



# Havering

L O N D O N   B O R O U G H

## APPOINTMENTS SUB COMMITTEE AGENDA

<b>9.30 am</b>	<b>Thursday 11 July 2019</b>	<b>Committee Room 3B - Town Hall</b>
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Members 6: Quorum 3

### COUNCILLORS:

**Conservative Group  
( 3 )**

**Residents' Group  
( 1 )**

**Labour  
( 1 )**

**Upminster &  
Cranham Residents'  
'Associations  
Group  
( 1 )**

Damian White  
Robert Benham  
(Vice-Chair)  
Christine Vickery  
(Chairman)

Ray Morgon

Keith Darvill

Linda Hawthorn

For information about the meeting please contact:  
Anthony Clements, [anthony.clements@onesource.co.uk](mailto:anthony.clements@onesource.co.uk)  
Tel: (01708) 433065

## **AGENDA ITEMS**

### **1 CHAIRMAN'S ANNOUNCEMENT**

The Chairman will announce details of the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

### **2 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS**

Apologies for absence have been received from Councillor Linda Hawthorn. Councillor Chris Wilkins will be substituting.

### **3 DISCLOSURE OF INTERESTS**

Members are invited to disclose any interest in any of the items on the agenda at this point of the meeting.

*Members may still disclose any interest in an item at any time prior to the consideration of the matter*

### **4 EXCLUSION OF THE PUBLIC**

To consider whether the public should now be excluded from the remainder of the meeting on the grounds that it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public were present during these items there would be disclosure to them of exempt information within the meaning of paragraph 1 of Schedule 12A to the Local Government Act 1972; and, if it is decided to exclude the public on these grounds, the Sub-Committee to resolve accordingly on the motion of the Chairman.

### **5 PERMANENT APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR OF PLANNING (Pages 1 - 18)**

Report attached (appendix not available to press or public).

### **6 PERMANENT APPOINTMENT TO THE POST OF DIRECTOR OF NEIGHBOURHOODS (Pages 19 - 68)**

Report attached, appendix B not available to press or public.

### **7 PERMANENT APPOINTMENT TO THE POST OF DIRECTOR OF HOUSING (Pages 69 - 116)**

Report attached, appendix B not available to press or public.

**Andrew Beesley**  
**Head of Democratic Services**

## APPOINTMENT SUB- COMMITTEE

<b>Subject Heading:</b>	Permanent Appointment to the post of Assistant Director of Planning
<b>SLT Lead:</b>	Sue Harper – Interim Director of Neighbourhoods
<b>Report Author and contact details:</b>	Geraldine Minchin – Strategic HR Business Partner, oneSource, Ext 2240
<b>Policy context:</b>	The Councils Constitution sets out in Part 3: Responsibility for Functions, Section 1.2: Functions delegated to general council committees, that the Appointments Sub-Committee will appoint senior officers i.e. Director, Assistant Director and Head of Service (where reporting directly to the Director).
<b>Financial summary:</b>	There are no financial implications arising from this report save for the salary costs associated with the appointment which have been budgeted for.

### The subject matter of this report deals with the following Council Objectives

Communities making Havering	<input type="checkbox"/>
Places making Havering	<input checked="" type="checkbox"/>
Opportunities making Havering	<input checked="" type="checkbox"/>
Connections making Havering	<input type="checkbox"/>

### SUMMARY

Responsibility for the permanent appointment of senior officers that fall under the JNC for Chief Officers' terms and conditions of employment (i.e. Directors, Assistant Directors and Heads of Service) is delegated to the Appointment Sub-Committee under the Councils Constitution – Part 3 – Responsibility for Functions, Section 1.2 – Function delegated to general council committee.

## **RECOMMENDATIONS**

That Members assess the personal statement submitted by the current Acting Assistant Director of Planning, which is supported by the Chief Executive and the former Interim Director of Neighbourhoods Caroline Bruce, and confirm this appointment as permanent.

## **REPORT DETAIL**

In March 2018, the Chief Executive undertook a consultation exercise on a re-alignment of the senior management team which outlined the proposed changes to the Councils structure to enable the necessary support and capacity to deliver the regeneration requirements. These include the creation of two new senior posts:

- Director of Regeneration Programme Delivery,
- Assistant Director of Planning

The latter post was created to increase capacity in Planning delivery and also due to a perceived conflict of interest between the functions of Regeneration and Planning.

The post of Assistant Director of Planning was subsequently created and was covered initially on a part time basis by an interim resource. A Job Profile for the post is attached as Appendix A.

In May 2018, the Director of Neighbourhoods at the time, Steve Moore, gave approval for the permanent recruitment process to commence and an advert was placed with the Local Government Chronical (LGC) LGCJobs.com webpage which included a digital campaign as well as a half page advert and advertorial content covering the Council and the three big joint ventures. An advert was also placed on the Jobsgopublic website, on the Councils website and the opportunity signposted on the Councils LinkedIn account. All the recruitment and response handling was completed in house by the Directors support team and oneSource HR resources.

Applicants were shortlisted and four candidates were selected to attend an intensive Assessment Centre which comprised of an interview with officers, a written test, a meeting with the Chief Executive/Leader/Lead Member and on-line psychometric tests.

Final interviews for the post were held with the Appointment Sub-Committee on the 20<sup>th</sup> July 2018 and the successful candidate was the existing Planning Manager - Helen Oakerbee. However, the decision made by Members of the Committee at the time was to offer the position on an 'acting up' basis for a period of 12 months to allow for the successful candidate to fully develop into the role.

The acting up period has been very successful and has provided the officer with an opportunity to demonstrate their suitability for the role. A personal statement from the officer can be found at Appendix B (exempt as this contains candidates personal information) which outlines their achievements since their appointment and their plans for the future of the Planning Service. The former Interim Director of Neighbourhoods and the Chief Executive have both confirmed that the individual's performance is at the level required for this vital Chief Officer role.

As the end of the 12 month acting up period is approaching Members approval is being sought for this appointment to be made permanent without the need for re-advertising.

### **IMPLICATIONS AND RISKS**

**Financial implications and risks:** There are no financial implications or risks arising directly save for the salary costs which have been budgeted for.

**Legal implications and risks:** There are no legal implications or risks arising directly. The recruitment and selection process has been managed in accordance with the Councils policies and procedures and has been supported by the oneSource HR Service.

**Human Resources implications and risks:** There are no HR implications or risks arising directly. The recruitment and selection process has previously been managed in accordance with the Councils policies and procedures and has been supported by the oneSource HR Service. The employee currently acting into the role has demonstrated their suitability for the post and has already been interviewed and selected by Members.

**Equalities implications and risks:** There are no equalities implications or risks arising directly. The recruitment and selection process has been managed in accordance with the Councils policies and procedures and has been supported by the oneSource HR Service.

