



# Havering

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

## APPOINTMENTS SUB COMMITTEE AGENDA

<b>9.30 am</b>	<b>Friday 6 September 2024</b>	<b>Committee Room 3A - Town Hall</b>
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Members 6: Quorum 3

**COUNCILLORS:**

**Conservative Group  
( 2 )**

Keith Prince  
Viddy Persaud

**Havering Residents' Group  
( 2 )**

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

**Labour  
( 1 )**

Keith Darvill

**For information about the meeting please contact:  
Anthony Clements 01708 433065  
anthony.clements@onesource.co.uk**

## 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

(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 Chair.

### 5 APPOINTMENTS SUB-COMMITTEE PROGRAMME (Pages 3 - 4)

Programme of events attached – exempt from the press or public

### 6 APPOINTMENT TO THE POST OF DIRECTOR OF ENVIRONMENT (Pages 5 - 18)

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

### 7 APPOINTMENT TO THE POST OF HEAD OF COMMUNICATIONS & ENGAGEMENT (Pages 19 - 50)

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

**Zena Smith**  
**Head of Committee and**  
**Election Services**

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**Appendix A  
Job Profile – Director of Environment**

## **Job Profile**

<b>Job Title:</b>	<b>Director of Environment</b>
<b>Directorate</b>	
<b>Service/Section:</b>	
<b>Post Number(s)</b>	
<b>Job Evaluation Number</b>	
<b>Grade:</b>	<b>G16</b>
<b>DBS required</b>	<b>N/A</b>
<b>Date last revised</b>	
<b>Reports to</b>	<b>Strategic Director, Place</b>

<b>Reporting staff:</b> Assistant Director, Place, Environment, Heads of Service and Officers
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<b>Purpose of Role</b>
<ul style="list-style-type: none"><li>• Lead and manage a portfolio of services including those designed to ensure a clean and safe, public realm, delivered both in house and through third party relationships, including: Street cleansing, recycling and waste management; Highways maintenance, street lighting, traffic management, Parking services and sustainable transport; Parks and open spaces, and grounds maintenance.</li><li>• Develop and deliver an effective infrastructure and sustainability plan for waste and energy.</li><li>• Lead for the Climate Action plan for Council.</li><li>• Accountable for the strategy and delivery of Environmental Services.</li></ul>

<b>Duties and Responsibilities</b>
<ul style="list-style-type: none"><li>• Deliver and manage the one Environment service, bringing together grounds maintenance functions across all the Council's assets to ensure a consistent, high quality service.</li><li>• Act as a champion for local businesses and ensure that they have access to responsive services from the Council.</li><li>• 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): Horticulture, Street Cleansing, Waste Management, Recycling, Parks, Parking and Highways</li><li>• Champion and support the Council's environmental activity ensuring sustainability is embedded in every activity undertaken with accessible and high quality open and green spaces, streets free from litter and fly tipping enforcement in place</li></ul>

- Lead the development of the Council's Strategic Plan and Local Area
- Develop, implement, monitor and regularly review the Council's open space, integrated waste, transportation and transport strategies ensuring that they reflect best practise, are customer focused, maximise opportunities for innovation and partnership working and deliver value for money.
- Represent the Council on directorate issues at all levels both within the Council and externally and to maintain professional relationships with other local authorities, partner organisations, government departments, funders, trade organisations and other relevant bodies
- Lead, manage and be accountable for all directorate activities ensuring that service plans are produced which specify outcomes, performance measures, standards and resource allocation and underpin these plans with a performance management system involving all staff
- Ensure the effective procurement and management of all contracts and budgets within the directorate exploring the potential for shared services and third sector involvement where appropriate in order to create efficiencies and develop the local economy.
- Develop and ensure the timely and effective delivery of an Environment capital investment programme aligned to strategic priorities and including bids to external funding bodies where appropriate.
- Ensure that all services within the directorate, including those provided by external contractors have robust business continuity plans and contribute to the discharge of the Council's Civil Contingency responsibilities.
- For all those functions within the service area (which may vary through time), to ensure their effective and efficient management and to ensure service delivery of the highest quality and best value for money. In addition, 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
- Ensure sound working relationships with the GLA, ELWA, 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
- 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**

