



# Havering

LONDON BOROUGH

## APPOINTMENTS SUB COMMITTEE AGENDA

<b>9.00 am</b>	<b>Thursday 15 June 2023</b>	<b>Town Hall Appointments Centre Room 10/11</b>
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Members 6: Quorum 3

**COUNCILLORS:**

**Conservative Group  
(3)**

Viddy Persaud  
Keith Prince  
Michael White

**Havering Residents' Group  
(2)**

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

**Labour  
(1)**

Keith Darvill

**For information about the meeting please contact:**

**Anthony Clements 01708433065  
Anthony.Clements@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 MINUTES

To approve as correct records, the Minutes of the meeting of the Sub-Committee held on [date] 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 DIRECTOR OF LIVING WELL (Pages 1 - 40)

Details to follow; (not available to press or public)

### 7 APPOINTMENT TO THE POSTS OF ASSISTANT DIRECTOR OF PUBLIC HEALTH (CONSULTANT IN PUBLIC HEALTH)

Report to follow.

**Zena Smith**  
**Democratic and Election**  
**Services Manager**



## APPOINTMENT SUB COMMITTEE

**Subject Heading:**

Appointment of  
Director of Living Well

**SLT Lead:**

Andrew BlakeHerbert – Chief Executive

**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 Director of Living Well post 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 the role of Director of Living Well which has been internally posted for Expressions of Interest to the tier 1 and 2 Leadership community.

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

There are four existing senior chief officers who have expressed interest for the Director of Living Well role.

Formal interviews will be held on 15<sup>th</sup> June 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 Description**  
**Appendix B – Structure Charts**

**Job Description –Director of Living Well**

## Job Profile

<b>Job Title:</b>	<b>Director, Living Well</b>
<b>Directorate</b>	<b>People</b>
<b>Service/Section:</b>	<b>Living Well</b>
<b>Post Number(s)</b>	
<b>Job Evaluation Number</b>	
<b>Grade:</b>	<b>G16</b>
<b>DBS required</b>	<b>Enhanced DBS check</b>
<b>Date last revised</b>	
<b>Reports to</b>	<b>Strategic Director, People</b>

### Reporting staff:

Assistant Director, Housing Demand  
Other roles - TBC

### Purpose of Role

- Responsible for the commissioning and delivery of all social care services to working age adults.
- Responsible for the areas of housing needs acting as strategic lead on all aspect of homelessness and rough sleeping and ensure that the council meets it statutory obligations in relation to homelessness.
- Responsible for the delivery of range of services in support of housing demand and the culture block

### Duties and Responsibilities

- Lead the operational direction for the Living Well Young Adult and Working Age Adult services provided by the Council, 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.
- Lead social care services including Mental Health, Learning Disability, Physical and Sensory Disability Services, transitions and young adults.
- Deliver housing needs services including leading the Homes for Ukraine team, in line with national and local policy drivers
- Deliver and enable culture block services across the council
- Build synergies within the identified areas of responsibility, ensuring joined up working, with our residents at the heart of everything we do. Collaborate with the other Directors in the People area and public health, to deliver joint services in conjunction with the Integrated Care System in Havering.

- Lead on the development of policy, procedure and practice in respect of all aspects of adult's services including Young Adults /Working Age Adults, and for Housing Needs. Ensuring the safeguarding of vulnerable adults within these areas of responsibility and delivering the highest quality and provision of service whilst achieving value for money.
- Lead under the direction of the Strategic Director, People, the integration of Health and Social Care services to ensure the seamless delivery of both the commissioning and delivery of services across the North East London Integrated Care System (NELICS) and Havering Integrated Care Board (ICB) and with the Barking, Havering and Redbridge University Hospitals NHS Trust. This will include the development of integrated teams and partnership working across the whole health and care system, and working with partners such as North East London Foundation Trust (NELFT) regarding existing integrated teams.
- Assume responsibility for the implementation of legislation, practice, guidance and policy, in particular, Care Act 2014 (including national eligibility criteria) and the Children and Families Act 2014.
- Jointly with the Director of Ageing Well and Starting Well to develop effective and efficient transition plans and commission appropriate services, so that expectations are well managed and life skills developed early to aid seamless transition.
- Ensure that robust and effective systems are in place to monitor activity and expenditure, that accurate financial forecasts are submitted in line with the corporate timetable and that effective measures for budget control are in place.
- Effective management of change programmes and relevant government led agenda.
- Lead, develop and empower staff to effectively manage service provision; human and financial resources; and provide robust quality delivery.
- 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.
- Deputise for the Strategic Director, People as required.

**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**

Educated to degree level and/or with demonstrable skills and experience to carry out the duties required of this role.

