



Havering

L O N D O N B O R O U G H

APPOINTMENTS SUB COMMITTEE AGENDA

9.00 am	Monday 19 July 2021	Council Chamber, Town Hall
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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
(Chairman)
Robert Benham
(Vice-Chair)
Viddy Persaud

Ray Morgon

Keith Darvill

Linda Hawthorn

**For information about the meeting please contact:
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Anthony.clements@onesource.co.uk**

AGENDA ITEMS

1 CHAIRMAN'S ANNOUNCEMENTS

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

(If any) – receive.

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 MINUTES (Pages 1 - 2)

To approve as correct records, the Minutes of the meeting of the Sub-Committee held on 28 May 2021 (attached) and to authorise the Chairman to sign them

5 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.

6 APPOINTMENT TO THE POST OF TRANSFORMATION PROGRAMME DIRECTOR (Pages 3 - 56)

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

Andrew Beesley
Head of Democratic Services

**MINUTES OF A MEETING OF THE
APPOINTMENTS SUB COMMITTEE**
Virtual meeting
28 May 2021 (9.30 am - 1.30 pm)

Present:

COUNCILLORS

Conservative Group	Damian White (Chairman), Robert Benham (Vice-Chair) and Viddy Persaud
Residents' Group	Ray Morgon
Upminster and Cranham Residents Associations' Group	Chris Wilkins

Apologies were received for the absence of Councillors Keith Darvill and Linda Hawthorn (Councillor Chris Wilkins substituting).

All decisions were taken with no votes against.

The Chairman reminded Members of the action to be taken in an emergency.

1 DISCLOSURE OF INTERESTS

There were no disclosures of interest.

2 MINUTES

The minutes of the meeting of the Sub-Committee held on 16 March 2021 were agreed as a correct record and signed by the Chairman.

3 EXCLUSION OF THE PUBLIC

It was agreed that the public should now be excluded from the remainder of the meeting on the grounds that it was likely that, in view of 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.

**4 APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR -
CHILDREN'S SOCIAL CARE**

After careful consideration of the relative strengths and experiences of the candidates, as indicated by the application, the presentation and by interview, the Sub-Committee agreed unanimously to appoint Tara Geere to the post of Assistant Director – Children's Social Care subject to the notification provisions of paragraph 14 of the Staff Employment Procedure Rules set out in part 4 of Havering's Constitution.

Should an alternative appointment be required for any reason, the Sub-Committee agreed that, in these circumstances, the appointment should be offered to Tamsyn Basson subject to the same notification provisions.

Chairman

APPOINTMENTS SUB-COMMITTEE

Monday 19th July 2021

Subject Heading:	Appointment to the post of Transformation Programme Director
SLT Lead:	Jane West – Chief Operating Officer
Report Author and contact details:	Irvin Luchowa, Recruitment Project Manager (Irvin.luchowa@onesource.co.uk)
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	[x]
Places making Havering	[x]
Opportunities making Havering	[x]
Connections making Havering	[x]

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 Transformation Programme Director post and determine the best candidate for the role.

REPORT DETAIL

Please see attachments:

- Appendix A, Job Profile
- Appendix B, Recruitment Timeline
- Appendix C, Candidate Information Pack

In February 2021, we commenced the recruitment activity for the Transformation Programme Director role at Havering Council. The role reports into Jane West – Chief Operating Officer, and is currently occupied by an interim Consultant who has been engaged for some time.

Taking advantage of the buoyant candidate market, we made a conscious decision not to engage an Executive Search agency for this recruitment campaign. Opting for an alternative approach, we utilised our internal HR expertise to establish a candidate attraction plan, along with a robust assessment and selection process - to attract and engage high calibre applicants to the role.

The role was advertised across the Havering Careers website, Jobs Go Public, LG Jobs, Indeed, Exec-Appointments and LinkedIn, which was supported by a direct sourcing exercise through the use of the LinkedIn recruiter licence. The total cost for the additional media (Exec-Appointments and LinkedIn) totalled £3,400 which translates into £121.42 per application received (28).

Ensuring a fair and competitive recruitment process, whilst championing equality, diversity and inclusion, we adopted the 'Be Applied' platform as an Applicant Tracking System, to anonymously assess candidates at application stage, removing opportunities for unconscious bias.

