

APPOINTMENT SUB- COMMITTEE

Subject Heading:

Appointment to the post of Assistant Director of Policy, Performance & Community

SLT Lead:

Jane West – Chief Operating Officer

Report Author and contact details:

Geraldine Minchin – Strategic HR Business Partner, Ext 2240

Policy context:

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).

Financial summary:

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
Places making Havering
Opportunities making Havering
Connections making Havering

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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 candidates shortlisted for the Assistant Director of Policy, Performance and Community and determine the best candidate for the role.

REPORT DETAIL

In May 2019, the Chief Operating Officer obtained the approval of the Chief Executive to commence the recruitment process for the post of Assistant Director of Policy, Performance and Community. On the 20th May, an advert was placed on the recruitment page of the Councils website as well as on the JobsGopublic recruitment website. In order to keep costs to a minimum, no other recruitment and handling service was commissioned and all support and administration of the process has been dealt with 'in house'.

At the closing date (Monday 3rd June) there were 11 applications submitted via the Councils on-line recruitment system Talentlink.

The 11 applicants were shortlisted against the requirements of the job profile (attached at Appendix A) by a panel comprising of the Chief Operating Officer and the Strategic HR Business Partner. The applicants were shortlisted down to 4 candidates who were selected to attend an interview with a panel consisting of the Chief Executive, the Chief Operating Officer and Strategic HR Business Partner.

Following the interviews the 4 candidates were further shortlisted to 3 who have been invited to attend the interview with members of the Appointment Sub-Committee on the 5th July 2019.

The information pack attached as Appendix B (exempt as this contains candidates personal information) provides members with each candidates application form and supporting statement.

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**

Job Title: Assistant Director of Policy, Performance and Community	Directorate: Chief Operating Officer
Service/Section: Chief Operating Officer	Post Number(s): Job Evaluation Number:
Grade: G14	Date last updated: April 2019 Date of last Evaluation: August 2018

Main Purpose of the Job/Key Objectives:

- To provide leadership, direction and management of the full range of Policy, Performance and Community services on behalf of the Council and in the public interest. These currently consist of Policy & Performance (including Business Intelligence), Systems, Corporate and Community Resilience, Employment and Skills, Corporate Diversity and Equality and the Programme Management Office (PMO).
- To develop and deliver a Policy, Performance and Community service that is capable of playing a key role in supporting the political and managerial leadership of the authority in driving the transformation agenda and budget strategy going forward, and as such is designed to deliver service improvement as well as efficiency savings.
- To oversee the development and implementation of the key Council policies and strategies, including the Corporate Plan, Business Intelligence Strategy, Employment and Skills Plan, Major Emergency Plan and Corporate Business Continuity Management Plan.
- To take the lead on corporate projects such as Peer Reviews, Inspections, other external assessments and Central Government initiatives
- To ensure the development and implementation of a whole system approach, across the whole of the public sector, to key issues and challenges affecting the local community and borough, including by playing a leading role in key partnerships such as the Community Safety Partnership, Local Safeguarding Children Board, Safeguarding Adults Board and Health and Wellbeing Board.
- The postholder may be required by the Chief Operating Officer to take a lead role for Safeguarding in the Directorate.
- To deputise for the Chief Operating Officer at key partnership and external meetings

Job Context:

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- Havering is the second largest London Borough covering an area of 11,227 hectares. It has 100,225 households.
- To develop, deliver and coordinate Corporate Policy, Performance and Community strategies across the Council.
- To lead and develop general strategic issues across the Council as directed by the Chief Executive and/or Directors.
- To organise and deliver the sound management of the Council's Policy, Performance and Community Team.
- To ensure all Council services meet their statutory requirements in terms of performance reporting and compliance with statutory returns.
- To establish a Policy, Performance and Community services culture that balances statutory and corporate council requirements with customer focus and provides services in a cost effective and timely manner.
- Responsible for generating and analysing a wide range of business intelligence and other evidence on which strategic and commissioning decisions are based, including ownership of and responsibility for the corporate data warehouse, data intelligence hub, corporate performance management tool and customer segmentation tool.
- In liaison with the Directors ensure sound working relationships with Government Inspectorates, relevant Government departments, the GLA, London Councils, other agencies and Councils to ensure collaborative working on cross Borough and regional and sub-regional strategies and achieve the Council's objectives.
- To proactively respond to legislative changes ensuring that appropriate advice is given to colleagues, the relevant Director(s) and Members and that appropriate changes are made to services and associated partnerships.
- 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, 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 Operating Officer, elected Members, Assistant Directors and Head of Service colleagues.
- To develop, monitor and lead on a rigorous performance management programme for the Council to include preparation for and the conduct of inspections, peer reviews and other external assessments.

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- To manage any programmes and projects pertaining to the above, working with the specific service heads to ensure developments are mainstreamed at the earliest time.
- To promote and facilitate community responsibility, resilience and cohesion
- To develop and implement community and stakeholder engagement strategies for the Council and undertake Community consultation processes working with the Council's Communications Team. To deputise for the Chief Operating Officer at partnership meetings when required taking responsibility and accountability for decisions taken at these meetings.
- To lead on the corporate relationship with the voluntary and community sector and to develop and deliver related policies and strategies
- Responsible for the design and implementation of all service plans, integration plans and corresponding performance data and other business intelligence.
- Lead on supporting the commissioning model to ensure all Council services are ensuring best model delivery.

