



Havering

LONDON BOROUGH

APPOINTMENTS SUB COMMITTEE AGENDA

10.00 am	Thursday 18 May 2023	Town Hall - Appointment Centre Meeting Room 7
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Members 6: Quorum 3

COUNCILLORS:

**Conservative Group
(3)**

Philippa Crowder
Viddy Persaud
Damian White

**Havering Residents' Group
(2)**

Ray Morgon (Chairman)
Gillian Ford (Vice-Chair)

**Labour
(1)**

Keith Darvill

**For information about the meeting please contact:
Christine Elsasser
Email: christine.elsasser@oneSource.co.uk**

AGENDA ITEMS

1 CHAIRMAN'S ANNOUNCEMENT

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

2 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

(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 EXCLUSION OF THE PUBLIC

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

5 APPOINTMENT OF SD OF PEOPLE, SD OF PLACE , DIRECTOR OF PLANNING AND PUBLIC PROTECTION, DIRECTOR OF CUSTOMER SERVICES (Pages 1 - 34)

Details to follow; (these will not be available to press or public)

Zena Smith
Democratic and Election
Services Manager



APPOINTMENT SUB COMMITTEE

Subject Heading:

Appointment of Strategic Director of People, Strategic Director of Place, , Director of Planning and Public Protection, Director of Customer Services

SLT Lead:

Report Author and contact details:

Andrew BlakeHerbert – Chief Executive

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:

Salary costs budgeted for and will be contained within the salaries budget. Any costs relating to organisational change have been budgeted for,

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

Resources - A well run Council that delivers for People and Place.

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 Strategic Director of People, Strategic Director of Place, Director of Planning and Public Protection and Director of Customer Services posts and determine the best candidate for each listed role.

REPORT DETAIL

On April 21st, the Chief Executive completed the consultation process for the revised organisation design and operating structure for the Council. The new structure under implementation organises the Council teams into themes of People, Places and Resources and has created a revised tier 1 and 2 structure which sees the introduction of 3 Strategic Director posts and 10 Operational Director posts. The rationale and benefits of this structure was shared with Cabinet and gained their support. As we move into implementation and in line with our organisational change policy we have some individuals who are assimilated and have been matched, some who are ring-fenced and some roles which are available as vacancies for expression of interest. Officers are assessed as part of an assimilation or ring-fencing process within the organisational change policy requirements for roles that are one grade above or below their existing roles.

This paper covers 2 roles which are ring-fenced to existing chief officers (Strategic Director of People and Strategic Director of Place) and 2 roles which are for expression of interest (Director of Customer Services and Director of Planning and Public Protection)

A copy of the Job Profiles is attached at Appendix A.
A copy of the structure is attached at Appendix B

There is one existing senior chief officer ring-fenced for the Strategic Director of People.

There are two existing senior chief officers competitively ring-fenced for the Strategic Director of Place.

An Expression of Interest process will close on the 16th May for the Directors of Planning and Public Protection and of Customer Services. It is anticipated to have candidates for both roles.

Formal interviews will be held on 18th May 2023

Each individual will have a 45-minute formal interview which will cover the job purpose and accountabilities discussing the experience and competencies that can be evidenced and demonstrated and the ability to successfully deliver the role requirements in the future.

The Candidate Information Pack will be shared separately (exempt as this contains candidates' personal information) provides members with details on each candidate along with their initial application/CV.

IMPLICATIONS AND RISKS

Financial implications and risks:

Salary costs budgeted for. Anticipation is to offer suitable alternative employment for those competitively ring fenced. Any required costs around loss of post are budgeted as part of organisational change.

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 redeployment, recruitment and selection process has been managed in accordance with the Council's policies and procedures.

Appendix A – Job Descriptions
Appendix B – Structure Charts

Job Description – Strategic Director of People

Job Profile

Job Title:	Strategic Director, People
Directorate	People
Service/Section:	People
Post Number(s)	
Job Evaluation Number	
Grade:	Grade 17
DBS required	Extended DBS
Date last revised	
Reports to	Chief Executive

Reporting staff: Director of Living Well Director of Starting Well Director of Ageing Well

Purpose of Role
<ol style="list-style-type: none">1. Provide strategic direction and leadership to the council ensuring the delivery of policy priorities.2. Act as a visible advocate for Havering, working with residents and stakeholders to champion the role of communities and providing strategic leadership of People which will include strengthening the Council's approach to community engagement and rethinking how services are provided.3. Develop the vision and plans for and lead the Strategic People Directorate (accountable for Adults, Children, Health, Housing Demand, Culture and Leisure) that enhances the wellbeing of the residents of the Borough through high quality and well managed services that provide best value for money.4. Driving the vision for the Integrated Care System across the council working alongside partnerships

Duties and Responsibilities
Specific role responsibilities <ul style="list-style-type: none">• Provide strategic leadership, direction, management and oversight for the full range of regulatory and non-regulatory services on behalf of the council and in the public interest. These include (although are not limited to); Children Services; Adults Services; Housing Demand Services; Assisted Technology; Culture and Leisure Services• Lead, manage and direct the People Directorate team to ensure that a corporate and co-ordinated approach is adopted to the provision of the Council's services to residents. Act as Strategic lead for Mental health, Disability, Adult and Children Services• Lead the strategic development of integrated teams and partnership working across the whole health and care system

- Provide the strategic direction for, and management of a range of services in support of individuals within the People themed area.
- To develop a strong evidence based understanding of the changing landscape in Havering, and to predict the future needs of the borough and its people to inform strategic direction and planning.
- Act as Senior Responsible Owner providing input to, corporate strategies aligning to the Council's vision and ensure the implementation of specific corporate projects.
- Ensure effective partnerships and communication strategies in order to effectively harness the public, private, voluntary sector and community resources and views that can help to deliver the Council's vision, and ensure it is at the forefront of developing responsive, agile and improving services.
- Ensure effective financial management of accountable areas to be cost effective, driving through savings to achieve value for money.
- This job description provides a summary of your key responsibilities and is not intended to be an exhaustive list. You may be required to perform other duties and tasks as assigned.

Statutory Obligations

- Ensure effective financial management of accountable areas to be cost effective, driving through savings to achieve value for money.
- Compliance with statutory duties achieved in relation to service areas managed, in line with relevant legislation and statutory guidance.

