



ADUR & WORTHING
C O U N C I L S

13 June 2023

Joint Senior Staff Committee

Date:	21 June 2023
Time:	6.30 pm
Venue:	Members Room, Shoreham Centre

Committee Membership:

Adur District Council: Councillors; Neil Parkin (Adur Chair), Angus Dunn (Adur Vice-Chair) and Jeremy Gardner

Worthing Borough Council: Councillors; Dr Beccy Cooper (Worthing Chairman), Carl Walker (Worthing Vice-Chairman) and Kevin Jenkins

Agenda

Part A

1. Substitute Members

Any substitute members should declare their substitution.

2. Declarations of Interest

Members and officers must declare any disclosable pecuniary interests in relation to any business on the agenda. Declarations should also be made at any stage such an interest becomes apparent during the meeting.

If in doubt, contact the Legal or Democratic Services representative for this meeting.

3. Public Question Time

To receive any questions from members of the public.

Questions should be submitted by **noon on Friday 16 June 2023** to Democratic Services, democratic.services@adur-worthing.gov.uk

(Note: Public Question Time will operate for a maximum of 30 minutes.)

4. Items Raised under Urgency Provisions

To consider any items the Chairman of the meeting considers to be urgent.

5. Recruitment process for the Chief Financial Officer (Assistant Director for Finance and Section 151 Officer) (Pages 3 - 18)

To consider a report from the Head of Paid Service, as item 5.

Part B - Not for Publication - Exempt Information Reports

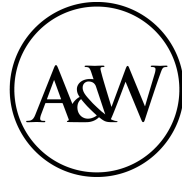
None.

Recording of this meeting

Please note that this meeting is being live streamed and a recording of the meeting will be available on the Council's website. This meeting will remain on our website for one year and will be deleted after that period. The Council will not be recording any discussions in Part B of the agenda (where the press and public have been excluded).

For Democratic Services enquiries relating to this meeting please contact:	For Legal Services enquiries relating to this meeting please contact:
Neil Terry Democratic Services Manager 01903 221073 neil.terry@adur-worthing.gov.uk	Joanne Lee Assistant Director Legal & Democratic Services 01903 221134 joanne.lee@adur-worthing.gov.uk

Duration of the Meeting: Three hours after the commencement of the meeting the Chairperson will adjourn the meeting to consider if it wishes to continue. A vote will be taken and a simple majority in favour will be necessary for the meeting to continue.



ADUR & WORTHING
COUNCILS

Joint Senior Staff Committee
21 June 2023

Ward(s) Affected: All

Recruitment process for the Chief Financial Officer (Assistant Director for Finance and Section 151 Officer)

Report by the Head of Paid Service

Officer Contact Details:-

Dr Catherine Howe

Chief Executive

catherine.howe@adur-worthing.gov.uk

Executive Summary

1. Purpose

- 1.1. The Assistant Director for Finance & Chief Financial Officer for Adur District and Worthing Borough Councils is due to retire. The Chief Financial Officer is one of three statutory roles required by the Councils and the terms of reference for the Joint Senior Staff Committee require the appointment process to be approved by the Committee prior to a referral to Full Council.
- 1.2. The purpose of this report is to obtain the Joint Senior Staff Committee's approval to the proposed recruitment process at Paragraph 4 below and the terms and conditions upon which it is proposed the Statutory Chief Officer role of s151 Chief Financial Officer is appointed.
- 1.3. It is anticipated that the Chief Financial Officer will retire in August, with a date to be confirmed.

2. Recommendations

- 2.1. That the Joint Senior Staff Committee approves the recruitment of the Section 151 Chief Financial Officer for Adur District and Worthing Borough Councils on the terms set out in this report.
- 2.2. Where the recruitment process is incomplete at the date of retirement and as an alternative option to paragraph 3.3 below, delegate authority to the Chief Executive Officer in consultation with the Leaders and the Joint Chairs of the Committee to recommend to Full Council the appointment of an Interim Chief Financial Officer on substantially same terms and conditions as set out in this Report.

