

## 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:**

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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.

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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>

<b>Competency</b>	<b>Level</b>	<b>Criteria to be Evidence (Description)</b>
		<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)**