

APPOINTMENTS OF HEAD OF PAID SERVICE, CORPORATE LEADERSHIP TEAM AND STATUTORY OFFICERS

Executive Summary

The Employment Committee is newly formed and is responsible for any future appointments required to the roles of Head of Paid Service (Chief Executive), other Statutory Officers (namely the S151 and Monitoring Officers), as well as Strategic Directors. In each case, recommendations arising from the recruitment and selection process are submitted to Council for confirmation.

This report sets out recommendations for discharging this role in the future; and specifically seeks agreement on the:

Appointment of a Director of Legal and Democratic Services/Monitoring Officer:

- To seek endorsement of the job profile and proposed process for recruiting a substantive Director.
- To note the requirement to recruit an Interim Director.

Strategic Director - Place:

- To seek endorsement of the job profile and proposed process for recruiting to this role internally.

Recommendations

The Committee is requested to:

RESOLVE That

- (i) The process for the recruitment and appointment of the Head of Paid Service, other Statutory Officers and Strategic Directors is agreed;
- (ii) The process to appoint to the positions of Director of Legal and Democratic Services/Monitoring Officer and Strategic Director – Place is agreed.

The Committee has the authority to determine the recommendation(s) set out above.

Background Papers: None.

Reporting Person: Amanda Jeffrey, Head of Human Resources
Email: amanda.jeffrey@woking.gov.uk, Extn: 3904

Contact Person: Amanda Jeffrey, Head of Human Resources

Email: amanda.jeffrey@woking.gov.uk, Extn: 3904

Portfolio Holder:

Councillor Ann-Marie Barker
Email: cllrann-marie.barker@woking.gov.uk

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1.0 Introduction

- 1.1 This report proposes the process to be followed leading to the recommendation to Council for any future appointments to the roles the Head of Paid Service (Chief Executive), other Statutory Officers (S151 and Monitoring Officers) and Strategic Directors.
- 1.2 This report also proposes the process for the appointment to the positions of Director of Legal and Democratic Services/Monitoring Officer and the Strategic Director – Place.

2.0 Recruitment process

- 2.1 Where the Council proposes to appoint to the roles of Head of Paid Service, other Statutory Officer or Strategic Director, the Council should :
 - i) draw up an advertisement and job profile specifying the duties of the role concerned and any qualifications or qualities to be sought in the person to be appointed;
 - ii) make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it; and
 - iii) and make arrangements for a copy of the job profile (and information pack) mentioned in (i) to be sent to any person on request.
- 2.2 It is likely, given the senior nature and competition amongst authorities for these positions, that the Council will seek to engage a recruitment consultant. This will ensure the widest field of applicants is reached. Officers will approach between 3 – 5 recruitment consultants requesting expressions of interest and make an appoint based on current procurement rules.
- 2.3 Prospective applicants will engage with the consultant and key officers and submit CVs and supporting statements on-line.
- 2.4 Once the position is closed to applicants, the first sift of candidates will be undertaken by the recruitment consultant and appropriate Council officers, including HR and a shortlist of candidates will be taken forward to the next stage of assessment and interviews.
- 2.5 Members of the Employment Committee will be consulted and invited to form an Appointment Panel. The Panel must include at least one member of the Executive. It is recommended that no more than 4 members of the Employment Committee should form the Appointment Panel for each role.
- 2.6 The Appointment Panel will receive details of the candidates shortlisted for interview and take part in the interview process. The Appointment Panel will also include the Head of Paid Service (unless recruiting for this role) and the Head of Human Resources.
- 2.7 It is likely that other stakeholders will be included in the recruitment process. However, it is for the Appointment Panel to make the final selection and recommendation to Council.
- 2.8 As part of the process, there is a requirement for each member of the Executive to be given the opportunity to raise any ‘well founded’ objections to the candidate recommended by the Appointments Panel.
- 2.9 Discussions on terms and conditions of appointment including salary will be undertaken by officers other than for the appointment of the Head of Paid Service, in which case the Appointment Panel will be consulted.