3. Introduction

- 3.1. After an exemplary career, Sarah Gobey is retiring from the post of Assistant Director for Finance & Section 151 Finance Officer (Chief Financial Officer) and the Councils therefore need to appoint a new Chief Financial Officer.
- 3.2. The Councils are required by law (Section 151 of the Local Government Act 1972) to make arrangements for the proper administration of their financial affairs and appoint a Chief Financial Officer to have responsibility for those arrangements. The Chief Financial Officer must be a member of a specified accountancy body (Section 113 of the Local Government Finance Act 1988).
- 3.3. The Chief Financial Officer also has a duty to designate a Deputy Finance Officer who is suitably qualified to act as the Chief Financial Officer in situations where the Chief Officer is absent. There is already one suitably qualified and experienced Deputy Financial Officer. To secure additional resilience in service delivery, the current Chief Financial Officer intends to appoint a second Deputy in the event one of them is required to act as the Chief Financial Officer in the interim period between the retirement date and the replacement date. The appointment of a second deputy will ensure continuity and resilience in the finance team.

- 3.4. The Chief Financial Officer role has several statutory duties which includes reporting to members (in consultation with the Monitoring Officer and Head of Paid Service) if there is, or there is likely to be, unlawful expenditure or an unbalanced budget (Section 114 of the Local Government Finance Act 1988). The Chief Financial Officer and the Monitoring Officer have a role in advising Councillors whether particular decisions are likely to be contrary to the policy framework or budget of the authority.
- 3.5. The Chief Financial Officer is also required to report to the authority at the time that the budget is considered and the Council Tax set on both the robustness of the budget estimates and the adequacy of financial reserves. They are also required to ensure that the guidelines and ratios set down for the purposes of Prudential Capital regime are adhered to once fixed and report to Council if they are going to be infringed (Local Government Act 2003).
- 3.6. Councillors will be aware that a reshaping of the senior staff team has been undertaken. The reshaping follows and is part of the broader strategy work set out in Our Plan, aimed at delivering the changes required to create an organisation that is resilient, adaptable, and participative, and therefore better able to change and continuously improve service delivery with and for our residents. The recruitment exercise to appoint the new Chief Financial Officer (referred to as the Assistant Director Finance in the new structure) is taking place as part of this reshaping exercise.
- 3.7. Osbourne Thomas (Recruitment Consultants) have been selected to assist the Council in the recruitment of the Chief Financial Officer. The support from Osbourne Thomas will be vital to ensure the Councils receive a good calibre of applicants for this critical post.
- 3.8. Other than requiring regular attendance at the Councils' Corporate Leadership Team, the terms and conditions, Job Specification and Person Specification for the appointment of the Chief Financial Officer role have not changed since they were previously approved by the Joint Senior Staff Committee. The terms additionally include the Assistant Director for Finance role and the combined Job Description and Person Specification is attached to this report for your review.
- 3.9. For background information to the Committee, Osbourne Thomas is also assisting the Councils with the appointment of 5 Deputy Chief

Officer posts being recruited to, as a result of the re-shaping of the leadership team. Under the Constitutions the appointor to these posts is the Chief Executive Officer following a Member consultation process which is set out at paragraph 3.2.2 of the Councils' Officer Employment Procedure Rules. These roles include:-

- Assistant Director Housing, Homelessness and Prevention
- Assistant Director for People and Change
- Assistant Director for Regenerative Development
- Head of Technology and Design
- Head of Citizen Services

4. Chief Financial Officer Recruitment time table and process

- 4.1. The Job Description for the position of Chief Financial Officer (Assistant Director for Finance and Section 151 Officer) is attached.
- 4.2. The recruitment process for the Chief Financial Officer contains a number of steps, as shown in the table below:

Activity	Timeframe
Application opened with executive search activities to find suitable candidates	c/c 1 June
Longlisting interviews	w/c 10 July
Short list interviews	w/c 17 July
Final interview at Joint Senior Staff Committee	w/c 24 July TBC
Recommendation to both Adur and Worthing Full Councils	July / August TBC

- 4.3. The Joint Senior Staff Committee is asked to note this timetable and agree the date and approach they would like to undertake for the final interviews. Support and guidance will be given to members, as required, to undertake this final selection process.
- 4.4. As to the interview procedure, it is proposed that this is a staged process, starting with the Chief Executive Officer interviewing the candidates with the Director for Sustainability & Resources and the Chief Financial Officer from another council. Following this there will be

a second stage interview process undertaken by Chief Executive Officer and the Leaders of each Council to approve the final shortlisted candidates for referral to the Joint Senior Staff Committee for interview, with a view to sourcing one suitable candidate that the Committee can recommend to Full Councils for appointment.