As part of the application process, applicants were required to provide a response to four competency based questions relevant to the role. At the longlist stage the panel were unable to view any of the applicant's personal details, and only had sight of the responses to the competency based questions.

Scoring the responses individually, the panel had identified 8 of the 28 applicants to progress to the Technical Assessment stage (including 2 internal applicants). Following the Technical Assessment, 4 candidates were progressed to the Stakeholder Panels, which was subsequently reduced to 2 candidates, after a final shortlist. Further information of the recruitment process is outlined in within 'Appendix B'.

Further details of the advertising, assessment and selection stages are provided within 'Appendix C' (exempt as this contains candidates' personal information), detailing the panel's summarised feedback.

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.

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.

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.

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Transformation Programme Director - Job Profile

Overall purpose of role:

1. To work in close partnership with the Chief Operating Officer and the Senior Leadership Team (SLT) to provide the specialist capability, strategic direction and positive leadership for the Council's transformational change agenda.
-
2. To be accountable for the successful development and delivery of cross-cutting Council transformation programmes leading to continuous improvement in service delivery and performance across the Council.
-
3. To acting as a key lead in identifying efficiency and productivity savings through innovation, technology and transformational solutions.

Job Context:

- Supporting the Chief Operating Officer (COO) and Senior Leadership Team (SLT) to deliver the Council's Vision, cross-cutting transformation programmes and changing council-wide operating models that will deliver continuous improvement in service delivery and performance and lead to better outcomes for local residents
- Working across the organisation to deliver change underpinning the Medium Term Financial Strategy (MTFS) as well as supporting the identification of new ways of working to deliver additional efficiencies, increased productivity and improved service delivery
- Leading on the mitigation of all risks associated with transformational programmes and projects
- Ensuring that relevant governance for project conception, launch and inflight is developed and embedded across the organisation
- Providing ownership, leadership and expertise to identify and drive large and complex transformational change programmes to successful implementation and improved outcomes for local residents
- Leading the development of change capability across the organisation enabling managers and staff to operate more effectively and deliver services with improved outcomes for residents
- Making a key contribution to the wider culture change that the Council requires to become an Employer of Choice and act as a senior sponsor for the Change Champion network and other employee forums
- Work with elected Members and colleagues to develop the strategic direction and priorities of the services aligned and supporting the Council's Vision

- Developing and leading on placed based solutions working with external partnerships including (but not limited to) local businesses, community & voluntary sector, health partners, other local authorities, etc.
- Driving the Council's Digital agenda ensuring that technology and innovation solutions are maximised
- Improving community resilience and developing Community Hubs as part of improving engagement with the local community
- Play a key role in the Council's future 'Vision 2040' initiative with senior colleagues in the Chief Operating Officer's Directorate.
- To take responsibility for supporting the Council's workforce to perform to their highest potential, working closely with the Councils HR&OD function, ensuring that there is a strong development culture and supporting clear talent management and succession planning strategies across the organisation.
- 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 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, Head of Service colleagues.
- Requirement to attend evening and weekend meetings and travel regularly around London.

Budgetary Responsibility (estimated)

- Responsible for holding budgets of approximately £1m ongoing revenue funding and ad hoc project budgets, typically over £1m per project.

Staff Numbers

- Between 7-15 full time equivalent staff (exact number will depend on the number and nature of transformation projects requires at different times, and could be more that 15 under matrix management agreements).

Experience

- A strong track record in strategic transformation, change leadership and programme management delivering large, cross organisation programmes that have resulted in transformational change and improved outcomes for local residents

- Able to demonstrate leadership in initiatives that have delivered significant positive transformation impacts.
- Experience of positively challenging thinking at an organisational wide level to create better outcomes for customers, communities and the organisation
- Successful delivery of new digital services and channel migration initiatives
- Excellent communication and engagement skills
- Experience of working effectively with a range of external partners across public, private and voluntary sectors to bring about real transformational change
- Able to demonstrate senior level experience in Digital delivery that has improved outcomes for residents, customers and employees
- Experience of working with communities to help improve Community resilience and co-design Community Hubs

Knowledge

- Detailed understanding of leading change in complex environments.
- In depth knowledge of change tools and techniques and their appropriate use. In particular; demand management, how customer behavioural change can be influenced and operating model design.
- Good understanding of ICT architecture and integration.
- Understanding the leadership of change in a political environment and how to gain the best outcomes in that context.
- An 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.

