driving successful organisation-wide customer service transformation.
4. Experience of strategic commissioning and securing high quality services through different delivery models.
5. Experience of creating collaborative joint working or shared service arrangements with other local authorities and overseeing their development and ongoing success.
6. Proven track record of working successfully in a political environment.

Knowledge

1. Detailed understanding of how local government works, especially decision making processes in the political environment.
2. Thorough and deep understanding of all aspects of local government finance and budget management.
3. Knowledge of a range of alternative delivery models for service delivery including ability to trade and commercialisation.
4. Facilitating business transformation based on systems thinking and use of technology.
5. An understanding of, and a commitment to, addressing equality and inclusion.

Skills and Abilities

1. Able to directly support the political leadership of the Council whilst also maintaining effective and supportive relationships with all Councillors.
2. A strong corporate player, able to develop shared approaches with colleagues across the council and beyond and enable joined-up planning and shared values and objectives.
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. Creativity and imagination in seeing new approaches, painting the vision, overcoming obstacles and showing that ambitious goals can be achieved.
5. Ability 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. Commercial awareness and approach, recognising the importance of value for money in all Council activity.
7. Ability to lead, motivate and inspire diverse teams of staff, build organisational capacity, and promote a high performing staff culture.

8. Ability to work collaboratively with external organisations and groups to build consensus, alliances and longer-term partnerships.
9. Excellent communication skills and ability to positively enhance the reputation of the Council.
10. Politically astute with an ability to operate confidently and sensitively in a political environment.
11. Ability to work at pace while managing a complex workload and maintaining one's own personal resilience.

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