Regulatory Obligations

- Ensure that the Authority's services are established and developed to meet the Council's statutory obligations, and are incorporated into the Council's plans
- Act as the Statutory Head in accordance with appropriate legislation and regulations, Codes of Practice, Regulations, the provisions of the Council's Constitution and its policies and procedures.
- Strategically lead the delivery of people services to agreed standards and with associated feedback and ensure strategies are in place for our external engagement (resident and partners, businesses) and internal communications and engagement

Tasks and Accountabilities (all Strategic Directors):

- Direct and keep under review the Corporate Plan, directorate specific service strategies and service plans so that the Council fulfils its duties, and delivers agreed aims and outcomes, thereby ensuring that the needs of residents and stakeholder groups are fully considered, engaged and involved in co-design, co-production, and joint decision making
- Work in partnership with internal colleagues and external stakeholders in an integrated, holistic and cross cutting way to achieve delivery of those outcomes and share and role model good and innovative practice in all work.

Strategy

- Actively develop, promote and role model the Council's vision and values through personal leadership to ensure they are delivered throughout the organisation.
- Ensure that people and their needs are central to decision making, and any steps leading to them by engaging residents fully in the development of ideas, strategies and policies, as well as ensuring that these approaches are implemented throughout the directorate, thereby

delivering effective outcomes and all times avoid a silo mentality (or single service area approach).

- Provide input to, develop and implement all corporate strategies and the Council's vision and to act as a major project or programme Senior Responsible Owner to lead and ensure the implementation of specific corporate projects as required.

Service Quality

- Develop appropriate service quality measures, targets and outcomes for accountable assessment using the necessary and appropriate mechanisms that enable more transparent accountability for delivery in the directorate
- Build effective partnerships and communication strategies, and be the Council's (officer level) lead in order to harness effectively the public, private, voluntary sector and community resources and views that can help to deliver the Council's vision, and ensure it is at the forefront of developing responsive, agile and improving services.
- Works collaboratively with trades unions on matters of mutual interest to improve services and solve problems in a coherent and integrated manner, seeking mutually beneficial outcomes wherever possible.
- Champion the work of the directorate through sharing, engaging, working with colleagues to develop innovative and pragmatic strategies that promote a positive public image of the Council
- Ensure the Council's commitment to put people at the heart of all we do by fully engaging residents in the development of ideas, strategies and policies as well as the co-design, co-production, and joint decision making approaches is implemented throughout the directorate following the professional leadership of, and models developed by the Resident Engagement division.
- Provide high level strategic direction and policy advice, and key performance management indicators to senior managers and elected officials, so that decision making is based around sound principles and evidence and that outcomes can be assessed to ensure accountability.
- Performance
- Lead, direct and performance manage all services, programmes or projects within the directorate to ensure that they are effective and efficient, and set and achieve high standards of performance, provide best value and that overall budgets are managed and controlled, overarching corporate or government requirements to ensure confidence in value for money and quality of outcomes and building an engaged, valued, confident, developed, empowered and innovative workforce.
- Provide situational and progress reports and professional advice to enable elected officials to discharge their functions in an effective and efficient way, and display the highest standards of ethical governance.
- Lead, direct, develop and uphold internal control systems that safeguards residents' interests against a variety of indicators, including the appropriate use of council resources, ensuring the system is respected and adhered to by all staff in the directorate.
- Resource Management
- Lead and direct an effective directorate management team, ensuring that staff are informed, organised, performance managed, held to account, and motivated to deliver high quality and cost effective services to quality and cost standards.
- Plan and keep under review the resources within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

Leadership and Culture

- Lead organisational change within the directorate to ensure services play their full part in achieving the Council's vision for the residents and businesses of Havering, Model the new behaviours required of all staff in terms of equality, ethical behaviour, effective internal control, agility, transparency, openness, community empowerment and engagement enabling better ways of working
- Drive improvement in customer and community focus, performance, productivity, budget, managerial efficiency and workforce changes to deliver improved outcomes for the people of Havering.

Equalities and Diversity

- Display strong and positive inclusive leadership for equalities and diversity principles, leading by example and encouragement, ensuring that they are integrated into all aspects of service delivery so that the needs of the whole community are addressed.

Budgets and Asset Management

- Ensure services are managed cost effectively and within budget, inspiring directorates to challenge existing ways of working by actively identifying and evaluating new funding opportunities and ways of working, driving through savings and efficiencies so that the public and partners recognise that the Council provides value for money.
- Communication
- Ensure that citizens and staff are fully informed about the Council's vision, values and objectives and the standards, behaviours and performance expected of them providing a clear line of sight to ensure service improvement for the council and staff engagement.

Legislation and Regulations

- Provide an analysis and interpretation of legislation or regulations relating to the work of the service division including offering advice on such matters to senior managers, stakeholders and elected officials.

Additional Requirements:

- * Comply with any and all legislation and good practice appropriate to the work you undertake, and particularly that related to:
 - * Safeguarding
 - * Information security and confidentiality
 - * Equality, diversity and inclusion
 - * Health and safety
- * This is an unprecedented time of social, technological and financial change. The Council needs all staff to embrace change by demonstrating a flexible attitude to work, understanding that for us to provide excellent services to the people of Havering, you

may be required to undertake other duties in line with the overarching nature of this role and your level of skills and responsibility.

- * Assume Gold command as part of the Council's response to major events or emergencies
- * Embrace the Council's iCare values and behaviours in all aspects of work and service delivery
- * From time to time there may be exceptional circumstances which you will be required to make yourself available to support emergency planning that may include out of hours cover

Person Specification

Qualifications
Registered with Social Work England Educated to degree level and/or with demonstrable skills and experience to carry out the duties required of this role.
Experience
<ul style="list-style-type: none">• Significant experience in a similar role and as part of a senior leadership cohort, including managing major services, defining, leading, developing and motivating teams, and different work areas• Experience of planning and reviewing the delivery of services.• Substantial experience of providing strategic direction, service planning and leadership with a track record of delivering improved outcomes.• Understanding of the principles and practices involved in the management of Social Work at a senior level• Experience of running a group of major services, with the ability to understand the organisational impacts of their group on the organisation• Significant experience of partnership working.• Experience of managing significant budgets, financial information and the budget setting process.• Leading, managing and delivering transformational change in a complex organisation.• Working in a high profile political context and environment. providing clear, balanced advice and guidance on strategic issues• Experience of providing a high level of business information and support within a complex, politically sensitive and customer focussed environment• Substantial experience of providing strategic direction, service planning and leadership with a track record of delivering improved outcomes.• Demonstrable experience of working effectively at a senior level, including partnership with the CEO, representing one's organisation, building, and maintaining excellent relationships, promoting ideas and influencing decision-makers at all levels.• Full understanding of impacts of their group on the organisation and its customers