3.0 Appointment of Director of Legal and Democratic Services/Monitoring Officer

- 3.1 The Council needs to appoint to the position of Director of Legal and Democratic Services/Monitoring Officer following the resignation of the current incumbent, who has secured a promotion to another authority.
- 3.2 The Employment Committee is asked to endorse of the Job Profile for this role (Appendix 1).
- 3.3 It is proposed that the process outlined above will be followed for recruiting a substantive Director. To ensure this post is filled at as soon as practicable, officers have already taken steps to seek proposals from a number of recruitment consultants.
- 3.4 The Committee is further asked to note that officers are taking steps to recruit an Interim Director, given that it is unlikely that a new substantive Director will be in post before the current incumbent leaves the Council. The Chief Executive has delegated authority to make this interim appointment although the designation as Monitoring Officer would need to be undertaken by full Council.

4.0 Appointment of Strategic Director - Place

- 4.1 The position of Strategic Director – Place has been filled on an interim basis since July 2023 and it is now appropriate to move to a substantive appointment.
- 4.2 The Employment Committee is asked to endorse of the Job Profile for this role (Appendix 2).
- 4.3 There is a high degree of confidence that the Council will be able to attract credible interest in this role from within its existing staff. Therefore, it would seem appropriate to seek to recruit internally.
- 4.4 Assuming agreement to an internal process being followed, expressions of interest in this position from within the Council would be sought after which the Appointments Panel would conduct interviews.

5.0 Other Appointments

- 5.1 Appointment of officers to positions other than those specified in paragraph 1.1 is the responsibility of the Head of Paid Service or their nominee.

6.0 Implications

Finance and Risk

- 6.1 The appointment of Recruitment Consultants represents a cost to the Council. However, for senior positions, in a highly competitive marketplace, this investment is appropriate to ensure an appointable pool of candidates is obtained. Recruitment consultants would also be expected to carry out appropriate due diligence on candidates. There are significant risks to the Council if high calibre candidates are not attracted to the authority.

Equalities and Human Resources

- 6.2 The Council will continue to apply equal opportunities policies in relation to the recruitment of all employees.

Legal

- 6.3 Legal advice has been taken on the construction of the proposals within this report.

7.0 Engagement and Consultation

- 7.1 The Chief Executive/Managing Director Commissioner, Legal and HR have been consulted on the proposals and no concerns have been raised.

REPORT ENDS

**WOKING BOROUGH COUNCIL
JOB PROFILE**

Job Title: Director of Legal and Democratic Services

Pay Grade: W10/11 tbc

Team: Democratic & Legal Services

Job Purpose: Ensure arrangements are in place for the effective management and delivery of corporate, electoral, member, legal services, marketing and communications ensure lawfulness and fairness in the Council's business and decision-making processes.

Generic responsibilities

- To provide the service in accordance with the Council's Vision
- To work effectively with colleagues in delivering a high-quality service through excellent team working and good communication
- To provide excellent customer service
- To work in a flexible manner and to be willing to undertake other duties as reasonably requested including outside of office hours.
- Adoption and development of new ways of working

Key areas of responsibility:

- Accountable for the management, delivery, performance and development of staff in the Democratic & Legal Services Section and marketing and communications and lead on policy developments in these areas.
- To support the Corporate Leadership Team (CLT) in its responsibilities to report on the business of the Council, communicate decisions, achieve results and provide advice and guidance to the Council, its Committees and the Executive.
- To undertake delegated authorities as detailed in the Council's Constitution.
- To be responsible for the delivery of the Governance and Assurance theme of the Improvement and Recovery Plan.

Main Tasks / Specific Responsibilities:

- To act as the Council's solicitor and manage its Legal, Elections, Democratic Services and Marketing and Communication functions.
- Subject to appointment by full Council, to act as the Council's Monitoring Officer under the Local Government and Housing Act 1989 Section 5 and to report directly to the Council on any matter within the Monitoring Officer's statutory remit.
- Maintain an up-to-date version of the Council's Constitution and ensure it is widely available for consultation by members, staff and the public and is applied in practice.
- Ensuring lawfulness and fairness in decision making. After consulting with the Head of Paid Service and Chief Finance Officer, report to the full Council or Executive in relation to

executive functions if it is considered that any proposal, decision or omission would give rise to unlawfulness or if any decision or omission has given rise to maladministration. Such a report will have the effect of stopping the proposal or decision being implemented until the report is considered.