**Appendix A**

**London Borough of Havering  
Job Profile**

<b>Job Title:</b> Assistant Director Planning	<b>Directorate:</b> Neighbourhoods
<b>Division:</b> Planning	<b>Post Number(s):</b> TBC <b>Job Evaluation Number:</b> TBC
<b>Grade:</b> 14	<b>Date last updated:</b> March 2018 <b>Date of last Evaluation:</b> March 2018

**Main Purpose of the Job/Key Objectives:**

Make a significant contribution to the regeneration of the borough through the strategic management of service provision to ensure that growth and regeneration in the borough is delivered in line with the Havering Local Plan.

**Job Context:**

1. Havering is the second largest London Borough covering an area of 11,227 hectares. It has 100,225 households, some 7000 businesses and employing some 70000 people. It is set to grow at the rate of over 1,800 householders per year and the postholder is responsible for devising the strategy and operational effectiveness to meet this rate of growth.
2. The postholder reports to the Director of Neighbourhoods.
3. The postholder has overall responsibility for staff in the Planning Division with three service head direct reports.
4. The postholder will manage a budget in the region of £Xm mainly relating to staffing costs and fee income and optimise opportunities to increase income and expand services.

**Experience:**

1. Track record of achievement at service head level in a similarly large and complex organisation.
2. Substantial management experience at service head level within Planning with demonstrable success at delivering customer focused services and service improvements, managing demands and pressures on the service and tight deadlines, ensuring that the service is effectively resourced to deliver to the required standard.
3. Substantial statutory planning experience in a large, complex organisation.
4. Extensive experience of public meetings, member level meetings or committees, plus working to complex constitutional procedures, including public hearings and legal challenges.

5. Comprehensive understanding of current issues & developments affecting planning, regeneration & local government in London.
6. Comprehensive understanding of central government & development plan policy issues.
7. Comprehensive understanding of planning & related legislation including local government legislation.
8. Demonstrate a sound understanding of the national & local political priorities for the service & the organisation as a whole.
9. Demonstrate the following skills and abilities:
  - Planning and urban design skills: high level of proficiency.
  - Delivers services that involve and respond to customers, meeting real needs with good quality service delivery.
  - Demonstrable experience in leading, managing & developing staff across services to successfully achieve key outcomes.
  - Understands financial information, managing budgets effectively ensuring financial propriety.
  - Comprehensive understanding of employment legislation.
  - Promotes & manages change as a means to secure continuous improvement in the service.
  - Recognises & harnesses the power of IT technology to enhance both personal & service performance.
  - Meets targets & deadlines, demonstrating an ability to plan & prioritize resources to achieve maximum effectiveness despite constraints & obstacles.
  - Ability to work effectively under pressure & handle stress.
  - Ability to identify & address complex problems, develop innovative solutions & make astute decisions in line with strategic direction and strong analytical reasoning.
  - Writes clearly & succinctly, conveying key information effectively & creating a positive impact.
  - Speaks in a clear, confident & persuasive way, getting the key points across to a diversity of audiences.
  - Displays clear leadership and figurehead qualities when presenting in a variety of complex & difficult scenarios.
  - Negotiation: sophisticated and accomplished level of proficiency to lead complex and ongoing negotiations in politically sensitive scenarios.
  - Demonstrates role model behaviours, acting in a responsible & professional manner.

**Qualifications:**

1. RTPI accredited postgraduate degree.
2. Eligible for Membership of RTPI or RICS (Planning & Development).
3. Evidence of significant relevant Continuing Professional Development (CPD).
4. Management qualification (eg Certificate, Diploma or MBA) (desirable) or management training (essential).

**Working Circumstances:**

1. To demonstrate an understanding of and commitment to Equalities and Diversity in both service delivery to the community, in relationships with colleagues and in employment practices.
2. To be prepared to attend evening and weekend meetings (eg committees & events within the borough) and from time to time and to work hours required to meet pressing deadlines that may exceed contracted hours.
3. The postholder must possess a flexible approach to work, including 'hot desking' and different working patterns.

**Key Accountabilities and Result Areas:**

1. Perform the role of Chief Planning Officer for the borough.
2. Take the lead in ensuring that the Planning Division has clear strategic direction with coherence between its various functions and responsibilities.
3. Overall responsibility for producing the service plan for the Planning Division and monitoring its delivery to align with both corporate and departmental aims and priorities.
4. Oversee the strategic management of the council's statutory planning and related services.
5. Overall responsibility for setting the Planning Division budget so that services can be delivered within allocated budgets and opportunities for increasing resources are identified and optimised.
6. Builds and maintains effective services and relationships with a broad range of customers and the wider community, involving customer scrutiny as part of continuous improvement.
7. Overall responsibility to establish, develop and keep under review the structures, procedures and working methods for the Planning Division to ensure an integrated, effective and efficient approach to the delivery of services and to maximise the use of new technology to both improve services and generate efficiency savings.
8. Overall responsibility to ensure that staff in the Planning Division are recruited, managed, appraised and developed, and that effective arrangements are made for their training and development so as to meet service and continued professional development needs and to provide equality of opportunity for all employees.
9. To develop the full range of managerial and professional skills and knowledge to satisfy the requirements of the post.



10. To lead in ensuring the innovative and practical development of planning and related services to ensure that growth and regeneration in the borough is delivered in line with the Havering Local Plan.
11. Support and develop partnership working, including acting as an effective ambassador and advocate with external organisations.
12. To lead in ensuring that decision making and plan making within the Planning Division is sound and lawful.
13. Be fully conversant with relevant statutory provisions and take a strategic view of the Council's constitution, processes and procedures.
14. Take individual and collective professional responsibility for championing the council's diversity agenda, proactively implementing initiatives which secure equality of access and outcomes and commit to continually developing personal understanding of diversity.
15. Ensure timely and relevant advice and information is given to Members generally and build effective working relationships with the Leader and relevant portfolio holders

<b>Key Result Area</b>	<b>Expected End Result</b>
Manage and provide a strategic direction for the services provided by Havering.	Compliance with statutory duties achieved in relation to service areas managed.
Establish effective external working relationships with key influential people within the community, in the government and public sector, and within professional bodies.	Services developed and improved, providing value for money and equipped to respond to challenges and change.
Responsible for the establishment of effective target setting and performance management systems within the service area.	Staff developed and empowered to implement a corporate "One Council" performance driven culture and deliver measurable service outcomes.
Identify the competencies and development needs of teams and individuals.	A culture of continuous learning and development is implemented and promoted.
Establishing and maintaining effective communication systems.	Strategic directions and operational objectives influenced.