- 4.5. It is acknowledged that the recruitment process may not conclude with a permanent candidate prior to Ms Gobey's retirement. In that instance it is requested that the Committee delegates authority as set out in the Recommendations as Paragraph 2.2 to the Chief Executive Officer to refer to Full Councils for approval, the appointment of an interim Chief Financial officer in consultation with the Joint Chairs of the Joint Senior Staff Committee.

5. Financial Implications

- 5.1. The terms and conditions of the Chief Finance Officer Post have not been altered through the job evaluation process (Grade 13: £77,377 - £84,133).
- 5.2. The recruitment of the Chief Financial Officer will cost in the region of £11,500 which will be funded from the Councils' contingency budgets. Savings have been obtained by undertaking the search and recruitment of all 6 senior posts at the same time.

6. Legal Implications

- 6.1. The Chief Financial Officer is responsible for the purposes of Section 151 Local Government Act 1972; Section 73 Local Government Act 1985 and Section 112 Local Government Act 1988 for monitoring the Council's financial affairs.
- 6.2. The Joint Senior Staff Committee is responsible for the appointment of the Chief Finance Officer as set out in The Local Authorities (Standing Orders) (England) (Amendment) regulations 2015.
- 6.3. The terms of reference for the Joint Senior Staff Committee are set out in the Constitution which confirm 'the Committee is responsible for the recruitment and terms and conditions of the Chief Financial Officer and may make recommendations on any proposed appointment, and terms and conditions, to both Adur and Worthing Full Councils'.

Background Papers

[Chief Financial Officer \(Assistant Director of Finance\) Job Description](#)

Sustainability & Risk Assessment

1. Economic

- 1.1. The post of the Chief Operating Officer is key to delivering on the ambitious agenda set out by both councils in Our Plan in relation to the economy.

2. Social

- 2.1. The post of the Chief Finance Officer is key to delivering on the ambitious agenda set out by both councils in Our Plan in relation to communities.

2.2. Equality Issues

- 2.2.1. Recruitment will be undertaken with close attention to matters of diversity & inclusion, Osbourne Thoamas have particular expertise and success in this area.

2.3. Community Safety Issues (Section 17)

- 2.3.1. Matter considered and no issues identified

2.4. Human Rights Issues

- 2.4.1. Matter considered and no issues identified

3. Environmental

- 3.1. The post of the Chief Operating Officer is key to delivering on the ambitious agenda set out by both councils in Our Plan in relation to sustainability and the environment.

4. Governance

- 4.1. The post of Section 151 Officer is currently held by Sarah Gobey, in the event that the recruitment process is not completed prior to Ms Gobey's departure, further permission to appoint an Interim S151 Officer will be sought from Members.

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ADUR & WORTHING
COUNCILS

Assistant Director Job Description & Person Specification

Authority	ADC / WBC
Directorate	
Post Title	Assistant Director: Finance
Post Number	
Accountable to	Director for Digital, Sustainability & Resources
Leadership responsibility for	<ul style="list-style-type: none"> ● Statutory S151 officer ● Direct line management for Team Leaders ● Responsible for leadership of finance ● Development of financial and treasury management strategies. ● Collaboration with all stakeholders in Adur and Worthing system, regionally and nationally. ● Collective leadership of the whole Council
Key leadership relationships	<p>Internal: Members of the Council, Chief Officers and all other appropriate Council officers and managers</p> <p>External: Members and Officers of other bodies, specialist agencies, the media, contractors and consultants, partner agencies across the public, private and voluntary sectors. Relationships with external auditors, insurers and the councils bankers</p>
Work style	All roles fall within the Blended Working Policy

Job Description - Principal purpose of job (role summary)

As Assistant Director: Finance and S151 Officer you will lead our finance function and develop strategies, which will underpin all of our strategic and operational activity. You will help us make the most with what we have got, leading the development of innovative funding models, which best leverage our assets in order to support our strategic agenda at the same time as making sure that we are sustaining a solid foundation of financial competency across the organisation.

Working closely with the Director for Sustainability & Climate Action you will help to develop the strategic direction of Our Plan and ensure that we have a robust and resilient short, medium and long-term financial strategy to underpin it. You will develop and deliver operational plans with your teams with a strong understanding of multidisciplinary impacts on the organisation and by

demonstrating, promoting and enabling participative working with peers and the wider leadership team, as well as implementing the Councils' strategies.