### **Experience**

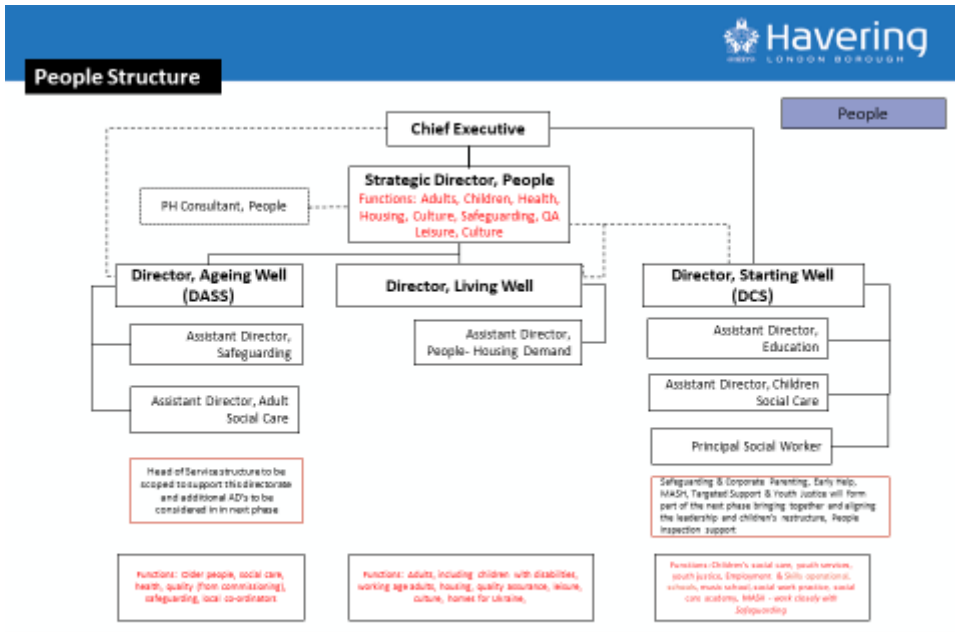
- Leader of a directorate, possessing broad operational and management experience
- Experience of providing a high level of business information and support within a complex, politically sensitive and customer focussed environment
- Demonstrable experience of working effectively at a senior level, including partnership with the Strategic Director, representing one's organisation, building, and maintaining excellent relationships, promoting ideas and influencing decision-makers at all levels.
- Social Care experience in a complex multi-discipline environment desirable
- Experience of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues
- A proven track record of successfully leading and managing the direct provision and commissioning of high quality services at a senior level in the public and/or private sector and translating local, regional and national requirements into practical outcome
- Full understanding of impacts of their directorate on the organisation
- In depth experience of managing high-volume services to substantial experience of providing strategic direction, service planning and leadership with a track record of delivering improved outcomes.
- Demonstrable experience of effective partnership working and related outcomes delivery across a complex health and social care system.
- Evidence of experience in managing and controlling complex budgets and business planning processes to ensure the most cost effective use of resource
- Experience of running major services.
- Detailed knowledge of the work area and a general understanding of wider organisational procedures and regulations as applicable.
- 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.
- 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 and hub and spoke management approach.
- Experience with leading and developing teams
- Evidence of experience in managing and controlling complex budgets and business planning processes to ensure the most cost effective use of resource
- Experience of presenting to meetings and forums including senior managers, stakeholders and elected officials
- Experience of working effectively within a political environment, providing clear, balanced advice
- 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**

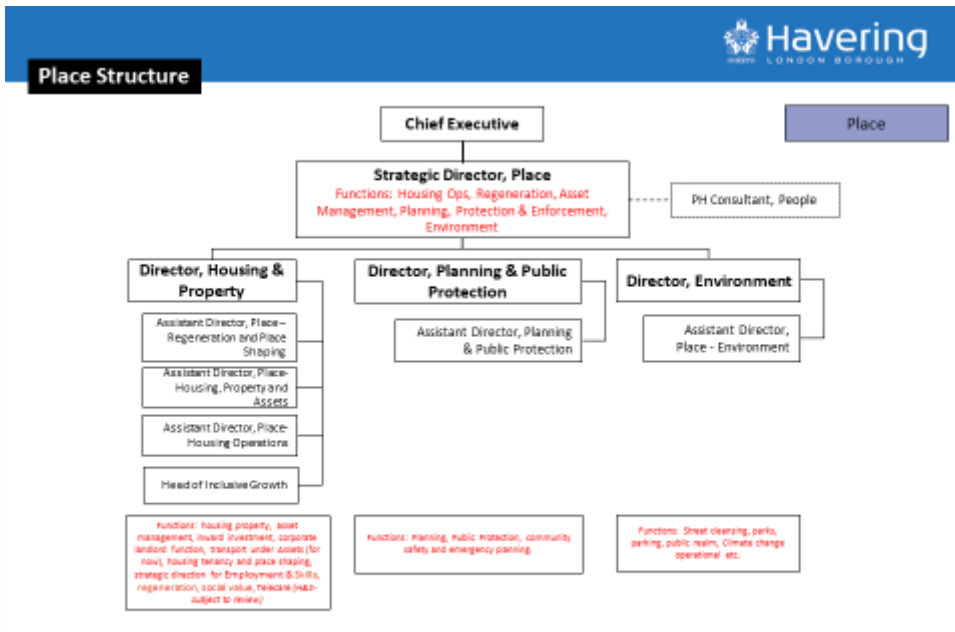
- In depth contemporary knowledge of Social Care Services for Adults practice and the ability to provide consistent high quality responsive services to the local community.
- Ability to set the strategic direction of Social Care Services for Adults drawing up the overarching strategy for the service and the necessary supporting plans for delivery, with and through partners.
- 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.
- 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.
- Lead on and enabling delivery and development of work-streams
- Demonstrates a 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 is available and how to access this.
- 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.
- 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
- Have a proven track record of successfully designing and delivering medium-size, multi-stakeholder projects and programmes
- High level of personal resilience and integrity
- Excellent communication skills demonstrating the ability to inspire and influence at a senior level internally and externally, deliver complex information effectively to all audiences and build effective business-like relationships with key stakeholders of the service, demonstrating high trust and integrity
- Experience of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues
- Identifies and understands the communities in which we work, and their needs.
- Leads by example, role modelling corporate values and behaviours
- Identifies the communities in which we work and specific 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.
- Provides leadership and ability to coach and mentor middle managers, thereby driving and developing a responsive service delivery culture for the directorate