**Competency Profiles:**

<b>Competency</b>	<b>Level</b>	<b>Criteria to be Evidence (Description)</b>
Communicating openly and effectively	D	<ul style="list-style-type: none"><li>• Uses communication and influencing skills to progress complex situations and achieve significant impact</li><li>• Able to effectively present to &amp; influence large groups of people</li><li>• Translates strategy into effective</li></ul>

Competency	Level	Criteria to be Evidence (Description)
		<p>operational messages, easily understood at all levels</p> <ul style="list-style-type: none"> <li>• Demonstrates an in-depth understanding of organisational politics and uses this effectively</li> <li>• Creates and implements appropriate communication strategies to support complex projects</li> <li>• Ensures communication effectiveness throughout the business is continuously reviewed</li> </ul>
Delivering excellent customer service	D	<ul style="list-style-type: none"> <li>• Takes a leading role in organisational development and the continuous improvement of services for the benefit of customers</li> <li>• Identifies good practice &amp; solutions and integrates into service provision</li> <li>• Translates customer and stakeholder feedback into strategic improvements</li> <li>• Forms strategic groups and partnerships to develop and improve services</li> <li>• Actively seeks out and recognises opportunities for developing new customer bases</li> </ul>
Managing Personal and Organisational Change	D	<ul style="list-style-type: none"> <li>• Creates and articulates a vision that generates enthusiasm and commitment</li> <li>• Uses intuition as well as complex analysis to create a new concept or approach.</li> <li>• Encourages others to create strategies, visions and innovative services and emphasises solutions that support strategic objectives</li> <li>• Ensures that the external environment and Government policies are taken into account when determining strategic direction</li> <li>• Demonstrates sensitivity in understanding the impact of change on others</li> </ul>
Empowering Leadership	D	<ul style="list-style-type: none"> <li>• Inspires, encourages and supports others</li> <li>• Understands broad political, economic and legislative trends, predicting what effect they will have on the organisation</li> <li>• Looks ahead where the organisation</li> </ul>

<b>Competency</b>	<b>Level</b>	<b>Criteria to be Evidence (Description)</b>
		<p>needs to be in the long term, linked to the vision</p> <ul style="list-style-type: none"> <li>• Compares performance with other organisations to set organisational goals</li> <li>• Is aware of their own leadership style and adapts to bring best out in others</li> </ul>
Achieving Results and Success	D	<ul style="list-style-type: none"> <li>• Able to identify need and put a strategy/business case forward in response to changing needs of the organisation</li> <li>• Understands and considers the impact of external influences</li> <li>• Ensures work processes and projects are well targeted, resourced and managed to deliver strategic aims</li> <li>• Identifies and manages risk, taking appropriate steps in order to identify new and better ways of improving strategic performance</li> <li>• Works with managers, staff, partners and stakeholders to develop new initiatives that contribute to the development and performance of the organisation</li> </ul>
Planning and Implementing	D	<ul style="list-style-type: none"> <li>• Anticipates and makes plans to deliver the Corporate Strategy</li> <li>• Incorporates strategic and/or longer-term issues in plans</li> <li>• Manages projects, identifies and negotiates relevant resources</li> <li>• Communicates the plans to appropriate staff/stakeholders</li> <li>• Puts in place contingency plans to cope with potential problems</li> <li>• Considers budgets when planning projects</li> </ul>
Respecting Others	D	<ul style="list-style-type: none"> <li>• Develops strategy that takes forward the Equality and Diversity agenda</li> <li>• Proactively incorporates ideas and concepts from diverse perspectives creatively in strategic planning and decisions and promotes understanding across the organisation</li> <li>• Considers the impact of new Government Policy, legislation, EU directives and guidance and integrates into strategy and plans</li> </ul>

Competency	Level	Criteria to be Evidence (Description)
		<ul style="list-style-type: none"><li>• Works proactively with partner organisations to improve services for all</li><li>• Respects confidentiality wherever appropriate</li><li>• Upholds a high standard of fairness and ethics in words and actions</li></ul>

**Additional Requirements:**

1. The Council has a strong commitment to achieving equality of opportunity in its services to the community and in the employment of people. It expects all employees to understand, comply with and promote its policies in their own work, and to undertake any appropriate training.
2. Comply with Health and Safety Regulations associated with your employment.
3. Be aware of the Council's responsibilities under the Data Protection Act 1984 for the security, accuracy and relevance of all personal data held on such systems and ensure that all processes comply with this.
4. To treat all information acquired through your employment, both formally and informally, in strict confidence. There are strict rules and protocols defining employees' access to and use of the Council's databases, any breach of which will be regarded as subject to disciplinary investigation.
5. You may be required to work at any Council site.
6. Demonstrate a flexible approach in the delivery of work within the service area. Consequently, the postholder may be required to perform duties not specifically identified in the job profile but which are in line with the general responsibilities of the post.

**Personal Statement by Helen Oakerbee**

**Appendix B (Exempt)**

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

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## APPOINTMENT SUB-COMMITTEE

<b>Subject Heading:</b>	Appointment to the post of Director of Neighbourhoods
<b>SLT Lead:</b>	Andrew Blake-Herbert – Chief Executive
<b>Report Author and contact details:</b>	Geraldine Minchin – Strategic HR Business Partner, Ext 2240
<b>Policy context:</b>	The Councils Constitution sets out in Part 3: Responsibility for Functions, Section 1.2: Functions delegated to general council committees, that the Appointments Sub-Committee will appoint senior officers i.e. Director, Assistant Director and Head of Service (where reporting directly to the Director).
<b>Financial summary:</b>	There are no financial implications arising from this report save for the salary costs associated with the appointment which have been budgeted for.

### The subject matter of this report deals with the following Council Objectives

Communities making Havering	<input type="checkbox"/>
Places making Havering	<input checked="" type="checkbox"/>
Opportunities making Havering	<input checked="" type="checkbox"/>
Connections making Havering	<input type="checkbox"/>

### SUMMARY

Responsibility for the permanent appointment of senior officers that fall under the JNC for Chief Officers' terms and conditions of employment (i.e. Directors, Assistant Directors and Heads of Service) is delegated to the Appointment Sub-Committee under the Councils Constitution – Part 3 – Responsibility for Functions, Section 1.2 – Function delegated to general council committee.

## **RECOMMENDATIONS**

Members assess the candidates shortlisted for the Director of Neighbourhoods post and determine the best candidate for the role.

## **REPORT DETAIL**

In May 2019, the Chief Executive obtained the approval of the Leader of the Council to commence the recruitment process for the post of Director of Neighbourhoods. Penna were commissioned via the LGRP (Local Government Resourcing Partnership) Framework to provide an advertising and recruitment handling service which included their Executive Search option. An advert was placed in the MJ (Municipal Journal), on the Penna website, with Jobsgopublic and on the Councils website.