As Councils, we are committing to a new operating model, which will bring digital and data into the heart of the organisation. As a leader in the organisation we will ask you to champion this shift and to ensure that your own practice and your service is demonstrably adopting new ways of working.

As we embed this new operating model, as a leader you will assume Corporate and Matrix management responsibilities in addition to the service delivery responsibility described here. Your corporate and matrix responsibilities will be:

Corporate: The role of the S151 Officer lies at the heart of any effective and well governed local authority. The S151 Officer plays a key role in helping the organisation balance local service needs with corporate interests whilst ensuring compliance with all financial, statutory and constitutional requirements.

As the most senior finance officer in the council and with the statutory S151 responsibility you will lead our financial planning and accounting and be responsible for financial standards across the organisation.

Matrix: You will be responsible for building a finance capability for the organisation which will:

- strengthen the provision of strategic financial advice and information to the councils, working in partnership with operational managers to support service delivery and improve efficiency
- ensure proper administration of financial affairs, including ensuring that the contract standing orders and financial regulations remain updated
- ensure that we have the appropriate skills embedded in the organisation to ensure sound financial practice.

You will also work closely with the commercial, procurement and funding innovation capabilities in order to ensure they work effectively together.

We expect all members of the Corporate Leadership Team to lead the response to the climate emergency by ensuring services and projects transition to low carbon delivery models at pace, while also taking every opportunity to protect and recover nature and biodiversity.

We expect all members of the corporate leadership team to be sighted on potential grant funding in their area and lead effective bid teams to access it

As a member of the Corporate Leadership Team you will operate across the organisation and provide leadership beyond the boundaries of your role. In doing this you will embrace and bring to life our three core principles; resilience, adaptability and participation - embedding them in the daily working practices of the team.

Main duties, tasks and responsibilities of post holder

Leadership
Maintain strong financial management, underpinned by effective financial controls, embedding a culture of robust financial practice and high integrity across the Councils.
Lead the Finance team to build strong working relationships and embed a culture of genuine collaboration and partnership working across the organisation
Provide positive and inclusive leadership - acting with openness, honesty and integrity and instilling a clear sense of direction, priority and pace whilst ensuring any concerns are addressed promptly
Lead through change - being brave enough to get your hands dirty to make sense of what needs to happen
Bring creativity and innovation to problem solving in the Finance team - providing a range of imaginative solutions or options as well as informing of the risks associated with each option whilst continuing to focus the team's efforts on delivering a quality and committed service, gathering a variety of data to evaluate quality standards
Strategy and Commercial
Provide strategic leadership and expertise in developing the Councils' medium and longer term financial strategy and annual budgets with the Councils' Leadership Team
Lead the management, development, performance and continuous improvement of all Finance services and related activities including: <ul style="list-style-type: none"> ● Accountancy Services ● Treasury management ● Internal Audit ● Payroll ● Cash receipting ● Insurances ● Accounts payable and receivable ● Corporate anti fraud ● Benefit adjudication and discretionary welfare payments
Provide an effective treasury management service, developing treasury management strategies that maximise returns at an agreed level of risk. Work strategically with CLT to develop the financial service offer to other authorities and organisations.
To ensure commercial financial modelling for strategic projects which accords with best practice and identifies risks, issues and assumptions which enables the Councils Leadership team and Members to take and implement effective decisions and mitigation strategies.
Lead the strategic projects allocated to this role to ensure effective delivery of the objectives

Statutory, Legal and Members
To act as the councils' Statutory Finance Officer under S.151 of the Local Government Act 1972.
Lead officer for financial governance matters with specific responsibility for the development and updating of financial regulations and contract standing orders.
Develop and manage the budgets that relate to your service
Ensure that all decisions comply with the Council's constitutions, writing reports to enable robust decisions to be made and presenting to members as appropriate
Lead adviser on all Local Government Finance matters including Revenue Support Grant Settlement interpreting the impact of Government policy on the financial direction of the Council
Provide advice to members on overall financial strategy, help them monitor effectively, preparing funding plans / budgets, providing timely, accurate and impartial advice.
Deal with member enquiries fairly and promptly
Corporate
Work with CLT and Mission Control to develop the councils budget preparation and monitoring arrangements making recommendations to the Councils regarding the level of Council Tax increase for each of the Councils.
Participate in the GOLD Business Continuity rota
Undertake all duties in accordance with Council policies, in particular those relating to Customer Care and Equal Opportunities
Undertake any duties regarding health, safety and welfare at work, civil contingencies and business continuity which may reasonably be allocated to the postholder as a result of legislation, codes of practice or Council policies
Promote the service and Council positively at all times

As the post holder, you will be required to undertake such other duties as may be required within your grade and competence, and therefore the list of duties in this job description should not be regarded as exclusive or exhaustive.