- Detailed understanding of the work area and a general understanding of wider organisational procedures and regulations as applicable.
- Thorough understanding of wider organisational issues and matters, including own area, and able confidently to give advice, or persuasion, within and outside of the organisation
- Evidence of experience in managing and controlling complex budgets and business planning processes to ensure the most cost effective use of resource
- Have a proven track record of successfully planning, defining, designing, delivering and reporting on large-scale, multi-stakeholder projects and programmes complex, including cross-organisational
- Proven experience of effective strategic thinking, detailed planning and the ability to deliver to clear long-term objectives.
- Demonstrates high personal standards and quality of work in representing the organisation.
- Able to draw together and present tangible conclusions from a wide range of incomplete and complex evidence
- Experience of presenting to meetings and forums including senior managers, stakeholders and elected officials
- Leading on and enabling delivery and development of directorates
- Can demonstrate a depth of proven experience in complex, cross-organisational project management and organisational business planning.
- Have a proven track record of successfully designing and delivering large-scale, multi-stakeholder projects and programmes
- Proven experience in successfully designing and implementing cross-organisational monitoring and reporting solutions.
- Technically proficient in applied research, evaluation and impact measurement techniques (quantitative and qualitative), demonstrating an interdisciplinary approach, and the demonstrated ability to design and implement real life evaluations.
- Able to consider the wider implications for our residents, partners and stakeholders with all decisions.
- Proven experience of effective strategic thinking, detailed planning and the ability to deliver to clear long-term objectives.
- This job description provides a summary of your key responsibilities and is not intended to be an exhaustive list. You may be required to perform other duties and tasks as assigned.

Skills and Attributes

- An experienced implementer of evidence-based decision-making tools. Able to draw together and present tangible conclusions from a wide range of incomplete and complex evidence.
- Demonstrates strong commitment to the promotion of equality and diversity.
- Can demonstrate a depth of proven experience in utilising a range of strategy development theories. (e.g. Systems thinking, Design thinking etc.)
- Interdisciplinary thinker with expertise in both quantitative and qualitative methods, and the demonstrated ability to design and implement real life evaluations.

- Proven expertise in organisational change and organisational change management processes.
- Ability to deal with a broad range of complex problems requiring application of best practice that may result in changes to service delivery
- Provides thought leadership and ability to coach and mentor at senior level
- Ensures goals set are always with a focus on service and delivery.
- Able to demonstrate a passion for leadership and development of public services
- Ability to deal with a broad range of complex problems requiring application of best practice that may result in changes to service delivery
- Identifies key stakeholder groups and develops a good rapport and understanding of their requirements.
- Defines and role models corporate values and behaviours, service approach and delivery culture in the group ensuring a good level of service being provided and drives improvements are made when required.
- Defines service delivery culture for the group
- Shows a high degree of awareness towards the needs of Havering's residents, identifying the needs of groups and communities
- Excellent interpersonal skills and political understanding of environment including the ability to deliver complex information effectively to all audiences, including the ability to change entrenched attitudes where complex themes are involved and there may be a high degree of challenge.
- Able to demonstrate a passion for leadership and development of services
- Leads by example, role modelling corporate values and behaviours
- Detailed knowledge and appreciation of the services and functions within the portfolio
- Knowledge of the range of support services and maximising efficiency, different delivery models and cost minimisation
- High degree of emotional intelligence, understanding when to pursue opportunities and when to protect our position in a way that engages
- High level of personal integrity
- High degree of personal resilience, with the ability to maintain perspective and progress, when potentially faced with a high level of challenge or criticism

Strategic Director of Place

Job Profile

Job Title:	Strategic Director Place
Directorate	Place
Service/Section:	Place
Post Number(s)	
Job Evaluation Number	
Grade:	G17
DBS required	Not required
Date last revised	
Reports to	Chief Executive

Reporting staff:

Director of Housing and Property

Director of Planning and Public Protection

Director of Environment

Areas of responsibility are Housing, Regeneration, Asset Mgt, Planning & Enforcement

Purpose of Role

1. Leading a range of essential and regulatory services, being a visible advocate for Havering, working with residents and stakeholders to champion the role of communities and providing strategic leadership of place.
2. Strengthening the Council's approach to community engagement and rethinking how services are provided. Act as the officer lead for Place, one of three themes in the corporate plan leading the strategic delivery in all areas of accountability.
3. To provide leadership and the strategic direction for the management of a range of services designed to ensure a clean and safe public realm environment, Regeneration and development of communities and the management of our retained Housing stock, working in partnership with other agencies and internal stakeholders to ensure the Council's compliance with its statutory duties.
4. Developing and delivering an effective infrastructure and sustainability plan, including waste and energy.
5. To provide leadership, direction and management of the full range of services on behalf of the council and in the public interest. Ensuring service delivery of the highest quality and best value for money.

Duties and Responsibilities

- **As well as the corporate leadership role, specific objectives within the role responsibilities are:**

- To provide strategic leadership and direction for the full range of regulatory and non-regulatory services on behalf of the council and in the public interest. These include (although are not limited to):
 - Emergency Planning;
 - Public Protection;
 - Community Safety;
 - Public Realm Ground Maintenance and Parks;
 - Waste and Recycling;
 - Housing services
 - Asset management
 - Corporate estate
 - Enforcement
 - Inward Investment and Inclusive growth

- To oversee the Strategic Planning and Transport Policy; Development and Building Control
- Strategic lead for public protection and safety
- To provide the strategic direction for and management of a range of services designed to ensure delivery of the Council's regeneration programme working in partnership with other agencies and to ensure the Council's compliance with its statutory duties.
- To develop, manage and coordinate the Council's business development and economic growth strategies, including place based regeneration strategies to secure inward investment in Havering and build its reputation as a good place to do business.
- To provide the strategic direction and leadership 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 housing options which ensure ongoing housing supply including, Property Services, Housing Management and Supported Living
- 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 act as the Council's community wealth building champion (officer level) and drive forward the community wealth building agenda to keep more wealth in the local economy and secure inward investment and growth in the borough
- To strategically lead and drive forward the regeneration planning on behalf of the Council
- Has leadership responsibility for all Havering sites and facilities and is strategic lead for corporate landlord functions
- To lead the Council's agenda on community safety, community cohesion and enforcement action against anti-social behaviour, licensing, car parking and fly tipping