At the closing date (Friday 14<sup>th</sup> June 2019) Penna reported the following activity:

<b>London Borough of Havering – Director of Neighbourhoods</b>	
Number of applications received	14
Additional candidates who had indicated that they may be interested in applying for the role	12
Number of contacts who have said that they are not interested in applying	4
Total number of candidates and sources identified	81
Number of candidates and sources approached	81

A longlist sift by Penna assessed the 14 applicants as falling into the following categories:

- 5 'A' rated Recommended candidates
- 3 'B' rated Marginal candidates
- 6 'C' rated Not Recommended candidates

The 'A' and 'B' rated candidates were further shortlisted against the requirements of the job profile (attached at Appendix A) by a panel comprising of the Interim Director of Neighbourhoods, the Strategic HR Business Partner and two Penna Associates. As a result, 6 candidates were invited to a technical assessment interview with Penna Associates and the Interim Director of Neighbourhoods acting as the Technical Assessor. The Chief Executive also held a 1-1 meeting with each

candidate on the day of the technical assessment interview. Unfortunately one candidate was unable to attend due to other commitments and another candidate withdrew on the day of the technical assessment. The remaining 4 candidates that attended the technical interview were assessed as falling into the following categories:

- 2 'A' rated Recommended candidates
- 1 'B' rated Marginal candidate
- 1 'C' rated Not Recommended candidate

The 'A' and 'B' rated candidates were further shortlisted by a panel comprising of the Chief Executive, the Strategic HR Business Partner and a Penna Associate and the 2 'A' rated candidates have been invited to attend the interview with members of the Appointment Sub-Committee on the 11<sup>th</sup> July 2019.

The final candidates have been required to complete psychometric tests (Wave & Hogan) administered by Penna and verbal feedback will be provided to the Sub-Committee members on the day of the interview.

The information pack attached as Appendix B (exempt as this contains candidates personal information) provides members with a summary of each candidates performance along with their application form and CV.

### **IMPLICATIONS AND RISKS**

**Financial implications and risks:** There are no financial implications or risks arising directly save for the salary costs which have been budgeted for.

**Legal implications and risks:** There are no legal implications or risks arising directly. The recruitment and selection process has been managed in accordance with the Councils policies and procedures and has been supported by the oneSource HR Service.

**Human Resources implications and risks:** There are no HR implications or risks arising directly. The recruitment and selection process has been managed in accordance with the Councils policies and procedures and has been supported by the oneSource HR Service.

**Equalities implications and risks:** There are no equalities implications or risks arising directly. The recruitment and selection process has been managed in accordance with the Councils policies and procedures and has been supported by the oneSource HR Service.

**Appendix A**

**London Borough of Havering  
Job Profile**

<b>Job Title:</b>  Director of Neighbourhoods	<b>Directorate:</b>  Neighbourhoods
<b>Service/Section:</b>  Neighbourhoods	<b>Post Number(s):</b>  <b>Job Evaluation Number:</b>
<b>Grade:</b>	<b>Date last updated:</b>  <b>Date of last Evaluation:</b>

**Main Purpose of the Job/Key Objectives:**

- The Director reports to the Chief Executive and is an essential role in the Council's plan for delivering its vision of becoming an excellent performing and widely respected service provider.
- To provide the strategic direction for, and management of a range of services designed to ensure a clean and safe terrestrial environment in Havering, working in partnership with other agencies and to ensure the Council's compliance with its statutory duties.
- To provide the one public realm service, bring together grounds maintenance functions across all the Councils assets.
- To support the strategic delivery of a place strategy for the Borough.
- To ensure that the Council's Housing Strategy meets the needs of the Havering community, and that strategic and statutory responsibilities, in respect of the management of housing services, are delivered in line with Government policy.
- To develop, manage and coordinate the Council's business development and economic growth strategies, including place based regeneration strategies to secure inward investment in Havering and build its reputation as a good place to do business.

- To provide leadership, direction and management of the full range of Regulatory services on behalf of the council and in the public interest. These consist of Strategic Planning and Transport, Development and Building Control, Emergency Planning, Public Protection (including Parks Protection), Street Scene Enforcement, Bereavement, Registration Services and Enforcement

**Job Context:**

- Havering is the third largest London Borough covering an area of 11,227 hectares and 386 miles of highways. It has 100,225 households. Regular resident surveys demonstrate a clear correlation between satisfaction with Parks and Streetcare services and satisfaction with Havering as a place to live.
- Responsible for strategic and operational delivery of the councils Public Realm, Highways, Traffic and Parking Services.
- To contribute to the development of the Place Strategy.
- To ensure sound working relationships with DCMS, HLF, Department of the Environment, Highways Agency, Transport for London, London Councils, other agencies and Councils to ensure collaborative working on cross Borough and regional and sub regional strategies to maximise investment in and ensure the effective management of the terrestrial environment.
- To represent the council as lead officer for the East London Waste authority and discharging the Council's responsibilities with regard to monitoring the waste disposal contract.
- To ensure sound working relationships with the GLA, the LEP, Government Departments, London Councils, other agencies and Councils to ensure collaborative working on cross Borough and regional and sub regional strategies to maximise investment in Havering, and its supporting infrastructure.

## **Appointment Sub-Committee, 11 July 2019**

- To act as a champion for local businesses and ensure that they have access to responsive services from the Council. To work closely with the BID and other organisations.
- To develop, deliver and coordinate Regulatory services strategies across the Council.
- For all those functions within the service area (which functions may vary through time), to ensure their effective and efficient management and to ensure service delivery of the highest quality. In addition, also providing an analysis and interpretation of such legislation or regulations relating to the work of the service division. This entails offering advice on such matters to the Chief Executive, elected Members, Head of Service colleagues.

### **Key Statistics**

#### **Budgetary responsibility (estimated)**

- Responsible for annual revenue budgets in the region of £75m (including HRA) and a capital budget of £170m (including Housing).

### **Staff Numbers**

- Approximately 350 full time equivalent staff.

### **Experience**

- Substantial proven leadership and a record of successful management at a Director level within a multi-disciplinary public, private or voluntary sector organisation. This also entails having gained experience of participation in and successful contribution to the strategic decision making process of a large multi-disciplinary organisation.
- Experience working effectively with the community, community leaders, public, private sector bodies and other agencies. In addition, having a proven track record of securing high quality service provision and ensuring equality of opportunity in access to services and employment. As appropriate, a proven track record of involving the community in service provision issues.

## **Appointment Sub-Committee, 11 July 2019**

- A successful record of leading and managing change in a large multi-disciplinary organisation including developing, leading and implementing strategies and initiatives, which cross service and professional boundaries.
- Senior managerial experience of successful resource management, and the delivery and measurement of cost effective, qualitative services within constrained resources. Moreover, experience of managing a large staff group providing a complex range of services in a related field.
- Experience of working effectively within a complex political environment as well as evidence of developing, implementing and monitoring clear standards of performance and service delivery outcomes.
- In depth experience of Environmental Services along with in depth contemporary knowledge of the legislative and regulatory framework within which these services exist.

## **Knowledge**

- In depth contemporary knowledge of Public Realm, Highways, Waste Management and Parking Services practice and the ability to provide consistent high quality responsive services to the local community.
- A significant understanding of the workings of local government and the challenges being set by the new local government agenda along with the financial, legal and political context of local government.
- The ability to set the strategic direction of the Services, drawing up the overarching strategy for the service and the necessary supporting plans for delivery, with and through partners.

## **Qualifications**

- Must have a relevant professional qualification in any one of the specified service areas and substantial management experience of Environmental services at a senior level, preferably Director level.