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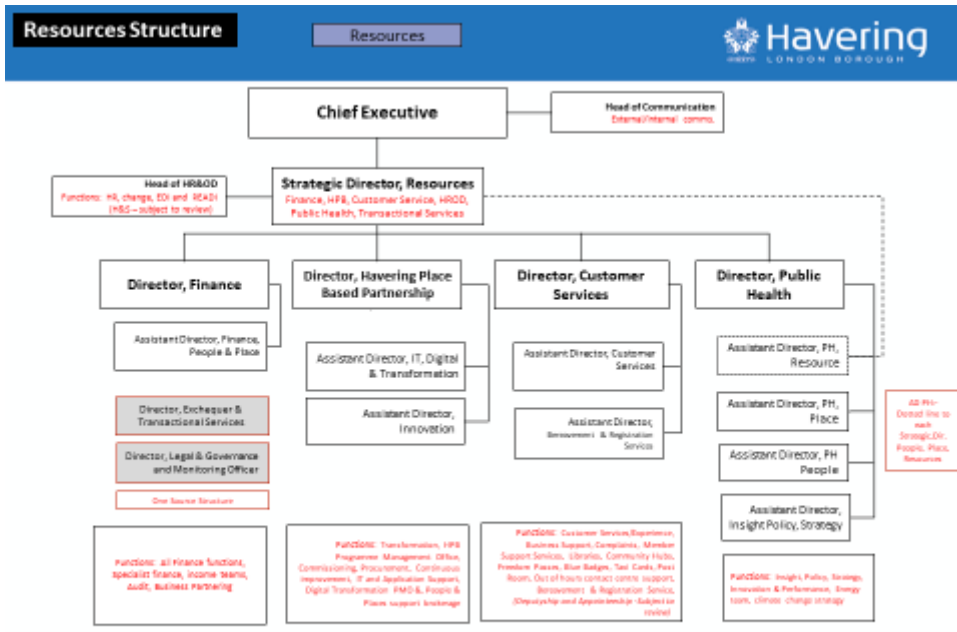
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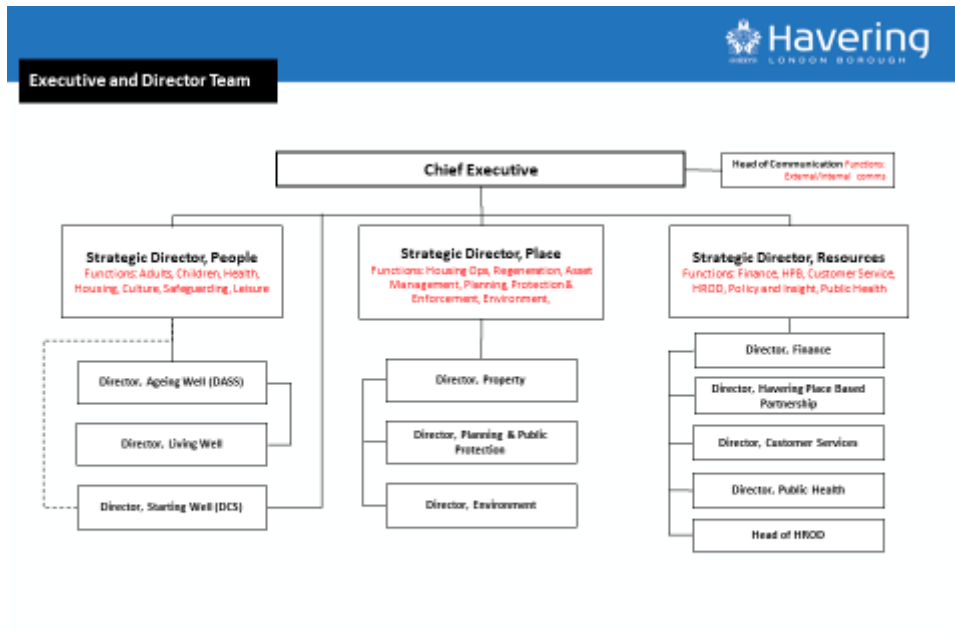
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# Appointment Sub Committee, 15<sup>th</sup> June 2023



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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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