



Havering

LONDON BOROUGH

APPOINTMENTS SUB COMMITTEE AGENDA

9.30 am	Friday 16 August 2024	Committee Room 3B, Town Hall, Main Road, Romford RM1 3BB
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Members 6: Quorum 3

COUNCILLORS:

**Conservative Group
(2)**

Viddy Persaud
Keith Prince

**Havering Residents' Group
(2)**

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

**Labour
(1)**

Keith Darvill

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

1 CHAIR'S ANNOUNCEMENTS

The Chair 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

Apologies have been received from Councillor Keith Darvill (Councillor Mandy Anderson substituting).

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 Chair.

5 APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR OF CORPORATE PROGRAMME MANAGEMENT AND DELIVERY ASSURANCE (Pages 3 - 38)

Details attached (some documents not available to press or public).

Zena Smith
Head of Committee and
Election Services

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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Job Profile

Job Title:	Assistant Director of Corporate Programme Management & Delivery Assurance
Directorate	Resources/IT, Digital and Customer Services
Service/Section:	Corporate Programme Management
Post Number(s)	
Job Evaluation Number	0269
Grade:	G13
DBS required	Not required
Date last revised	June 2024
Reports to	Director of IT, Digital and Customer Services

Reporting staff:

- TBC accountable for new structure design.

Purpose of Role

- To lead the Programme Office team to deliver support, governance and reporting to provide the Executive Leadership Team (ELT) with assurance that the strategies of the Council are realised through its investment in projects and programmes.
- To be the Council's authority on change, service re-design, transformation and oversee the Programme delivery activity across the organisation.
- Accountable for devising and embedding fit-for-purpose, proportionate governance processes.
- Responsible for developing and embedding of consistent frameworks, reporting structures and techniques that engender best practice in change management across the change community in Havering.
- Assure the financial and governance arrangements of the IT and Digital Programme portfolio – ensuring that spend is approved in accordance with Council constitution and to secure value for money for the Council.
- To enable and facilitate the delivery savings by providing programme support where required on proposals that are complex and could have a significant impact on the Council.
- To provide assurance on existing programmes of work so there is oversight that key priorities are being delivered and resources are used effectively to deliver outcomes.
- To provide organisational oversight and visibility across the organisation on the delivery major change programmes, savings, capital and regeneration programmes to ensure consistency in reporting and to identify and mitigate risks earlier on in the process so delivery timelines and budgets are adhered to.
- Create of a Community of Practice approach for change management to engender a culture of mutual support, continuously improving project management practices across the Council.

- Act as the Council's project delivery expert with exemplary leadership skills, to work collaboratively with the project and programme managers across the Council to define and raise the standards for project management and delivery.
- To line manage a small, agile team of project management experts.
- To oversee delivery of the service change and improvement work programmes and unblock issues to ensure high quality sustainable delivery practices for the organisation.
- Oversight of the line of business systems support for Housing, Adults and Children's Services.
- Ensuring the systems are fit for purpose, secure and maintained to enable the service areas to carry out their work in a compliant way.
- Escalation point for any significant risks or issues from within the team, the services areas supported or the software suppliers.
- Engage with soft market testing, contract award for replacement systems to ensure they are fit for purpose
- Lead on the implementation of new systems and adapt/change business processes where required to continually improve the use of technology to generate efficiencies

Duties and Responsibilities:

- Roles at this level will provide expert professional advice to inform senior leadership on the corporate management and development of the Council as a whole.
- They will lead on developing the programme management function, setting standards, and putting in place robust assurance mechanisms so that projects follow appropriate governance arrangements.

The service delivery requirements and standards are usually clearly defined by the Director with annual staff and financial budgets.

The role is accountable for:

- Accountable for developing and ensuring the application of Project Assurance Standards across the Council by implementing timely and accurate financial tracking for all projects and programmes across the organisation.
- Accountable for driving assurance across projects or programmes or portfolios to achieve objectives as defined by corporate standards.
- Accountable for providing guidance and leadership to ensure regular project reporting against key metrics across all portfolios to monitor, assess and report progress to the Extended Leadership Team.
- Accountable for conducting robust evaluations throughout the project lifecycle to ensure projects and programmes align to the original business case and meet agreed milestones.
- The translation of system leadership thinking to their area of work to ensure effective delivery of the projects and programmes in line with the priorities of the council and which will ensure that all risks are actively managed.
- Working collaboratively across the council and thinking strategically and commercially to support the delivery of best possible outcomes for our customers on a financially sustainable basis.
- Up-to-date financial tracking with highlighting of exceptions and areas of concern.
- Ensure failing projects are identified early, remedial plans are put in place and are recovered in a timely fashion

- Accountable for leadership of the project management assurance function, by developing a clear vision and championing the use of best practice project management standards and processes.
- Accountable for the development of a robust governance structure for the delivery of portfolios to ensure effective monitoring of controls and recommendations for external reviews are implemented.
- Accountable for driving a culture of continuous improvement of project methodologies within the department which, drives innovation and represents best practice from professional bodies and academic research.
- Identify opportunities using evidence-based insight for the improvement within their area of work, managing the changes so the highest possible levels of service quality are continually delivered.
- Implementing commercial and innovative solutions to emerging and complex issues that meet the needs of customers and deliver the best possible outcomes within agreed resources.
- Effective utilisation of digital technologies and innovation across the council and with stakeholders and partners.
- Equality and diversity are celebrated and considered as part of all decisions taken.
- Using professional expertise to develop and translate functional strategies, goals and plans into their area of work that prioritises resources, complies with relevant legislation and statutory requirements and manages a level of appropriate risk.
- Manage the delivery of exemplar customer interactions to individuals and communities which support the management of strong relationships and a reputation for achieving outcomes and resolving issues.