<b>Qualifications</b>
Relevant Qualification for discipline Degree educated or equivalent experience
<b>Experience</b>
<ul style="list-style-type: none"><li>• Manager of a directorate, possessing broad experience within area of expertise.</li><li>• Experience of providing a high level of business information and support within a complex, politically sensitive and customer focussed environment.</li><li>• 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.</li><li>• Experience of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues.</li><li>• 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 outcomes.</li><li>• Evidence of experience in managing and controlling complex budgets and business planning processes to ensure the most cost effective use of resources.</li><li>• Detailed knowledge of the work area and a general understanding of wider organisational procedures and regulations as applicable.</li><li>• Experience of presenting to meetings and forums including senior managers, stakeholders and elected officials.</li><li>• Experience of managing wider resources via a matrix management approach.</li><li>• Have a proven track record of successfully designing and delivering medium-size, multi-stakeholder projects and programmes.</li><li>• Proven experience of prioritising own work schedules and the work schedules of others.</li><li>• Proven experience of political awareness.</li><li>• Experience of leading and motivating successful teams.</li><li>• Proven experience of effective strategic thinking, detailed planning and the ability to deliver to clear long-term objectives.</li></ul>
<b>Skills and Attributes</b>
<ul style="list-style-type: none"><li>• Full understanding of impacts of their directorate on the organisation.</li><li>• Able to lead and direct across their function and to motivate and inspire people.</li><li>• Able to consider the wider implications for our residents, partners and stakeholders with all decisions.</li><li>• Lead and enable delivery and development of work-streams.</li><li>• Ability to deal with a broad range of complex problems requiring application of best practice.</li><li>• Ensures goals set are always with a focus on service and delivery.</li><li>• Politically adept and sophisticated.</li></ul>

- Presents a positive product and service approach to enable people to understand what's 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.
- 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.
- Have a proven track record of successfully designing and delivering medium-size, multi-stakeholder projects and programmes.
- Experience of leading and motivating successful teams.
- 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.
- Drives and develops a responsive service delivery culture for the directorate.

August 2024.

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# Job Profile

<b>Job Title:</b>	<b>Head of Communications</b>
<b>Directorate</b>	<b>Chief Executive</b>
<b>Service/Section:</b>	<b>Resources</b>
<b>Post Number(s)</b>	
<b>Job Evaluation Number</b>	
<b>Grade:</b>	<b>G13</b>
<b>DBS required</b>	<i>Not required,</i>
<b>Date last revised</b>	
<b>Reports to</b>	<b>Chief Executive</b>

<p><b>Reporting staff:</b> Deputy Head of Communications</p> <p>Senior Communications Advisers</p>
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<b>Purpose of Role</b>
<ul style="list-style-type: none"> <li>• Responsible for development and implementation of the council’s communications strategy</li> <li>• Responsible for providing an effective and professional communications service and for managing a team working across all communications channels including media relations, campaigns, digital and social media, internal communications, publications, creative design, event management, and community engagement.</li> <li>• To deliver effective communications to protect and enhance the council’s reputation and to ensure that residents, partners, elected Members and staff are able to understand and engage with the council’s new vision</li> <li>• Responsible for the council’s website as a front end tool for both communication and delivering services to residents and customers efficiently and effectively.</li> </ul>

<b>Duties and Responsibilities</b>
<ol style="list-style-type: none"> <li>1. To provide strategic direction for the council’s communications,</li> <li>2. For all those functions within the service area, ensure their effective and efficient management; and service delivery of the highest quality meeting legislative requirements.</li> <li>3. To deliver effective communications to protect and improve the reputation of Havering Council and to ensure that key stakeholders are engaged with the Council’s agenda.</li> <li>4. To provide advice and guidance to the Chief Executive, the Senior Leadership Team, the Leader of the Council and Cabinet on key communications issues.</li> <li>5. To support the development of the Council’s vision and overall narrative, ensuring consistency and clarity of messages.</li> <li>6. To oversee the management and development of the council’s corporate brand.</li> <li>7. To co-ordinate all proactive communications, media relations, PR, campaigns and events to showcase and present the work and initiatives of the council, driving behaviour change and supporting service delivery.</li> </ol>