**Personal Qualities**

- A strategic thinker and leader with the ability to balance competing priorities and deliver within tight timescales.
- A corporate team player, highly motivated and resilient.
- A decision maker who listens to, and takes cognisance of, the views of others along with a high degree of integrity and probity.
- Highly skilled communicator with the ability to communicate orally and in writing to a diverse range of audiences.
- Ability to influence and negotiate effectively along with the ability to lead, motivate, inspire confidence and enthusiasm.

**Working conditions/circumstances**

- Directors will operate as designated emergency officers in the case of particular emergencies. Whilst Directors will be responsible for specific service areas, these service areas may be changed from time to time after consultation. This therefore requires some degree of flexibility.



**Key Accountabilities and Result Areas**

**STRATEGIC MANAGEMENT AND MANAGING CHANGE**

- Manage and provide a strategic direction for the services provided by Environment Services, ensuring the service aims and objectives are aligned to the strategic direction and customer focus of the Council. This further entails ensuring the Council's compliance with its statutory duties in relation to service areas managed.
- Work with elected members and colleagues to develop the strategic direction and priorities of the service area within the overall aims of the Council; promoting and sustain a positive working partnership with elected members.
- Accountable for ensuring that the Council's policies, priorities, service planning & delivery and budget are effectively managed, along with promoting and develop a corporate "One Council" performance driven culture.
- Take a proactive role in promoting and strengthening partnership relationships in the public, private and voluntary sectors reflecting the Council's commitment to active partnerships with the community to regenerate Havering and improve the quality of life for citizens.
- Participate in the development and implementation of the annual Community Plan and support the Strategic Partnership. As well as, assisting in the development and implementation of a comprehensive partnership and participation strategy.
- Establish effective external working relationships with key influential people within the community, in the government and public sector, and within professional bodies. This further involves, ensuring Havering develops and improves its services to demonstrate Best Value along with being equipped to respond to challenges and change.
- To assure customer focus is at the forefront of strategic and operational plans within the service including appropriate and customer feedback channels and timely analysis in order that continuous improvement may occur.

- To provide an analysis and interpretation of such legislation or regulations relating to the work of the service division. This entails offering advice on such matters to the Chief Executive, elected Members, HoS colleagues and schools.
- Central to the role of Director will be the effective management of change to deliver the new local government agenda. Heads of Service will be expected to play a key role in the process of reviewing, changing and leading the organisation. This involves confidently initiating and managing change in a challenging and complex environment.
- Deputise for the Chief Executive with other Directors as required.

### **PERFORMANCE MANAGEMENT**

- Directors are accountable to their Chief Executive for performance management. This entails creating a performance management culture focused on achieving key objectives. This involves, initiating processes which will ensure that objectives are achieved on time to agreed standards and within resources available.
- Directors will be responsible for the performance management of staff under their control in order to ensure an integrated approach to service delivery and the consistent achievement of agreed service outcomes.
- Responsible for the establishment of effective target setting and performance management systems within the service area. Along with leading, developing and empowering staff to implement a corporate “One Council” performance driven culture, delivering measurable service outcomes and Best Value.
- To review and ensure that regular assessments of service quality are made, both in terms of professional content and public service provision, and ensure that appropriate steps are taken to improve service delivery.

### **DEVELOPING STAFF**

- Lead, develop and empower staff to effectively manage service provision; human and financial resources; and provide a seamless service delivery.

- Identify the competencies and development needs of teams and individuals along with promoting a culture of continuous learning and development.

### **GENERAL**

- Establish and maintain effective communication and information systems to influence strategic directions and operational objectives, along with utilising management information systems, including information technology and be willing to undertake appropriate training. This includes identifying areas of self development, which will contribute to high level performance and career development.
- Carry out responsibilities in accordance with the Council's Equal Opportunities Policy for employment and service delivery; assuring all services within the area of responsibility are planned and delivered in accordance with the Council's commitment to equality of opportunity and access.
- Ensuring the implementation of the Council's Human Resources Strategies and Policies and the Council's Health and Safety Policy, further taking forward the environmental priorities of the Council.
- Undertake other strategic, corporate and management responsibilities as may be assigned from time-to-time by the Chief Executive. Additionally, taking every opportunity within the role of Director to raise and market the profile of Havering and implementing the Council's strategy for Business Planning.

<b>Key Result Area</b>	<b>Expected End Result</b>
Manage and provide a strategic direction for the services provided by Havering	Compliance with statutory duties achieved in relation to service areas managed.
Establish effective external working relationships with key influential people within the community, in the government and public sector, and within professional bodies.	Services developed and improved, providing value for money and equipped to respond to challenges and change.
Responsible for the	Staff developed and empowered

establishment of effective target setting and performance management systems within the service area.	to implement a corporate “One Council” performance driven culture and deliver measurable service outcomes.
Identify the competencies and development needs of teams and individuals	A culture of continuous learning and development is implemented and promoted.
Establishing and maintaining effective communication systems	Strategic directions and operational objectives influenced.

**Competency Profile :**

<b>Competency</b>	<b>Level</b>	<b>Criteria to be Evidenced (Description)</b>
Communicating openly and effectively	D	<ul style="list-style-type: none"><li>• Uses communication and influencing skills to progress complex situations and achieve significant impact</li><li>• Able to effectively present to &amp; influence large groups of people</li><li>• Translates strategy into effective operational messages, easily understood at all levels</li><li>• Demonstrates an in-depth understanding of organisational politics and uses this effectively</li><li>• Creates and implements appropriate communication strategies to support complex projects</li><li>• Ensures communication effectiveness throughout the business is continuously reviewed</li></ul>
Delivering excellent customer service	D	<ul style="list-style-type: none"><li>• Takes a leading role in organisational development and the continuous improvement of services for the benefit</li></ul>

Competency	Level	Criteria to be Evidenced (Description)
		<p>of customers</p> <ul style="list-style-type: none"> <li>Identifies good practice &amp; solutions and integrates into service provision</li> <li>Translates customer and stakeholder feedback into strategic improvements</li> <li>Forms strategic groups and partnerships to develop and improve services</li> <li>Actively seeks out and recognises opportunities for developing new customer bases</li> </ul>
Managing Personal and Organisational Change	D	<ul style="list-style-type: none"> <li>Creates and articulates a vision that generates enthusiasm and commitment</li> <li>Uses intuition as well as complex analysis to create a new concept or approach.</li> <li>Encourages others to create strategies, visions and innovative services and emphasises solutions that support strategic objectives</li> <li>Ensures that the external environment and Government policies are taken into account when determining strategic direction</li> <li>Demonstrates sensitivity in understanding the impact of change on others</li> <li></li> </ul>
Empowering Leadership	D	<ul style="list-style-type: none"> <li>Inspires, encourages and supports others</li> <li>Understands broad political, economic and legislative trends, predicting what effect they will have on the organisation</li> </ul>