- To provide an analysis and interpretation of legislation or regulations relating to the work of the service division including offering advice on such matters to the Chief Executive, Elected Members, Assistant Directors/Head of Service colleagues
- The post holder will have accountability for the HRA and for general fund budget

Additional Requirements:

- Comply with any and all legislation and good practice appropriate to the work you undertake, and particularly that related to:
 - Safeguarding
 - Information security and confidentiality
 - Equality, diversity and inclusion
 - Health and safety
- This is an unprecedented time of social, technological and financial change. The Council needs all staff to embrace change by demonstrating a flexible attitude to work, understanding that for us to provide excellent services to the people of Havering, you may be required to undertake other duties in line with the overarching nature of this role and your level of skills and responsibility.
- Assume Gold command as part of the Council's response to major events or emergencies
- Embrace the Council's iCare values and behaviours in all aspects of work and service delivery.
- From time to time there may be exceptional circumstances which you will be required to make yourself available to support emergency planning that may include out of hours cover.

Tasks and accountabilities (all strategic directors):

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

Strategy

- Direct and keep under review the Corporate Plan, directorate specific service strategies and service plans so that the Council fulfils its duties, and delivers agreed aims and outcomes, ensuring that the needs of residents and stakeholder groups are fully considered, engaged and involved in co-design, co-production, and joint decision making

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- Work in partnership with internal colleagues and external stakeholders in an integrated, holistic and cross cutting way to achieve delivery of those outcomes and share and role model good and innovative practice in all work.
- Ensure that people and their needs are central to decision making, and any steps leading to them by engaging residents fully in the development of ideas, strategies and policies, as well as ensuring that these approaches are implemented throughout the directorate, thereby delivering effective outcomes and all times avoid a siloed, or single service area approach.
- Provide input to, develop and implement all corporate strategies and the Council's vision and to act as a major project or programme Senior Responsible Owner to lead and ensure the implementation of specific corporate projects as required.
- Actively develop and promote the Council's vision and values through personal leadership to ensure they are delivered throughout the organisation.

Service quality

- Develop appropriate service quality measures, targets and outcomes for accountable assessment using the necessary and appropriate mechanisms that enable more transparent accountability for delivery in the directorate
- Build effective partnerships and communication strategies in order to harness effectively the public, private, voluntary sector and community resources and views that can help to deliver the Council's vision, and ensure it is at the forefront of developing responsive, agile and improving services.
- To be the Council's (officer level) lead representative in a range of partnerships to ensure that these relationships provide enhanced outcomes
- Works collaboratively with the trade unions on matters of mutual interest to improve services and solve problems in a coherent and integrated manner, seeking mutually beneficial outcomes wherever possible.
- Champion the work of the directorate through sharing, engaging, working with colleagues to develop innovative and pragmatic strategies that promote a positive public image of the Council
- To ensure the Council's commitment to put people at the heart of all we do by fully engaging residents in the development of ideas, strategies and policies as well as the co-design, co-production, and joint decision making approaches is implemented throughout the directorate following the professional leadership of and models developed by the Resident Engagement division.

- Provide high level strategic direction and policy advice, and key performance management indicators to senior managers and elected officials, so that decision making is based around sound principles and evidence and that outcomes can be assessed to ensure accountability.

Performance

- Lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that set and achieve high standards of performance, provide best value and that overall budgets are managed and controlled.
- Provide situational and progress reports and professional advice to enable elected officials to discharge their functions in an effective and efficient way, and display the highest standards of ethical governance.
- Lead, direct and performance manage all services, programmes or projects in the directorate in accordance with overarching corporate or government requirements to ensure confidence in value for money and quality of outcomes and building an engaged, valued, confident, developed, empowered and innovative workforce.
- Lead, direct, develop and uphold internal control systems that safeguards residents' interests against a variety of indicators, including the appropriate use of council resources, ensuring the system is respected and adhered to by all staff in the directorate.

Resource management

- Lead and direct an effective directorate management team, ensuring that staff are informed, organised, performance managed, held to account, and motivated to deliver high quality and cost effective services.
- Plan and keep under review the resources within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

Leadership and Culture

- Lead organisational change within the directorate to ensure the services play their full part in achieving the Council's vision for the residents and businesses of Havering.
- Drive improvement in customer and community focus, performance, productivity, budget, managerial efficiency and workforce changes to deliver improved outcomes for the people of Havering.
- Model the new behaviours required of all staff in terms of equality, ethical behaviour, effective internal control, agility, transparency, openness, community empowerment and engagement enabling better ways of working.

Equalities and Diversity

- Displays strong and positive inclusive leadership for equalities and diversity principles, leading by example and encouragement, ensuring that they are integrated into all aspects of service delivery so that the needs of the whole community are addressed.

Budget and Asset Management

- Ensure accountable services are managed within budget, encouraging directorates to actively identify and evaluate new funding opportunities through additional income, grants and commercial partnerships and innovative new ways of working.
- Inspire the directorates to provide value for money services and prudent use of resources challenging existing services to ensure that they are cost effective and drive through savings so that the public and partners recognise that the Council provides value for money.

Communication

- Ensure that citizens and staff are fully informed about the Council’s vision, values and objectives and the standards, behaviours and performance expected of them providing a clear line of sight to ensure service improvement for the council and staff engagement.