- Advise whether decisions of the Executive are in accordance with the Budget and Policy Framework and provide advice on the scope of powers and authority to take decisions. To highlight any maladministration, financial impropriety as well as any probity and Budget and Policy framework issues to all Councillors.
- Contribute to the promotion and maintenance of high standards of conduct through provision of support to the Audit and Governance Committee.
- Proper officer for access to information. Ensure that executive decisions, together with the reasons for those decisions and relevant officer reports and background papers are made publicly available as soon as possible. Act as the Council's Freedom of Information/Data Protection (Fol/DP) officer and provide advice and guidance to the Council and staff on its application.
- Proper officer: acting as the same for miscellaneous prescribed purposes under the Local Government Act 2000 and relevant statutory instruments.
- Maintain a register of Councillors' and officers' interests and register of gifts and hospitality received by them.
- Communicate effectively with internal and external partners to enable greater understanding of the Council's activities and plans.
- Liaise with and advise elected Members on all aspects of the section's work and prepare and present reports accordingly.
- Manage the section's expenditure to ensure costs are maintained within budgets and constantly seek ways to reduce costs and provide best value.
- Such other duties as may be required from time to time at a level appropriate to the post.

PERSON SPECIFICATION

Job Title: Director of Legal & Democratic Services

| Criteria | Standard | E/D | Measure |
|---------------------------------|--|------------|-----------------------------|
| Education & training | <ul style="list-style-type: none"> • Educated to degree level or equivalent | E | Application Form (A) |
| | <ul style="list-style-type: none"> • Relevant professional legal qualification | E | A, I |
| | <ul style="list-style-type: none"> • Evidence of continuing professional development preferably with a professional qualification in a relevant discipline | E | A, I |
| Experience | <ul style="list-style-type: none"> • Experience of working in an organisation where partnership working is crucial to delivering success | E | A, Interview (I) |
| | <ul style="list-style-type: none"> • Experience of leading/managing legal services at a senior level in local government | E | A, I |
| | <ul style="list-style-type: none"> • Experience of advising Councillors regarding the constitution, standing orders, register of interests and code of conduct. | E | A, I |
| | <ul style="list-style-type: none"> • Experience of democratic administration activities at a senior level in local government | E | A, I |
| | <ul style="list-style-type: none"> • Experience in successfully developing and implementing relevant strategies and projects | E | A, I |
| Special Skills | <ul style="list-style-type: none"> • Ability to build productive relationships with external organisations and stakeholders | E | A, I |
| | <ul style="list-style-type: none"> • Strategy development and delivery skills | E | A, I |
| | <ul style="list-style-type: none"> • The ability to manage, plan and deliver a wide-ranging workload and work under pressure | E | A, I |
| | <ul style="list-style-type: none"> • Problems solving and analytical skills | E | A, I |
| | <ul style="list-style-type: none"> • The ability to work effectively as part of a team | E | I |
| | <ul style="list-style-type: none"> • The ability to communicate effectively both orally and in writing | E | I |

| | | | |
|-----------------------------|---|----------|-------------|
| | <ul style="list-style-type: none"> • Project management skills | D | A, I |
| | <ul style="list-style-type: none"> • Proficient Microsoft Office skills | D | A, I |
| Motivation | <ul style="list-style-type: none"> • A willingness to adopt an enthusiastic and flexible approach to work and to contribute to the work of the Business Area | D | I |
| | <ul style="list-style-type: none"> • Positive attitude to public service. | E | A, I |
| | <ul style="list-style-type: none"> • Commitment to continuous improvement. | E | A, I |
| Personal attributes | <ul style="list-style-type: none"> • Confident. | E | A, I |
| | <ul style="list-style-type: none"> • Thorough. | E | A, I |
| | <ul style="list-style-type: none"> • Methodical. | E | A, I |
| | <ul style="list-style-type: none"> • Professional. | E | A, I |
| | <ul style="list-style-type: none"> • Reliable and responsible. | E | A, I |
| | <ul style="list-style-type: none"> • Discreet. | E | A, I |
| | <ul style="list-style-type: none"> • Flexible. | E | A, I |
| Special Requirements | <ul style="list-style-type: none"> • An understanding of the local government legislation and the ways in which the council works | D | I |
| | <ul style="list-style-type: none"> • Understanding and interpretation of central government policies that affect local government | D | I |
| | <ul style="list-style-type: none"> • To learn from and apply lessons from other private / public bodies | D | I |

Candidate Screening:

Rehabilitation of Offenders Act 1974 doesn't apply

Criminal Records Bureau Disclosure: Standard

Date: July 2024

WOKING BOROUGH COUNCIL**JOB PROFILE**

| | |
|------------------------|-----------------------------------|
| Job Title: | Strategic Director - Place |
| Pay Grade: | W11 |
| Directorate: | Place |
| Team: | Corporate Leadership Team |
| Responsible to: | Chief Executive |

Job Purpose:

To take individual and collective responsibility for the Council's Corporate and Strategic Leadership. Providing leadership, vision, and strategic direction in corporate policy development and delivering organisational change. Lead a portfolio of services and deputise for the Chief Executive as required.