<b>Last Date Updated</b>	<b>Last Date Evaluated</b>	<b>Owner</b>	<b>Approved by</b>

8. To ensure provision of council's 24/7 media handling service and ensure effective communications management in crisis situations.
9. To be responsible for the council's website as it presents both information but also an entry point for accessing services.
10. To be responsible for digital communications and the council's social media strategy and platforms including managing contracts for local advertising boards.
11. To lead on the council's communications strategy to support its major regeneration programme and effectively engage with a range of key stakeholders, influencers and partners.
12. To ensure that the tenants and leaseholders are effectively engaged with a regular programme of events, forums and communications to address issues and provide feedback about the council's Housing service.
13. To lead on the council's annual programme of corporate events for residents, businesses and external stakeholders.
14. To guide services that wish to promote the borough at external events.
15. To oversee and client outsourced services for creative design and location filming.
16. To lead effective internal communications and ensure that staff are engaged with key issues.
17. 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. You may be required to work at any Council site.

#### **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 Bronze 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.
- The Council has a strong commitment to achieving equality of opportunity in its services to the community and in the employment of people. It expects all employees to understand, comply with and promote its policies in their own work, and to undertake any appropriate training.
- Comply with Health and Safety Regulations associated with your employment.

- Be aware of the council's responsibilities under the Data Protection Act 1984 for the security, accuracy and relevance of all personal data held on such systems and ensure that all processes comply with this.
- To treat all information acquired through your employment, both formally and informally, in strict confidence. There are strict rules and protocols defining employees access to and use of the council's databases, any breach of which will be regarded as subject to disciplinary investigation.
- Demonstrate a flexible approach in the delivery of work within the service area. Consequently, the post-holder may be required to perform duties not specifically identified in the job profile but which are in line with the general responsibilities of the post.
- The Council has a strong commitment to achieving equality of opportunity in its services to the community and in the employment of people. It expects all employees to understand, comply with and promote its policies in their own work, and to undertake any appropriate training.
- Comply with Health and Safety Regulations associated with your employment.
- 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

- Must have a relevant professional qualification and/or equivalent work experience in a senior leadership role.

### Experience

- A proven track record of successfully leading and developing communications strategies
- Evidence of success in management and leadership
- A proven track record of working and communicating effectively with a wide range of internal and external bodies to achieve the corporate and service objectives of a comparable organisation
- Proven record of formulating and implementing strategies and programmes that cross service boundaries through the delivery of projects with a track record of challenging existing standards and costs of services through effective performance management and best value principles
- Considerable experience of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues that achieve the corporate and service objectives of the organisation
- A demonstrable track record of success in managing and controlling budgets and business planning processes to ensure the most cost effective use of resources
- Demonstrable experience of managing complex change, developing effective team working and motivating staff in large organisations

### Skills and Attributes

- Delivering an efficient and dependable service to the organisation
- Able to consider the wider implications for our residents, partners and stakeholders with all decisions.
- Leading on and enabling delivery of processes
- Able to coach and mentor
- 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
- Promotes a service delivery culture
- Excellent interpersonal skills and political understanding of environment
- Sufficient understanding of the theories and principles of the area to manage effectively and represent its interests
- 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
- Understanding of the communities in which we work, and their detailed needs
- Leads by example, role modelling corporate values and behaviours
- High level of personal integrity
- High level of personal resilience
- The ability to balance competing priorities and deliver within tight timescales.
- Skilled communicator with the ability to communicate orally and in writing to a diverse range of audiences
- A corporate team player, highly motivated and resilient.

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