Person Specification

Qualifications
<ul style="list-style-type: none">• Significant experience in a similar role and as part of a senior leadership team
Experience
<ul style="list-style-type: none">• Substantial experience of providing strategic direction, service planning and leadership with a track record of delivering improved outcomes.• Experience of running major services.• Significant experience of partnership working.• Experience of working within the political context and environment• Manager of a group, processing broad experience• Experience of providing a high level of business information and support within a complex, politically sensitive and customer focussed environment• Demonstrable experience of working effectively at a senior level, including partnership with the CEO, representing one’s organisation, building, and maintaining excellent relationships, promoting ideas and influencing decision-makers at all levels.• Experience of working effectively within a political environment, providing clear advice and guidance on strategic issues• Full understanding of impacts of their group on the organisation

- Detailed understanding of the work area and a general understanding of wider organisational procedures and regulations as applicable
- Evidence of experience in managing and controlling complex budgets and business planning processes to ensure the most cost effective use of resource
- Thorough understanding of wider organisational issues and matters, including own area, and able confidently to give advice, or persuasion, within and outside of the organisation
- Experience of managing a range of different teams and work areas

- Demonstrates high personal standards and quality of work in representing the organisation
- Experience of presenting to meetings and forums including senior managers, stakeholders and elected officials
- Can demonstrate a depth of proven experience in complex, cross-organisational project management and organisational business planning
- Have a proven track record of successfully designing and delivering large-scale, multi-stakeholder projects and programmes
- Experience with defining, leading and developing teams
- Proven experience in successfully designing and implementing cross-organisational monitoring and reporting solutions
- An experienced implementer of evidence-based decision-making tools. Able to draw together and present tangible conclusions from a wide range of incomplete and complex evidence
- Experience of leading and motivating successful teams
- Proven experience of effective strategic thinking, detailed planning and the ability to deliver to clear long-term objectives

Skills and Attributes

- Can demonstrate a depth of proven experience in utilising a range of strategic development theories. (e.g. Systems thinking, Design thinking etc.) • Proven organisational change and organisational change management processes.
- Technically proficient in applied research, evaluation and impact measurement
- Interdisciplinary thinker with expertise in both quantitative and qualitative methods with the demonstrated ability to design and implement real life evaluations
- Able to consider the wider implications for our residents, partners and stakeholders in all decisions
- Leading on and enabling delivery and development of directorates
- High degree of emotional intelligence, understanding when to pursue opposition and when to protect our position in a way that engages
- Provides thought leadership and ability to coach and mentor at senior level

- Ability to deal with a broad range of complex problems requiring application of best practice that may result in changes to service delivery
- Ensures goals set are always with a focus on service and delivery
- Defines service delivery culture for the group
- Politically adept and sophisticated
- Excellent interpersonal skills and political understanding of environment
- Able to demonstrate a passion for leadership and development of services
- Identifies key stakeholder groups and develops a good rapport and understanding of their requirements
- Excellent communication skills - able to deliver complex information effectively to all audiences, including the ability to change entrenched attitudes and behaviours
- Defines and role models service approach in the group ensuring a good level of service being provided and drives improvements are made when required
- Identifies and understands the communities in which we work and their high level needs
- Leads by example, role modelling corporate values and behaviours
- High level of personal integrity

Director of Planning and Public Protection

Job Profile

Job Title:	Director Planning and Public Protection
Directorate	Place
Service/Section:	Planning and Public Protection
Post Number(s)	
Job Evaluation Number	
Grade:	G16
DBS required	Not required
Date last revised	
Reports to	Chief Executive

Reporting staff:

AD Planning and other Heads of service

Covers responsibility for Planning, building control, public protection, community safety and emergency planning

Purpose of Role

1. The role will provide operational leadership for the management of a range of services designed to ensure we provide high quality Planning, building control, public protection, community safety and emergency planning functions
2. To promote the vision, values and priorities to partners, stakeholders and residents to improve the quality of life and promote economic development. This includes community engagement and co design on service provision and improvement
3. To Lead acting as the Council's lead officer and develop all functions within the Public Protection Service in accordance with statutory requirements and in keeping with Directorate/Council policies and objectives.
4. Accountable for administering the activities of current and advanced planning for Havering, serves as lead advisor to the Council, Planning Commission and is responsible for implementing all aspects associated with land use planning and development projects.

Duties and Responsibilities

As well as the corporate leadership role, specific objectives within the role responsibilities are:

- To provide leadership and the strategic direction for the planning and protection of a range of services designed to ensure a clean and safe public realm environment, regeneration programme in Havering, working in partnership with other agencies and internal stakeholders to ensure the Council's compliance with its statutory duties.

- To be accountable for a range of public protection services including environmental control, food safety, trading standards, licensing, private sector housing and health and safety services
- To provide leadership and direction for the full range of regulatory and non-regulatory services on behalf of the council and in the public interest. These include (although are not limited to):
 - Strategic Planning and Transport Policy;
 - Development and Building Control;
 - Public Protection;
 - Enforcement
- Direct the operation, functions and policies of the Public Protection Service through the effective planning and co-ordination of staff, financial and other available resources, having regard to Government, Council, Directorate and other drivers. Effective and efficient Public Protection Service. Ensure legislation is in place and complied with
- Direct on all Environmental Health & Trading Standards matters and exercise the Proper Officer functions and delegated powers assigned to the post in accordance with the Council's constitution. Council's Environmental health and trading standards legal responsibilities fulfilled
- To lead alongside the Council's Lead Officer and advisor on the protection of the public health of the community in partnership with the local NHS, the Health Protection Agency and other appropriate bodies. Public health of the community protected
- Accountable for the Council's licensing and registration functions with respect to such matters as are listed in the Council's Constitution Council's licensing and registration functions delivered in accordance with the Council's constitution
- Direct the delivery the Council's Contaminated Land Strategy in accordance with government policies and guidelines. Fit for purpose Contaminated Land Strategy
- Assess and review air quality within the borough in accordance with government policies and guidelines and lead on the improvement in air quality in Air Quality Management Areas Air quality in the borough is within government guidelines
- Assess and review ambient noise within the borough in accordance with government policies and guidelines and lead on the improvement in ambient noise to meet government criteria. Ambient noise in the borough is within government guidelines
- To be the Public Protection lead following an emergency or major incident, in liaison with medical, scientific and other specialist advisors. Public health of the community protected during emergency or major incidents
- To be the Council's Lead Officer for the purposes of the Government Agency Intelligence Network (GAIN) at Area and Regional levels and representing London at National level in order to maximise the opportunities for more effective joined-up enforcement More effective enforcement through multi-agency initiatives and intelligence sharing
- Authorising Officer for the purposes of the Regulation of Investigatory Powers Act 2000 Directed surveillance approved in accordance with the Regulation of Investigatory Powers Act 2000
- Single Point of Contact for the purposes of gaining information from Communications Service Providers within the terms of the Regulation of Investigatory Powers Act 2000 Information of communications data gained in accordance with the Regulation of Investigatory Powers Act 2000

