



## 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

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

- 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 Council's 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 Council's 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 Council's policies and procedures and has been supported by the oneSource HR Service.

**Appendix A**

**London Borough of Havering  
Job Profile**

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



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

- 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>                                                                                                                                                                                                                                                       |

| <b>Competency</b>                           | <b>Level</b> | <b>Criteria to be Evidenced<br/>(Description)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                             |              | <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.