Main Tasks:

1. To support the Chief Executive, as part of the Corporate Leadership Team, in setting the vision and strategic direction of the Council.
2. To work with the Corporate Leadership Team, Members and Commissioners to define and develop corporate objectives and strategies to meet them.
3. To promote effective alliances with a wide range of partners and stakeholders in the public, private and voluntary sectors.
4. To develop, promote and communicate the corporate vision and key developments to partners and stakeholders.
5. To lead and encourage cross boundary working so as to provide the most effective services possible for the Council's residents and partners, and ensure it plays a full part in national, regional and sub regional activities.
6. To ensure effective management of the following services (these may be subject to change):
 - Planning Services (including Building Control)
 - Environmental Health
 - Environmental Services
7. To provide leadership to oversee, monitor and review and develop the performance of senior managers within the directorate so as to ensure there is a positive contribution to the organisation corporately consistent with its vision and key developments. Motivate teams by providing a personal example.
8. Ensure the Directorate's resources are managed and deployed effectively.
9. To ensure effective engagement and consultation on policies and proposals in accordance with the council's ambitions to reach and listen to communities and act on their feedback.
10. To seek to encourage staff development within the Directorate in order to maximise staff potential and performance.

11. To work with public and private sector partners to make the most of development opportunities and local resources to create sustainable communities.
12. To ensure that the Council's Local Development Plan and Town Centre Masterplan reflects local needs.
13. Oversight of an effective economic growth plan for the Borough.
14. To work with public and private sector partners to develop and drive forward new initiatives that support maintaining a high quality natural environment.
15. Oversight of key Council contracts within Place ensuring that regular monitoring meetings with the supplier/provider are undertaken to ensure client/supplier relationships are managed effectively and support the Council priorities.
16. Drive continuous improvement and encourage innovation across the Directorate through effective performance management and improvement planning that puts the customer/resident at the heart of the service delivery.
17. Ensure the Council meets its statutory responsibilities under prevailing legislation.
18. Work in partnership with Elected Members, the County Council and all other key stakeholders to create dynamic, innovative and modern services that reflect local need.
19. To plan for and undertake particular duties as required in the event of any emergency under the direction of the Chief Executive.

People Management:

- To provide supportive management to coach, develop and motivate employees and empower them to deliver high quality services and contribute to the achievement of Council priorities.
- To embed a performance culture in the workforce through open challenge and accountability.
- To deploy employees effectively and ensure they are performing to agreed standards.
- To undertake business continuity planning and emergency planning for the service.
- To provide clear leadership.

Service Management:

- To review and develop the services for which the post holder is responsible and manage change, to achieve continuous improvement; to maintain agreed performance targets and to meet the requirements of value for money, relevant performance management and legislative and inspection regimes.
- To ensure the service meets the Council's customer care standards.
- To actively promote the service in order to raise the profile of the Council and demonstrate its value to residents and customers.

Financial Responsibilities:

- To proactively manage budgets under the post holders' control within agreed financial limits to provide value for money in delivering services and maximise the achievement of Council policy.
- To adhere to the Council's Constitution and Scheme of Administration.
- To adhere to Financial Regulations and Contract Procurement Rules.
- To be responsible for the over-arching budget for the Place Directorate ensuring appropriate and sustainable expenditure.
- To operate commercially, delivering income from assets, reducing costs and securing savings through efficient working to secure value for money and support service delivery.