- Ensure that Members, Senior Management and involved parties are kept fully informed of sensitive, political, controversial or policy issues
- Communicate and liaise with external and internal bodies to ensure effective policy formulation and to achieve mutually agreed objectives with stakeholders achieved
- Maintain close links and promote collaboration/partnership working with relevant parties in line with corporate and government policy e.g. Havering Chamber of Commerce and Industry, home authority/code of practice partners, central government, other Local Authorities etc. Close links and collaboration/partnership working with relevant parties in line with corporate and government policies
- To deliver an excellent planning service, from application and building control to planning enforcement and design quality. To drive forward and support the major regeneration programmes for Havering
- To have oversight of and be a required consultee on decisions relating to the Council's housing and asset development land to ensure delivery of housing targets
- To act as the Council's community wealth building champion (officer level) and drive forward the community wealth building agenda to keep more wealth in the local economy and secure inward investment and growth in the borough
- To provide leadership in the development and implementation of the Havering Local Plan and other Cross-London planning frameworks.
- To ensure sound working relationships with the GLA, MHCLG, HLF, Department of the Environment, Highways Agency, Transport for London, London Councils, other agencies and councils to ensure collaborative working on cross Borough and regional and sub-regional strategies to maximise investment in and ensure the effective management of the built and natural environment and all infrastructure.
- To lead on all aspect of community safety, including managing ASB services, community safety teams and CCTV provision
- To lead on all emergency planning, ensuring appropriate responses to events which impact the across borough
- This job description provides a summary of your key responsibilities and is not intended to be an exhaustive list. You may be required to perform other duties and tasks as assigned

Additional Requirements:

- Comply with any and all legislation and good practice appropriate to the work you undertake, and particularly that related to:
 - Safeguarding
 - Information security and confidentiality
 - Equality, diversity and inclusion
 - Health and safety
- This is an unprecedented time of social, technological and financial change. The Council needs all staff to embrace change by demonstrating a flexible attitude to work, understanding

that for us to provide excellent services to the people of Havering, you may be required to undertake other duties in line with the overarching nature of this role and your level of skills and responsibility.

- Assume Silver command as part of the Council's response to major events or emergencies
- Embrace the Council's iCare values and behaviours in all aspects of work and service delivery
- From time to time there may be exceptional circumstances which you will be required to make yourself available to support emergency planning that may include out of hours cover.

Person Specification

Qualifications

- RTPI accredited postgraduate degree.
- Eligible for Membership of RTPI or RICS (Planning and Development).
- Evidence of significant relevant Continuing Professional Development (CPD).
- Management qualification (e.g. Certificate, Diploma or MBA) (desirable) or management training (essential).

Experience
<ul style="list-style-type: none">• Substantial experience of providing strategic direction, service planning and leadership with a track record of delivering improved outcomes.• Experience of running major services.• Experience of planning and reviewing the delivery of services.• 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.• Substantial statutory planning experience in a large, complex organisation. <p>Manager of a directorate, possessing broad experience</p> <ul style="list-style-type: none">• Experience of providing a high level of business information and support within a complex, politically sensitive and customer focussed environment• Experience of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues• Full understanding of impacts of their directorate on the organisation• Detailed knowledge of the work area and a general understanding of wider organisational procedures and regulations as applicable.• Thorough understanding of wider organisational issues and matters, including the wider area, and able confidently to give advice, or persuasion, within and outside the organisation.• Demonstrates high personal standards and quality of work in representing the organisation.• Experience of presenting to meetings and forums including senior management, stakeholders and elected officials• Experience of managing wider resources via a matrix management approach• Have a proven track record of successfully designing and delivering medium to large multi-stakeholder projects and programmes• Experience with leading and developing teams• Proven experience of prioritising own work schedules and the work schedules of others• Proven experience of political awareness• Proven experience of effective strategic thinking, detailed planning and the ability to deliver to clear long-term objectives.
Skills and Attributes
<ul style="list-style-type: none">• Good interpersonal skills and the ability to build effective business-like relationships with key stakeholders of the service, demonstrating high trust and integrity.• Able to influence at a senior level internally and externally• Able to lead and direct across their function and to motivate and inspire people• Able to consider the wider implications for our residents, partners and stakeholders with all decisions.

- Leading on and enabling delivery and development of work-streams
- Provides leadership and ability to coach and mentor middle managers
- Ability to deal with a broad range of complex problems requiring application of best practice.
- Ensures goals set are always with a focus on service and delivery.
- Politically adept and sophisticated
- Drives service delivery culture for the directorate
- Excellent interpersonal skills and political understanding of environment
- Presents a positive product and service approach to enable people to understand what's available and how to access this.
- Identifies key stakeholder groups and develops a good rapport and understanding of their requirements.
- Excellent communication skills - able to deliver complex information effectively to all audiences
- Role models a service approach in the Directorate ensuring that reports also provide a good level of service being provided and ensure improvements are made when required.
- Identifies and understands the communities in which we work, and their needs.
- Leads by example, role modelling corporate values and behaviours
- High level of personal integrity

Director of Customer Services

Job Profile

Job Title:	Director of Customer Services
Directorate	Resources
Service/Section:	Customer Services
Post Number(s)	
Job Evaluation Number	
Grade:	G16
DBS required	N/A
Date last revised	
Reports to	Strategic Director of Resources

Reporting staff:

AD, Customer Services (external)

AD, Resources: Bereavement & Registration Services

Purpose of Role

- Provide strategic direction for the council's customer services, and an effective and efficient service delivery and customer advocacy using performance metrics, benchmarking services added value and customer feedback
- Create a culture that reflects the Council's values and lead an effective customer service ethos that ensures staff are engaged with key issues relating to our customers and partners.
- To ensure good communications and engagement with our residents, media, politicians, and the public in order to raise the profile of Havering and to ensure that customer service delivery is efficient and effective focusing on key priority outcomes.
- Promote the right channel shifting and self-service approach with a focus on first point resolution, lean service methodology and eliminating failure demand.
- Leadership and oversight of concessionary travel and bereavement and registration services and out of hours' response services ensuring support is available to all residents in emergencies situations.
- Seeking opportunities to create more revenue for the council developing commercial approaches to maximise our services offerings capability