Qualifications

- Must have a relevant professional qualification

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 & Managing Change

- Manage and provide a strategic direction for the services provided by 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.
- 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 value for money 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 Operating Officer, elected Members, colleagues and schools.
- Central to the role of Director will be the effective management of change to deliver the new local government agenda. 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 Directors as required.

Performance Management

- * 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.
- * 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 value for money.
- 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 Operating Officer. 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.

Competency Profile

Competency	Criteria to be Evidenced (Description)
Communicating openly and effectively	<ul style="list-style-type: none"> • Uses communication and influencing skills to progress complex situations and achieve significant impact • Able to effectively present to and 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	<ul style="list-style-type: none"> • Takes a leading role in organisational development and the continuous improvement of services for the benefit of customers • Identifies good practice and 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 bases
Managing Personal and Organisational Change	<ul style="list-style-type: none"> • Creates and articulates a vision that generates enthusiasm and commitment • Uses intuition as well as complex analysis to create a new concept or approach. • Encourages others to create strategies, visions and innovative services and emphasizes solutions that support strategic objectives • Ensures that the external environment and Government policies are taken into account when determining strategic direction

Competency	Criteria to be Evidenced (Description)
	<ul style="list-style-type: none"> • Demonstrates sensitivity in understanding the impact of change on others
Empowering Leadership	<ul style="list-style-type: none"> • Inspires, encourages and supports others • Understands broad political, economic and legislative trends, predicting what effect they will have on the organisation • Looks ahead where the organisation needs to be in the long term, linked to the vision • Compares performance with other organisations to set organisational goals • Is aware of their own leadership style and adapts to bring best out in others
Achieving Results and Success	<ul style="list-style-type: none"> • Able to identify need and put a strategy/business case forward in response to changing needs of the organisation • Understands and considers the impact of external influences • Ensures work processes and projects are well targeted, resourced and managed to deliver strategic aims • Identifies and manages risk, taking appropriate steps in order to identify new and better ways of improving strategic performance • Works with managers, staff, partners and stakeholders to develop new initiatives that contribute to the development and performance of the organisation
Planning and Implementing	<ul style="list-style-type: none"> • Anticipates and makes plans to deliver the Corporate Strategy • Incorporates strategic and/or longer term issues in plans • Manages projects, identifies and negotiates relevant resources • Communicates the plans to appropriate staff/stakeholders • Puts in place contingency plans to cope with potential problems

Competency	Criteria to be Evidenced (Description)
	1. Considers budgets when planning projects
Respecting Others	2. Develops strategy that takes forward the Equality and Diversity agenda 3. Proactively incorporates ideas and concepts from diverse perspectives creatively in strategic planning and decisions and promotes understanding across the organisation 4. Considers the impact of new Government Policy, legislation, EU directives and guidance and integrates into strategy and plans 5. Works proactively with partner organisations to improve services for all 6. Respects confidentiality wherever appropriate 7. Upholds a high standard of fairness and ethics in words and actions

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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Transformation Programme Director – Recruitment Timeline

The table below details the recruitment process for this campaign, covering the specific activity, dates and stakeholders involved at each stage.

Recruitment Timeline		
Activity	Date(s)	Stakeholder(s)
Advert go-live / Closing	08.05.2021 - 01.06.2021	Irvin Luchowa
Blind Assessment / Longlist	02.06.2021	Andrew Blake-Herbert Jane West Geraldine Minchin
Technical Assessment	11.06.2021	Omid Shiraji Geraldine Minchin
Shortlist	17.06.2021	Jane West Geraldine Minchin Irvin Luchowa
Video Submission	24.06.2021	Jane West Geraldine Minchin Irvin Luchowa
Senior Leadership Stakeholder Panel	25.06.2021	Mark Ansell Barry Francis Neil Stubbings Annette Kinsella
Senior Officer Stakeholder Panel		Jane West Robert South Geraldine Minchin
Final Shortlist		Jane West Geraldine Minchin Irvin Luchowa
1:1 with Andrew Blake-Herbert	09.07.2021	Andrew Blake-Herbert
Appointment sub-committee Panel	19.07.2021	Leader Damien White Cllr Robert Benham Cllr Viddy Persaud Cllr Ray Morgon Cllr Chris Wilkins Cllr Keith Darvill

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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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