<b>Competency</b>	<b>Level</b>	<b>Criteria to be Evidenced (Description)</b>
		<ul style="list-style-type: none"><li>• Looks ahead where the organisation needs to be in the long term, linked to the vision</li><li>• Compares performance with other organisations to set organisational goals</li><li>• Is aware of their own leadership style and adapts to bring best out in others</li><li>•</li></ul>
Achieving Results and Success	D	<ul style="list-style-type: none"><li>• Able to identify need and put a strategy/business case forward in response to changing needs of the organisation</li><li>• Understands and considers the impact of external influences</li><li>• Ensures work processes and projects are well targeted, resourced and managed to deliver strategic aims</li><li>• Identifies and manages risk, taking appropriate steps in order to identify new and better ways of improving strategic performance</li><li>• Works with managers, staff, partners and stakeholders to develop new initiatives that contribute to the development and performance of the organisation</li></ul>
Planning and Implementing	D	<ul style="list-style-type: none"><li>• Anticipates and makes plans to deliver the Corporate Strategy</li><li>• Incorporates strategic and/or longer term issues in plans</li><li>• Manages projects, identifies and</li></ul>

Competency	Level	Criteria to be Evidenced (Description)
		<ul style="list-style-type: none"><li>negotiates relevant resources</li><li>• Communicates the plans to appropriate staff/stakeholders</li><li>• Puts in place contingency plans to cope with potential problems</li><li>• Considers budgets when planning projects</li></ul>
Respecting Others	D	<ul style="list-style-type: none"><li>• Develops strategy that takes forward the Equality and Diversity agenda</li><li>• Proactively incorporates ideas and concepts from diverse perspectives creatively in strategic planning and decisions and promotes understanding across the organisation</li><li>• Considers the impact of new Government Policy, legislation, EU directives and guidance and integrates into strategy and plans</li><li>• Works proactively with partner organisations to improve services for all</li><li>• Respects confidentiality wherever appropriate</li><li>• Upholds a high standard of fairness and ethics in words and actions</li></ul>

**Additional Requirements:**

- The Council has a strong commitment to achieving equality of opportunity in its services to the community and in the employment of people. It expects all employees to understand, comply with and promote its policies in their own work, and to undertake any appropriate training.

- Comply with Health and Safety Regulations associated with your employment.
- Be aware of the council's responsibilities under the Data Protection Act 1984 for the security, accuracy and relevance of all personal data held on such systems and ensure that all processes comply with this.
- To treat all information acquired through your employment, both formally and informally, in strict confidence. There are strict rules and protocols defining employee's access to and use of the council's databases, any breach of which will be regarded as subject to disciplinary investigation.
- You may be required to work at any Council site.
- Demonstrate a flexible approach in the delivery of work within the service area. Consequently, the postholder may be required to perform duties not specifically identified in the job profile but which are in line with the general responsibilities of the post
- Deal with any Safeguarding issues that might arise, in line with the Council's policies and procedures.



**Appendix B**

Candidate application forms – Exempt from publication.

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

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## APPOINTMENT SUB-COMMITTEE

<b>Subject Heading:</b>	Appointment to the post of Director of Housing
<b>SLT Lead:</b>	Andrew Blake-Herbert – Chief Executive
<b>Report Author and contact details:</b>	Geraldine Minchin – Strategic HR Business Partner, Ext 2240
<b>Policy context:</b>	The Councils Constitution sets out in Part 3: Responsibility for Functions, Section 1.2: Functions delegated to general council committees, that the Appointments Sub-Committee will appoint senior officers i.e. Director, Assistant Director and Head of Service (where reporting directly to the Director).
<b>Financial summary:</b>	There are no financial implications arising from this report save for the salary costs associated with the appointment which have been budgeted for.

### The subject matter of this report deals with the following Council Objectives

Communities making Havering	<input type="checkbox"/>
Places making Havering	<input checked="" type="checkbox"/>
Opportunities making Havering	<input checked="" type="checkbox"/>
Connections making Havering	<input type="checkbox"/>

### SUMMARY

Responsibility for the permanent appointment of senior officers that fall under the JNC for Chief Officers' terms and conditions of employment (i.e. Directors, Assistant Directors and Heads of Service) is delegated to the Appointment Sub-Committee under the Councils Constitution – Part 3 – Responsibility for Functions, Section 1.2 – Function delegated to general council committee.

**RECOMMENDATIONS**

Members assess the candidates shortlisted for the Director of Housing post and determine the best candidate for the role.

**REPORT DETAIL**

In May 2019, the Chief Executive obtained the approval of the Leader of the Council to commence the recruitment process for the post of Director of Neighbourhoods. Penna were commissioned via the LGRP (Local Government Resourcing Partnership) Framework to provide an advertising and recruitment handling service which included their Executive Search option. An advert was placed in the MJ (Municipal Journal), on the Penna website, with Jobsgopublic and on the Councils website.

At the closing date (Friday 14<sup>th</sup> June 2019) Penna reported the following activity:

<b>London Borough of Havering – Director of Housing</b>	
<b>Number of applications received</b>	<b>16</b>
<b>Additional candidates who had indicated that they may be interested in applying for the role</b>	<b>18</b>
<b>Number of contacts who have said that they are not interested in applying</b>	<b>6</b>
<b>Total number of candidates and sources identified</b>	<b>94</b>
<b>Number of candidates and sources approached</b>	<b>94</b>

A longlist sift by Penna assessed the 16 applicants as falling into the following categories:

- 6 'A' rated Recommended candidates
- 7 'B' rated Marginal candidates
- 3 'C' rated Not Recommended candidates

The 'A' and 'B' rated candidates were further shortlisted against the requirements of the job profile (attached at Appendix A) by a panel comprising of the Interim Director of Housing, the Strategic HR Business Partner and two Penna Associates. As a result, 7 candidates were invited to a technical assessment interview with Penna Associates and the Interim Director of Housing acting as the Technical Assessor. The Chief Executive also held a 1-1 meeting with each candidate on the day of the technical assessment interview. The 7 candidates that attended the technical interview were assessed as falling into the following categories:

- 2 'A' rated Recommended candidates

- 1 'B+' rated Strong Marginal candidate
- 2 'B' rated Marginal candidate
- 2 'C' rated Not Recommended candidate

The 'A' and 'B' rated candidates were further shortlisted by a panel comprising of the Chief Executive, the Strategic HR Business Partner and a Penna Associate and the 2 'A' rated candidates have been invited to attend the interview with members of the Appointment Sub-Committee on the 11<sup>th</sup> July 2019.

The final candidates have been required to complete psychometric tests (Wave & Hogan) administered by Penna and verbal feedback will be provided to the Sub-Committee members on the day of the interview.

The job description is included as Appendix A. The information pack attached as Appendix B (exempt as this contains candidates' personal information) provides members with a summary of each candidate's performance along with their application form and CV.

### **IMPLICATIONS AND RISKS**

**Financial implications and risks:** There are no financial implications or risks arising directly save for the salary costs which have been budgeted for.

**Legal implications and risks:** There are no legal implications or risks arising directly. The recruitment and selection process has been managed in accordance with the Councils policies and procedures and has been supported by the oneSource HR Service.