Duties and Responsibilities

- Lead the customer facing portfolio of services for the Council, ensuring that the intended outcomes are being achieved through effective management against key performance indicators.
- Provide leadership in the customer services strategy and implementation, with clear performance measures
- Develop and maintain relationships with key internal and external strategic partners, in support of creating and developing opportunities for resilient communities
- Accountable for the delivery of customer service programmes and projects ensuring that they are managed and controlled in an effective manner in order to achieve their intended benefits and goals
- Lead and direct the work of customer facing cross-cutting activities as agreed with the Chief Executive, and to provide support and guidance to those leading these activities
- Ensure the efficient and effective management of resources to achieve corporate and service priorities within agreed resources
- Accountable for the council's library service, ensuring it meets residents' and statutory needs, including local support for vulnerable residents to access digital services.
- To be accountable for the Bereavement & Registration service in accordance with Statutory, General Register Office and Council requirements
- Accountability within areas of responsibility for budgetary control, complaints and access to information, business support, concessionary travel and out of hours support for emergency situations
- Lead and support change, and promote and embed a culture of learning and innovation, responding to the needs of service users and customers in order to drive continuous improvement in service delivery
- Lead as the head of profession for customer service ensuring communities of practice are active across the council to enable customer service to be at the heart of service deliver across the council, improving the council's effectiveness and accessibility of services to residents
- Work alongside collaborating with the Director of Public Health to identify the needs of residents through the use quantitative and qualitative metrics and insight
- Collaborate with health to identify the need of the integrated care system from a customer perspective
- Manage relationships with external partners and agencies to enhance the Council's performance, reputation and image including the promotion of the council services
- Ensure the effective implementation and compliance with legislative requirements and policy, including timely and accurate advice to Elected Members, the Council and its Committees and Corporate Management
- Ensure that the Council's people performance management framework is used to recognise good performance and to tackle under performance
- Lead, develop and empower staff to effectively manage service provision; human and financial resources; and provide robust quality delivery
- Deputise for the Strategic Director, Resources with other Directors as required
- This job description provides a summary of your key responsibilities and is not intended to be an exhaustive list. You may be required to perform other duties and tasks as assigned.

Additional Requirements:

The following clauses must be included in all Job Profiles.

- Comply with any and all legislation and good practice appropriate to the work you undertake, and particularly that related to:
 - Safeguarding
 - Information security and confidentiality
 - Equality, diversity and inclusion
 - Health and safety
- This is an unprecedented time of social, technological and financial change. The Council needs all staff to embrace change by demonstrating a flexible attitude to work, understanding that for us to provide excellent services to the people of Havering, you may be required to undertake other duties in line with the overarching nature of this role and your level of skills and responsibility.
- Assume Silver command as part of the Council's response to major events or emergencies (delete or amend as appropriate)
- Embrace the Council's care values and behaviours in all aspects of work and service delivery.
- From time to time there may be exceptional circumstances which you will be required to make yourself available to support emergency planning that may include out of hours cover.

Person Specification

Qualifications
Member of a professional body Relevant experience in Customer Service delivery within a matrix organisation
Experience
<ul style="list-style-type: none">• Broad knowledge of public sector services, the macro social and economic context within which local authorities work and the implications of this for delivery of aims.• Significant experience in improving outcomes for residents and communities through customer services innovation and programmes of improvement• Experience of Leading a customer facing directorate delivering multiple services and priorities• Broad understanding of leading commercial activities and generating financial income• Significant experience of working effectively with elected members, to deliver their strategic objectives within the communities they represent,

and to support them to resolve problems and develop effective local relationships with key local assets.

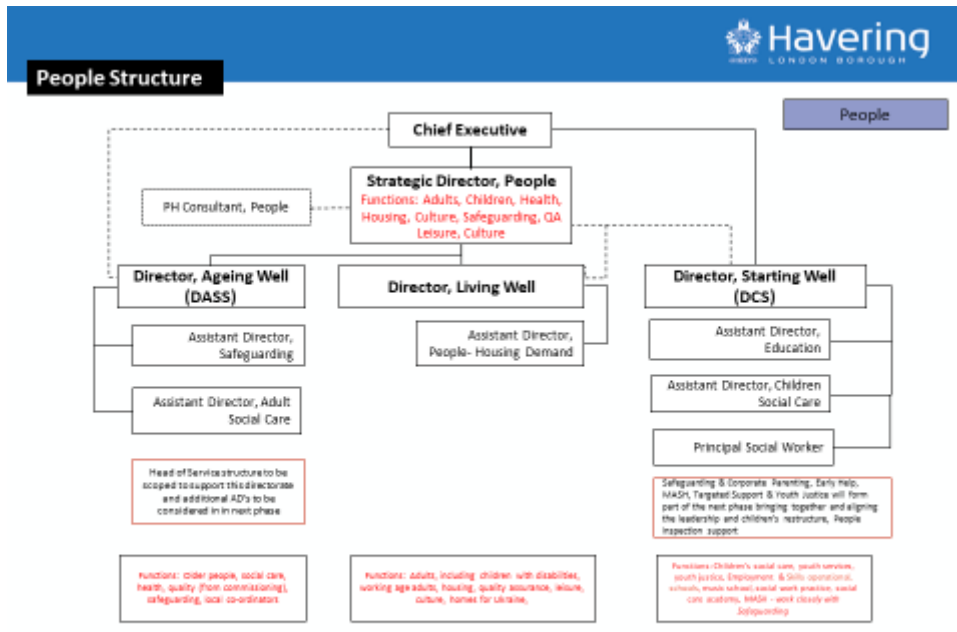
- Experience of providing a high level of business information and support within a complex, politically sensitive and customer focussed environment
- Demonstrable experience of working effectively at a senior level, including partnership with the Strategic Director and members, representing the organisation, building, and maintaining excellent relationships, promoting ideas and influencing decision-makers at all levels.
- Experience of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues
- Demonstrates high personal standards and quality of work in representing the organisation.
- Experience of managing wider resources via a matrix management approach.
- Have a proven track record of successfully designing and delivering multi-stakeholder projects and programmes
- Experience with defining, leading and developing teams
- Proven experience of political awareness, effective strategic thinking, detailed planning and the ability to deliver to clear long-term objectives.