Key Statistics

Budgetary responsibility – £3m direct budget.

Staff Numbers – Approx 50.

Working conditions/circumstances

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

The Assistant Director of Policy, Performance and Community is one of eight members of the Corporate Leadership Team on the SLT out-of-hours and emergency on-call rota, being on call in the event of an emergency for a week at a time.

Key Accountabilities and Result Areas:

Strategic Management and Managing Change

Manage and provide a strategic direction for the services provided by Havering, ensuring the service aims and objectives are aligned to the strategic direction and

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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 sustaining a positive working partnership with elected Members.

Accountable for ensuring that the Council's policies, priorities, service planning and delivery and budget are effectively managed, along with promoting and developing 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 a comprehensive partnership and community 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 under 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 Directors, elected Members, Assistant Directors, Heads of Service colleagues and schools.

Central to the role of Assistant Director will be the effective management of change to deliver the new local government agenda. Assistant Directors 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 Operating Officer with other Assistant Directors as required.

Performance Management

Assistant Directors are accountable to their Director 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.

Assistant 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.

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Undertake other strategic, corporate and management responsibilities as may be assigned from time-to-time by the Chief Operating Officer. Additionally, taking every opportunity within the role of Assistant Director to raise and market the profile of Havering and implementing the Council's strategy for Business Planning.

Key Result Area	Expected End Result
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 partners, locally, nationally, and with professional bodies.	Services are developed and improved, providing value for money and equipped to respond to challenges and change.
Responsible for the establishment and implementation of effective target setting and performance management systems within the service area.	Staff are developed and empowered to implement a corporate 'One Council' performance driven culture and deliver measurable service outcomes.
Identify and address the competencies and development needs of teams and individuals.	A culture of continuous learning and development is implemented and promoted.
Establish and maintain effective communication systems.	Strategic directions and operational objectives influenced.

Experience

Substantial proven leadership and a record of successful management at a senior level within a multi-disciplinary public or private 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 and voluntary 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.

A successful record of 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.

Understanding of the pressures and demand issues within social care (adults and children's), as well as other Council services, and in depth contemporary knowledge of the legislative and regulatory frameworks within which these services exist.

Qualifications

- Must have a relevant professional qualification in any one of the specified service areas and substantial management experience of undertaking business development services and managing staff at a senior level.

Competency Profile

Competency	Level	Criteria to be evidenced (description)
Communicating openly and effectively	D	Uses communication and influencing skills to progress complex situations and achieve significant impact Able to effectively present to & influence large groups of people Translates strategy into effective operational messages, easily understood at all levels Demonstrates an in-depth understanding of organisational politics and uses this effectively Creates and implements appropriate communication strategies to support complex projects Ensures communication effectiveness throughout the business is continuously reviewed
Delivering excellent Customer Service	D	Takes a leading role in organisational development and the continuous improvement of services for the benefit of customers Identifies good practice & solutions and integrates into service provision Translates customer and stakeholder feedback into strategic improvements Forms strategic groups and partnerships to develop and improve services Actively seeks out and recognises opportunities for developing new customer

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		bases
Managing Personal and Organisational Change	D	<p>Creates and articulates a vision that generates enthusiasm and commitment</p> <p>Uses intuition as well as complex analysis to create a new concept or approach.</p> <p>Encourages others to create strategies, visions and innovative services and emphasises solutions that support strategic objectives</p> <p>Ensures that the external environment and Government policies are taken into account when determining strategic direction</p> <p>Demonstrates sensitivity in understanding the impact of change on others</p>
Empowering Leadership	D	<p>Inspires, encourages and supports others</p> <p>Understands broad political, economic and legislative trends, predicting what effect they will have on the organisation</p> <p>Looks ahead where the organisation needs to be in the long term, linked to the vision</p> <p>Compares performance with other organisations to set organisational goals</p> <p>Is aware of their own leadership style and adapts to bring best out in others</p>
Achieving Results and Success	D	<p>Able to identify need and put a strategy/business case forward in response to changing needs of the organisation</p> <p>Understands and considers the impact of external influences</p> <p>Ensures work processes and projects are well targeted, resourced and managed to deliver strategic aims</p> <p>Identifies and manages risk, taking appropriate steps in order to identify new and better ways of improving strategic performance</p> <p>Works with managers, staff, partners and stakeholders to develop new initiatives that contribute to the development and performance of the organisation</p>
Planning and Implementing	D	<p>Anticipates and makes plans to deliver the Corporate Strategy</p> <p>Incorporates strategic and/or longer term issues in plans</p> <p>Manages projects, identifies and</p>

		negotiates relevant resources Communicates the plans to appropriate staff/stakeholders Puts in place contingency plans to cope with potential problems Considers budgets when planning projects
Respecting others	D	Develops strategy that takes forward the Equality and Diversity agenda Proactively incorporates ideas and concepts from diverse perspectives creatively in strategic planning and decisions and promotes understanding across the organisation Considers the impact of new Government Policy, legislation, EU directives and guidance and integrates into strategy and plans Works proactively with partner organisations to improve services for all Respects confidentiality wherever appropriate Upholds a high standard of fairness and ethics in words and actions

Additional Requirements:

The following clauses must be included in all Job Profiles.

- 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.
- Deal with any Safeguarding issues that might arise, in line with the Council's policies and procedures
- 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.

Appendix B

Candidate application forms – Exempt from publication.