**Human Resources implications and risks:** There are no HR implications or risks arising directly. The recruitment and selection process has been managed in accordance with the Councils policies and procedures and has been supported by the oneSource HR Service.

**Equalities implications and risks:** There are no equalities implications or risks arising directly. The recruitment and selection process has been managed in accordance with the Councils policies and procedures and has been supported by the oneSource HR Service.

**Appendix A**

**London Borough of Havering  
Job Profile**

<b>Job Title:</b>  Director of Housing	<b>Directorate:</b>  Housing
<b>Service/Section:</b>  Housing	<b>Post Number(s):</b>  <b>Job Evaluation Number:</b>
<b>Grade: G17</b>	<b>Date last updated:</b>  <b>Date of last Evaluation:</b>

**Main Purpose of the Job/Key Objectives:**

- The Director reports to the Chief Executive, and is a member of the senior leadership team. This is an essential role in the Council's plan for delivering its vision of becoming an excellent performing and widely respected housing services provider.
- To provide the strategic direction for the management of a range of housing services for Council tenants and leaseholders, , working in partnership with other agencies and to ensure the Council's compliance with its statutory duties.
- To provide the strategic direction for tackling homelessness including the development of housing options which ensure ongoing housing supply
- To work collaboratively with the Director of Regeneration to ensure that opportunities fully meet the future housing needs of the borough.
- To ensure that the Council's Housing Strategy meets the needs of the Havering community, and that strategic and statutory responsibilities, in respect of the management of housing services, are delivered in line with Government policy.
- To provide leadership, direction and management of the full range of Housing services on behalf of the council and in the public interest. These consist of Housing Demand, Property Services, Housing Management, and Supported Housing



**Job Context:**

- Havering is landlord to 10,000 Council residents. The Director of Housing has responsibility for four main service areas; Housing Demand, Property Services, Housing Management and Supported Housing.
- The key strategic principles for this role will be to:
  - Prevent homelessness and increase housing options
  - Support the needs of vulnerable residents
  - Be an excellent landlord, building and maintaining good relationships with tenants and leaseholders
  - Promote the health, well-being, and safety of Council homes
- To ensure sound working relationships with the GLA, Government Departments, London Councils, other agencies and Councils to ensure collaborative working on cross Borough and regional and sub regional strategies to maximise investment in Havering, and it's supporting infrastructure.
- For all those functions within the service area (which functions may vary through time), to ensure their effective and efficient management and to ensure service delivery of the highest quality. In addition, also providing an analysis and interpretation of such legislation or regulations relating to the work of the service division. This entails offering advice on such matters to the Chief Executive, elected Members, Head of Service colleagues.

**Key Statistics**

**Budgetary responsibility (estimated)**

- Responsible for the Housing Revenue Account (HRA): Housing Revenue Account £55m; General Fund £11m, Capital Programme £275m

**Staff Numbers**

- Approximately 200 full time equivalent staff.

**Experience**

- Substantial proven leadership and a record of successful management at a senior level. A clear understanding of the role of local government generally and specifically in provision of Housing services to a diverse community

## **Appointment Sub-Committee, 11 July 2019**

- A successful record of leading and managing change in a large multi-disciplinary organisation including developing, leading and implementing strategies and initiatives, which cross service and professional boundaries.
- A successful record of achievement at senior management level, reviewing and developing Housing services and strategies, both proactively and in response to change.
- Experience of working effectively within a complex political environment as well as evidence of developing, implementing and monitoring clear standards of performance and service delivery outcomes.
- Experience of managing and motivating and developing a multi-disciplinary workforce within a strong performance management framework that drives continuous improvement Successful management of substantial revenue and capital budgets, through rigorous control procedures
- Successful establishment and implementation of business planning processes

### **Knowledge**

- In depth contemporary knowledge and successful practice of the provision of Housing services to a diverse community
- A significant understanding of the workings of local government and the challenges being set by the new local government agenda along with the financial, legal and political context of local government.
- The ability to set the strategic direction of the Services, drawing up the overarching strategy for the service and the necessary supporting plans for delivery, with and through partners.
- An in-depth understanding of how to increase resident satisfaction and maintain and excellent housing stock
- An in-depth understanding of housing management issues and challenges, particularly with regards to the health and safety of housing stock, and the association disciplines and legislative and policy framework

### **Qualifications**

- Must have a relevant professional qualification and substantial management experience of Housing services at a senior level, preferably Director level.

### **Personal Qualities**

## **Appointment Sub-Committee, 11 July 2019**

- A strategic thinker and leader with the ability to balance competing priorities and deliver within tight timescales.
- A corporate team player, highly motivated and resilient.
- A decision maker who listens to, and takes cognisance of, the views of others along with a high degree of integrity and probity.
- Highly skilled communicator with the ability to communicate orally and in writing to a diverse range of audiences.
- Ability to influence and negotiate effectively along with the ability to lead, motivate, inspire confidence and enthusiasm.

## **Working conditions/circumstances**

- Directors will operate as designated emergency officers in the case of particular emergencies. Whilst Directors will be responsible for specific service areas, these service areas may be changed from time to time after consultation. This therefore requires some degree of flexibility.

## **Key Accountabilities and Result Areas**

### **STRATEGIC MANAGEMENT AND MANAGING CHANGE**

- Manage and provide a strategic direction for the services provided by Housing Services, ensuring the service aims and objectives are aligned to the strategic direction and customer focus of the Council. This further entails ensuring the Council's compliance with its statutory duties in relation to service areas managed.
- Work with elected members and colleagues to develop the strategic direction and priorities of the service area within the overall aims of the Council; promoting and sustain a positive working partnership with elected members.
- Accountable for ensuring that the Council's policies, priorities, service planning & delivery and budget are effectively managed, along with promoting and develop a corporate "One Council" performance driven culture.
- Take a proactive role in promoting and strengthening partnership relationships in the public, private and voluntary sectors reflecting the Council's commitment to active partnerships with the community to regenerate Havering and improve the quality of life for citizens.

## **Appointment Sub-Committee, 11 July 2019**

- Establish effective external working relationships with key influential people within the community, in the government and public sector, and within professional bodies.
- To assure customer focus is at the forefront of strategic and operational plans within the service including appropriate and customer feedback channels and timely analysis in order that continuous improvement may occur.
- To provide an analysis and interpretation of such legislation or regulations relating to the work of the service division. This entails offering advice on such matters to the Chief Executive, elected Members, HoS colleagues and schools.
- Central to the role of Director will be the effective management of change to deliver the new local government agenda. Heads of Service will be expected to play a key role in the process of reviewing, changing and leading the organisation. This involves confidently initiating and managing change in a challenging and complex environment.
- Deputise for the Chief Executive with other Directors as required.