Skills and Attributes

- Broad understanding of service delivery models, concepts and principles gained through extensive business exposure in a diverse range of organisations or services
- Able to provide leadership in community development strategy or community partnerships, evidencing strong partnerships that deliver joint ambitions achieving stronger and safer communities.
- Able to communicate a compelling vision to key stakeholders internally and externally and influence others to achieve operational outcomes.
- Able to co-design, broker and deliver innovative large and complex multi-agency community-based outcomes which achieve stronger, more resilient communities
- Able to forge and maintain relationships with key internal and external strategic partners, in support of creating and developing opportunities for communities to better help themselves
- Able to lead and direct across their function and to motivate and inspire people
- Able to consider the wider implications for our residents, partners and stakeholders with all decisions.
- Leading on and enabling delivery and development of work-streams
- High degree of emotional intelligence, understanding when to pursue opportunities and when to protect our position in a way that engages
- Ability to deal with a broad range of complex problems requiring application of best practice.
- Ensures goals set are always with a focus on service and delivery.
- Politically adept and sophisticated

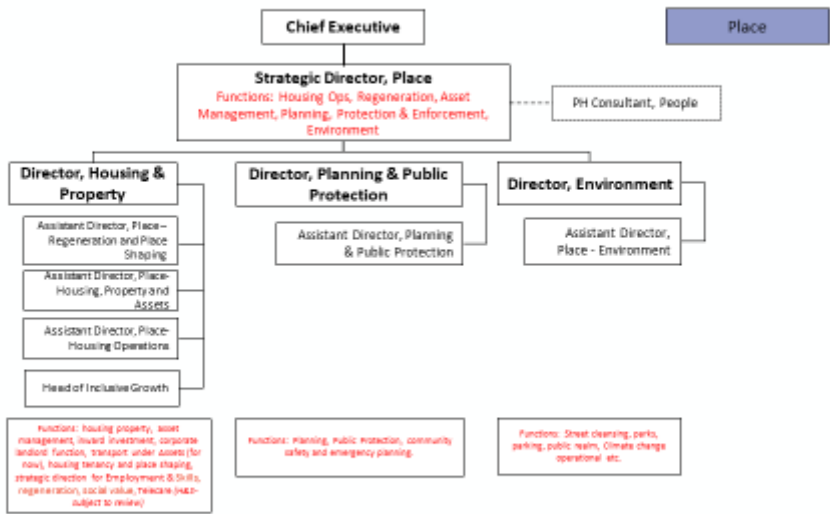
- Excellent interpersonal skills and political understanding of environment
- Presents a positive product and service approach to enable people to understand what's available and how to access this.
- Identifies key stakeholder groups and develops a good rapport and understanding of their requirements.
- Role models a service approach in the Directorate ensuring that reports also provide a good level of service being provided and ensure improvements are made when required.
- Leads by example, role modelling corporate values and behaviours
- High level of personal integrity

Appendix 2 – Structure Charts



The Havering you want to be part of

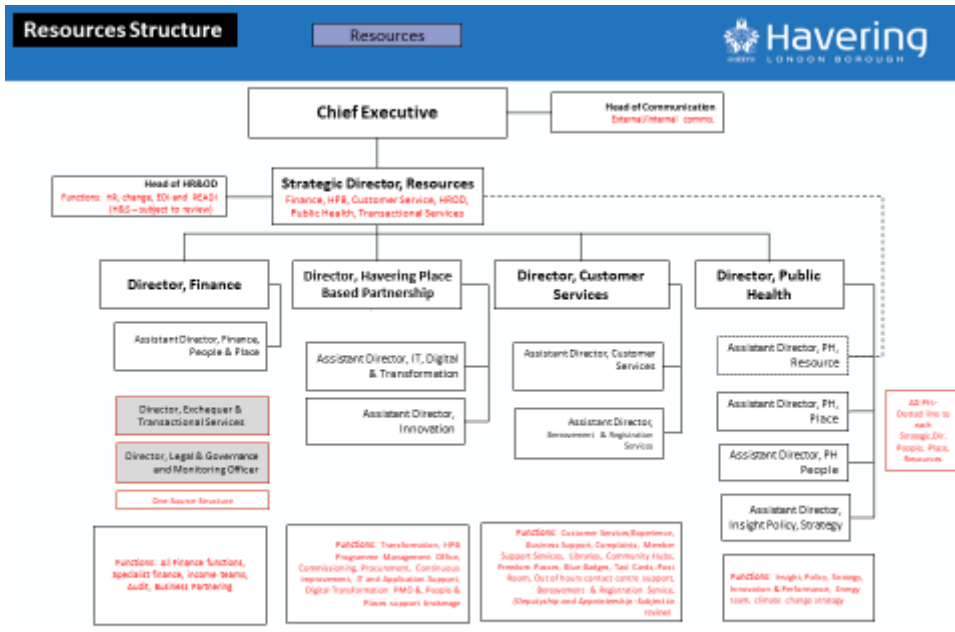
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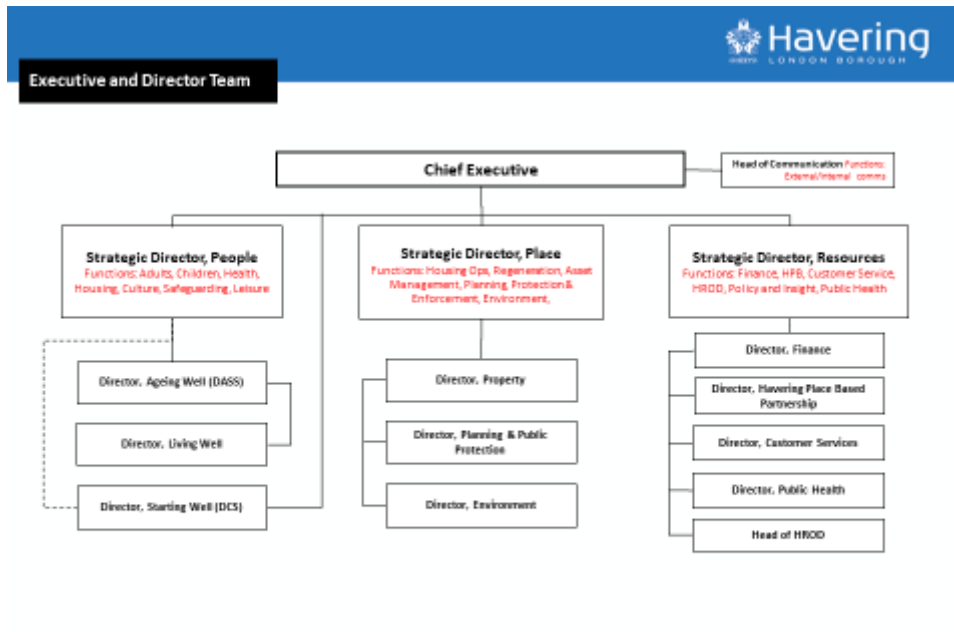
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Appointment Sub Committee, 18th May 2023



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