Duties will be set out in this job description but please note that the Council reserves the right to update the job description, from time to time, to reflect changes in, or to, the role. The post holder will be consulted about any proposed changes. Significant permanent changes in duties and responsibilities will require agreed revisions to be made to this job description.

Adur and Worthing Councils recognise the need to ensure the welfare of children and vulnerable adults when they come into contact with services provided by the Councils. Employees, volunteers and Elected Members have regular contact with the general public during the course of their work and are in a position to observe signs which might indicate that a person is at risk of harm and abuse. If signs, which cause concern, are observed, all employees (temporary and permanent), volunteers and Elected Members have a duty to report allegations, disclosures and suspicions of abuse or neglect in line with the Councils' [Safeguarding Policy](#) .

Person Specification:

	Essential	Desirable
Participative	Ability to design, implement and embed participative approaches	Proven experience of involving people more closely in the design and provision of services
Adaptive	<p>An innovative thinker able to design effective solutions to changing needs</p> <p>Proven ability to respond quickly to changes in strategic priorities and objectives, translating and owning this across their services</p>	Experience of working in a fast paced environment using approaches such as agile development, design thinking or service design
Resilient	<p>Proven ability to design a strategic approach to getting the basics right and creating a strong foundation for change</p> <p>Understand the need for, and therefore provide a safe and supportive work environment, that nurtures mental and physical health</p>	Experience of working creatively with resource constraints
<p>The requirements above are taken from our Leadership Behaviours and Capabilities document and are an indication of the expectations we have for our Leaders - the full document will form part of your induction</p>		
Qualifications	<p>Degree educated, relevant professional qualification or an appropriate level of experience in a senior management role</p> <p>Membership by examination of one of the Chartered Accountancy bodies</p>	<p>CIPFA qualification</p> <p>Membership of a relevant professional body</p> <p>Management qualification</p> <p>Certificate in treasury management</p> <p>Certificate in project management</p>
Knowledge & Experience	<p>Proven experience in a high profile senior role used to dealing with the general public</p> <p>Proven experience of leading diverse teams through significant change, bringing them together to transform the way their services are delivered</p> <p>Proven experience in policy and strategy development</p>	<p>Recent experience of undertaking a leading role in the final accounts and budget setting process for a local authority.</p> <p>Experience of treasury management.</p> <p>Experience in systems change practice</p>

	Essential	Desirable
	<p>Proven experience in project management and project delivery</p> <p>Several years of practical experience in a senior (i.e. qualified accountant) position in a local authority finance environment.</p> <p>Experience of dealing with elected Members including recent regular attendance at Member meetings.</p> <p>Recent experience of management in a large complex organisation</p> <p>Good understanding of the Political nuances in local government</p>	<p>Proven experience in a high profile senior role with exposure to politicians</p> <p>Experience of mission led innovation</p>
Communication	<p>Highly developed communication skills, able to talk with a wide variety of individuals, communities and organisations</p> <p>Proven success as an innovative thinker able to design effective solutions to changing needs</p>	<p>Used to using a range of communication approaches to bring people along a change journey in a participative and engaging way</p>
Relationship Building	<p>Proven ability to build positive, solution focussed, professional relationships, both internally and externally</p> <p>Experience of building relationships with politicians - both in administration and opposition</p>	<p>Experience of mentoring and/or coaching</p>
Leadership	<p>Proven ability to lead, engage and manage a diverse set of professionals to achieve Our Plan</p> <p>Understands how and when to be visible and to lead and when to step aside</p>	<p>Practical experience of matrix management</p>
Analytical	<p>Demonstrable understanding and experience of data informed decision making</p>	<p>Research and analytical skills</p>
Planning/ Organising	<p>Demonstrable experience of working with complexity and</p>	<p>Experience of iterative project development</p>

	Essential	Desirable
	<p>translating ideas into achievable outcomes</p> <p>Able to work in ambiguity and then create harmony from chaos</p>	
Other requirements	<p>Acceptance of political restriction</p> <p>Able to travel within the Adur and Worthing Districts</p>	

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