## **PERFORMANCE MANAGEMENT**

- Directors are accountable to their Chief Executive for performance management. This entails creating a performance management culture focused on achieving key objectives. This involves, initiating processes which will ensure that objectives are achieved on time to agreed standards and within resources available.
- Directors will be responsible for the performance management of staff under their control in order to ensure an integrated approach to service delivery and the consistent achievement of agreed service outcomes.
- Responsible for the establishment of effective target setting and performance management systems within the service area. Along with leading, developing and empowering staff to implement a corporate "One Council" performance driven culture, delivering measurable service outcomes and Best Value.
- To review and ensure that regular assessments of service quality are made, both in terms of professional content and public service provision, and ensure that appropriate steps are taken to improve service delivery.

## **DEVELOPING STAFF**

- Lead, develop and empower staff to effectively manage service provision; human and financial resources; and provide a seamless service delivery.

- Identify the competencies and development needs of teams and individuals along with promoting a culture of continuous learning and development.

## **GENERAL**

- Establish and maintain effective communication and information systems to influence strategic directions and operational objectives, along with utilising management information systems, including information technology and be willing to undertake appropriate training. This includes identifying areas of self development, which will contribute to high level performance and career development.
- Carry out responsibilities in accordance with the Council's Equal Opportunities Policy for employment and service delivery; assuring all services within the area of responsibility are planned and delivered in accordance with the Council's commitment to equality of opportunity and access.
- Ensuring the implementation of the Council's Human Resources Strategies and Policies and the Council's Health and Safety Policy, further taking forward the environmental priorities of the Council.
- Undertake other strategic, corporate and management responsibilities as may be assigned from time-to-time by the Chief Executive. Additionally, taking every opportunity within the role of Director to raise and market the profile of Havering and implementing the Council's strategy for Business Planning.

<b>Key Result Area</b>	<b>Expected End Result</b>
Manage and provide a strategic direction for the services provided by Havering	Compliance with statutory duties achieved in relation to service areas managed.
Establish effective external working relationships with key influential people within the community, in the government and public sector, and within professional bodies.	Services developed and improved, providing value for money and equipped to respond to challenges and change.
Responsible for the establishment of effective target setting and performance management systems within the service area.	Staff developed and empowered to implement a corporate "One Council" performance driven culture and deliver measurable service outcomes.
Identify the competencies and development needs of teams	A culture of continuous learning and development is implemented and promoted.

and individuals	
Establishing and maintaining effective communication systems	Strategic directions and operational objectives influenced.

**Competency Profile:**

<b>Competency</b>	<b>Level</b>	<b>Criteria to be Evidenced (Description)</b>
Communicating openly and effectively	D	<ul style="list-style-type: none"><li>• Uses communication and influencing skills to progress complex situations and achieve significant impact</li><li>• Able to effectively present to &amp; influence large groups of people</li><li>• Translates strategy into effective operational messages, easily understood at all levels</li><li>• Demonstrates an in-depth understanding of organisational politics and uses this effectively</li><li>• Creates and implements appropriate communication strategies to support complex projects</li><li>• Ensures communication effectiveness throughout the business is continuously reviewed</li></ul>
Delivering excellent customer service	D	<ul style="list-style-type: none"><li>• Takes a leading role in organisational development and the continuous improvement of services for the benefit of customers</li><li>• Identifies good practice &amp; solutions and integrates into service provision</li><li>• Translates customer and stakeholder feedback into strategic improvements</li><li>• Forms strategic groups and</li></ul>

Competency	Level	Criteria to be Evidenced (Description)
		<p>partnerships to develop and improve services</p> <ul style="list-style-type: none"> <li>Actively seeks out and recognises opportunities for developing new customer bases</li> </ul>
Managing Personal and Organisational Change	D	<ul style="list-style-type: none"> <li>Creates and articulates a vision that generates enthusiasm and commitment</li> <li>Uses intuition as well as complex analysis to create a new concept or approach.</li> <li>Encourages others to create strategies, visions and innovative services and emphasises solutions that support strategic objectives</li> <li>Ensures that the external environment and Government policies are taken into account when determining strategic direction</li> <li>Demonstrates sensitivity in understanding the impact of change on others</li> <li></li> </ul>
Empowering Leadership	D	<ul style="list-style-type: none"> <li>Inspires, encourages and supports others</li> <li>Understands broad political, economic and legislative trends, predicting what effect they will have on the organisation</li> <li>Looks ahead where the organisation needs to be in the long term, linked to the vision</li> <li>Compares performance with other organisations to set organisational goals</li> <li>Is aware of their own leadership style and adapts to bring best out in others</li> <li></li> </ul>
Achieving Results and Success	D	<ul style="list-style-type: none"> <li>Able to identify need and put a strategy/business case forward</li> </ul>

Competency	Level	Criteria to be Evidenced (Description)
		<p>in response to changing needs of the organisation</p> <ul style="list-style-type: none"> <li>• Understands and considers the impact of external influences</li> <li>• Ensures work processes and projects are well targeted, resourced and managed to deliver strategic aims</li> <li>• Identifies and manages risk, taking appropriate steps in order to identify new and better ways of improving strategic performance</li> <li>• Works with managers, staff, partners and stakeholders to develop new initiatives that contribute to the development and performance of the organisation</li> </ul>
Planning and Implementing	D	<ul style="list-style-type: none"> <li>• Anticipates and makes plans to deliver the Corporate Strategy</li> <li>• Incorporates strategic and/or longer term issues in plans</li> <li>• Manages projects, identifies and negotiates relevant resources</li> <li>• Communicates the plans to appropriate staff/stakeholders</li> <li>• Puts in place contingency plans to cope with potential problems</li> <li>• Considers budgets when planning projects</li> </ul>
Respecting Others	D	<ul style="list-style-type: none"> <li>• Develops strategy that takes forward the Equality and Diversity agenda</li> <li>• Proactively incorporates ideas and concepts from diverse perspectives creatively in strategic planning and decisions and promotes understanding across the organisation</li> <li>• Considers the impact of new Government Policy, legislation,</li> </ul>



Competency	Level	Criteria to be Evidenced (Description)
		<p>EU directives and guidance and integrates into strategy and plans</p> <ul style="list-style-type: none"><li>• Works proactively with partner organisations to improve services for all</li><li>• Respects confidentiality wherever appropriate</li><li>• Upholds a high standard of fairness and ethics in words and actions</li></ul>

**Additional Requirements:**

- The Council has a strong commitment to achieving equality of opportunity in its services to the community and in the employment of people. It expects all employees to understand, comply with and promote its policies in their own work, and to undertake any appropriate training.
- Comply with Health and Safety Regulations associated with your employment.
- Be aware of the council's responsibilities under the Data Protection Act 1984 for the security, accuracy and relevance of all personal data held on such systems and ensure that all processes comply with this.
- To treat all information acquired through your employment, both formally and informally, in strict confidence. There are strict rules and protocols defining employee's access to and use of the council's databases, any breach of which will be regarded as subject to disciplinary investigation.
- You may be required to work at any Council site.
- Demonstrate a flexible approach in the delivery of work within the service area. Consequently, the postholder may be required to perform duties not specifically identified in the job profile but which are in line with the general responsibilities of the post
- Deal with any Safeguarding issues that might arise, in line with the Council's policies and procedures.

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