Additional Requirements:

Comply with 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
- Embrace the Council's iCare values and behaviours in all aspects of work and service delivery.

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/Silver/Bronze command as part of the Council's response to major events or emergencies (delete or amend as appropriate)
- Embrace the Council's iCare values and behaviours in all aspects of work and service delivery.

Person Specification

Qualifications:

- Educated to degree level or equivalent by experience.
- Evidence of continuing professional development and expert knowledge in relevant professional area, for example APM Practitioner, AMP Registered Project Professional, MSP Practitioner, MoP certified.

Experience

- The technical scope of the role defines the experience that is required

Skills and Attributes

- Able to cope with multiple and changing demands, and to meet tight deadlines.
- A high level of intellectual rigour, political awareness, negotiation and motivation skills and flexibility are required.

Core Competency	Level	Criteria to be Evidenced (Description)
Communicating openly and effectively	C	<ul style="list-style-type: none"> • Communicates complex information to others effectively • Is a clear and persuasive communicator, using influencing and negotiating skills when necessary • Actively listens to, respects, and values the view of others • Presents succinct, well-balanced information orally and in writing, with clear outcomes • Sets up opportunities to influence others prior to decisions being made • Understands and responds to organisational politics • Facilitates discussions to achieve collective objectives • Creates an environment where teams are encouraged and developed, to enable them to communicate effectively
Managing personal and organisational change	C	<ul style="list-style-type: none"> • Translates strategic vision into practical and achievable plans • Thinks and acts innovatively and creatively, to improve methods, systems and outcomes • Identifies opportunities for change • Champions, manages and engages with change openly and willingly • Is proactive in identifying barriers to change and works to influence others in overcoming them

		<ul style="list-style-type: none"> • Promotes a culture that demonstrates a commitment to continuous improvement and development • Constantly reviews own and team's objectives to ensure they support long-term strategic objectives • Identifies and exploits own opportunities and those of the team, to fulfil potential
Achieving results and success	D	<ul style="list-style-type: none"> • Able to identify needs 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	D	<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 • Considers budgets when planning projects
Respecting others	C	<ul style="list-style-type: none"> • Develops a culture of Equality and Diversity • Empowers people to achieve best practice in this area • Adapts to different audiences • Demonstrates integrity and consistency in decision making • Ensures team members value diversity • Demonstrates clear and consistent leadership in promoting equality and diversity • Ensures full access to services for all

		<ul style="list-style-type: none"> • Responds efficiently and appropriately where there is evidence of unfairness • Respects confidentiality wherever appropriate • Challenges inappropriate behaviour • Upholds a high standard of fairness and ethics in words and actions
Management Competency	Level	• Criteria to be Evidenced (Description)
1. Driving Performance	3	<ul style="list-style-type: none"> • Looks at data with a strategic eye and translates data and feedback into performance-oriented actions • Encourages actions and action-focused approaches • Translates strategic visions into realistic plans to drive performance • Works proactively with other departments to create an environment that fosters performance • Creates a performance management culture focused on achieving key objectives • Leads, develops and empowers staff to provide a seamless service delivery
2. Motivating others	2	<ul style="list-style-type: none"> • Talks to staff to understand their aspirations and help them to achieve their goals • Encourage different views and perspectives • Shows confidence in the team and builds up others' confidence in it • Fosters motivation by leveraging the differences in staff's need for the right level of autonomy and control • • Understands intrinsic and extrinsic motivation of their staff and delegates work accordingly • Responds efficiently and appropriately when there is evidence of lack of motivation
3. Operational Management	2	<ul style="list-style-type: none"> • Thinks of creative ways of obtaining/using resources • Gets things done and builds momentum • Seeks to automate efficient processes • Builds in performance and quality indicators • Prioritises effectively • Builds in contingencies to deal with the unexpected • Has systems in place to monitor progress

		<ul style="list-style-type: none"> • Drives efficiencies and seeks opportunities to deliver value for money and savings •
4. Working Together	2	<ul style="list-style-type: none"> • Works cooperatively with other departments to develop and improve services • Seeks to understand what is critical to others • Delivers services in a way that reflects customer needs rather than organisational boundaries • Brings partners and projects together at the right time, in the right way • Fosters joint learning, training and problem solving
5. Empowering leadership	3	<ul style="list-style-type: none"> • Inspires, encourages and supports others • Looks ahead where the organisation needs to be in the long term, linked to the vision • Leads by example and models desired organisational behaviours • Compares performance with other organisations to set organisational goals • Is aware of their own leadership style and adapts to bring out the best in others • Leads by example

Last Date Updated	Last Date Evaluated	Owner	Approved by

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