Other Responsibilities:

- To attend meetings of the Council or Committees as required.
- To ensure that all dealings with employees and the public are conducted within the Council's Equal Opportunities framework.
- To comply with all relevant legislation and the Council's Constitution to ensure effectiveness in the role.
- To ensure that the Council's customer care standards are maintained when dealing with members of the public, partners and internal customers.
- To be responsible for the implementation of safe systems of work and the application of established health and safety procedures. Conducting regular risk assessments the post holder will exercise such supervision and communicate such information as is necessary to ensure the health and safety of themselves, their employees, visitors and the general public.
- To have regard for the duty of care of information (with particular reference to the GDPR and Freedom of Information Act) gained during the course of employment that relates to other employees, the public, contractors, Elected Members etc.
- To create and maintain authentic, timely and reliable records in relation to duties. To take due care and attention when gathering, recording and manipulating data and to have regard to guidance issued by the Council in connection with data management.
- To undertake other duties which may arise or as may be delegated from time to time, commensurate with the skills required for this post.

PERSON SPECIFICATION

Job Title: Strategic Director – Place

| Criteria | Standard | E/D | Measure |
|---------------------------------|---|--|----------------|
| Education & Training | <ul style="list-style-type: none"> • Educated to degree level (or equivalent). • Member of the Royal Town Planning Institute or similar body. • Management qualification or minimum of 5 years in senior management role | E D D | A |
| Experience | <ul style="list-style-type: none"> • Significant experience as a senior manager in a public/private sector housing organisation. • Significant track record of managerial achievements and the delivery of organisational development and improvements in service delivery. • Experience of developing and sustaining positive relationships with a wide range of internal and external stakeholders across the public and private sectors. • Demonstrable personal achievement of managing change within a complex organisation. • Experience of providing strong leadership in uncertain and constantly changing times and a culture of performance management. • Experience of managing significant budgets and reducing expenditure/increasing income. • Demonstrable personal experience of decision making in a complex environment. • Personal general knowledge of the major issues that face local government. • Proven ability to negotiate successful outcomes in complex organisations, and in situations with a number of conflicting stakeholder views. • Strong track record of diverse programme and project delivery including the development, appraisal, financial management and use of appropriate project systems and procedures. • Significant demonstrable experience of promoting relevant projects, encompassing strategic planning. • Experience of at least one of the following aspects of work: <ul style="list-style-type: none"> – The development of major schemes. – Extensive track record of provision of specialist technical input into the formulation and delivery of place-based strategies and policies. – Leading placemaking activities helping to shape strategies that drive growth and regeneration. | E E E E E E E E E E E E E E E E E E E E | A and I |
| Special Requirements | <ul style="list-style-type: none"> • Ability to lead with a very clear sense of direction and purpose. • Political acumen and skills to develop productive working relationships with Council Members that commands respect, trust and confidence. • Strong commitment to public service and local democracy. • Ability to deliver effective results in complex service & policy areas and develop community leadership. | E E E E | A and I and P |

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|--|--|---|--|
| | <ul style="list-style-type: none"> • Strong Management, integrity and an effective team builder. | E | |
| | <ul style="list-style-type: none"> • Excellent interpersonal skills including winning commitment from others in a complex and high pressure environment. | E | |
| | <ul style="list-style-type: none"> • Highly developed numeracy and analytical skills. | E | |
| | <ul style="list-style-type: none"> • Excellent presentation skills and the ability to gain credibility and establish rapport with others at all levels, both internally and externally. | E | |
| | <ul style="list-style-type: none"> • Critical reasoning skills with capacity for developing and implementing strategic solutions. | E | |
| | <ul style="list-style-type: none"> • Excellent written and oral communication skills, including the ability to write and present complex technical reports for a lay audience. | E | |
| | <ul style="list-style-type: none"> • Strong project management skills and ability to influence change. | E | |
| | <ul style="list-style-type: none"> • Prepared to be available to assist in civil emergencies and to lead a team of staff responsible for assisting residents. | E | |
| | <ul style="list-style-type: none"> • Willingness and ability to travel across the borough and wider where necessary. | E | |
| | <ul style="list-style-type: none"> • Attendance at evening meetings | E | |

20. Key:

E = Essential, D = Desirable, A = Application Form, I = Interview, P = Presentation

21. Candidate Screening

| | |
|--|--------------|
| Does Rehabilitation of Offenders Act 1974 apply? | Yes |
| Disclosure and Barring Service check required? | No |
| If yes, what level/ | N/A |
| Is this a politically Restricted Post? | Yes |
| Does this role have emergency responsibilities? | Yes - Bronze |