



APPOINTMENTS SUB-COMMITTEE, 31 JANUARY 2020

Subject Heading:	Appointment to the post of Assistant Director of Property Services
SLT Lead:	Patrick Odling-Smee – Director of Housing
Report Author and contact details:	Julian Sivill – Strategic HR Business Partner, Ext 3763
Policy context:	The Council’s Constitution sets out in Part 3: Responsibility for Functions, Section 1.2: Functions delegated to general council committees, that the Appointments Sub-Committee will appoint senior officers i.e. Director, Assistant Director and Head of Service (where reporting directly to the Director).
Financial summary:	There are no financial implications arising from this report save for the salary costs associated with the appointment which have been budgeted for.

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

Communities making Havering	<input checked="" type="checkbox"/>
Places making Havering	<input type="checkbox"/>
Opportunities making Havering	<input checked="" type="checkbox"/>
Connections making Havering	<input type="checkbox"/>

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 Assistant Director of Property Services post and determine the best candidate for the role.

REPORT DETAIL

In November 2019, the Director of Housing commenced the recruitment process for the post of Assistant Director of Property Services. Penna were commissioned via the Local Government Resourcing Partnership (LGRP) Framework to provide an advertising and recruitment handling service which included their Executive Search option. An advert was placed through the following on-line sites: Municipal Journal; Inside Housing; RICS Recruit; Local Government Jobs; New Start; Penna; and on the Council's website.

At the closing date (Monday 16th December 2019) Penna reported the following activity:

London Borough of Havering – Assistant Director of Property Services	
Number of applications received	25
Additional candidates who had indicated that they may be interested in applying for the role	5
Number of contacts who have said that they are not interested in applying	22
Total number of candidates and sources identified	140
Number of candidates and sources approached	140

A longlist sift by Penna assessed the 25 applicants as falling into the following categories:

- 5 'A' rated Recommended candidates
- 5 'B' rated Marginal candidates
- 15 'C' rated Not Recommended candidates

The 'A' and 'B' rated candidates were further reviewed against the requirements of the job profile (attached at Appendix A) by the Director of Housing. As a result, 6 candidates (all 5 initial "A" rated candidates and one of the initial "B" rated candidates) were invited to a technical interview with Penna and the Director of

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Housing. Unfortunately one candidate (the initial “B” rated candidate) withdrew from the process before the technical interviews.

The remaining 5 candidates that attended the technical interviews with Penna and the Director of Housing were assessed as falling into the following categories:

- 3 ‘A’ rated Recommended candidates
- 0 ‘B’ rated Marginal candidate
- 2 ‘C’ rated Not Recommended candidate

The 3 ‘A’ rated candidates have each been invited to attend an informal meeting with the Leader and the Lead Member for Housing on Monday 27th January 2020 and a formal interview with members of the Appointment Sub-Committee on the 31st January 2020.

At the formal interview on 31st January, each candidate will be given a presentation topic in advance and will be asked to deliver a 10-minute presentation to the panel. Following the presentation there will be 5 minutes for questions following on from the presentation and then a formal 45-minute formal interview.

The final panel pack attached as Appendix B (exempt as this contains candidates’ personal information) provides members with the interview schedule, Penna’s report on each candidate along with their initial application/CV.

IMPLICATIONS AND RISKS

Financial implications and risks: There are no financial implications or risks arising directly save for the salary costs which have been budgeted for.

Legal implications and risks: There are no legal implications or risks arising directly. The recruitment and selection process has been managed in accordance with the Council’s policies and procedures.

Human Resources implications and risks: There are no HR implications or risks arising directly. The recruitment and selection process has been managed in accordance with the Council’s policies and procedures.

Equalities implications and risks: There are no equalities implications or risks arising directly. The recruitment and selection process has been managed in accordance with the Council’s policies and procedures.

**London Borough of Havering
Job Profile**

Job Title: Assistant Director of Property Services	Directorate: Housing
Service/Section: Property Services	Post Number(s): Job Evaluation Number:
Grade: G13	Date last updated: November 2019 Date of last Evaluation: February 2019

Main Purpose of the Job/Key Objectives:

- To ensure that the council's housing property portfolio is maintained to a high standard and lead on the development of the investment strategy for the housing stock.
- To lead on the strategic implementation of the relevant legislation and policies relevant to the delivery of the property service.
- To provide the strategic management and leadership for the following services:
 - Responsive Repairs and voids maintenance
 - Planned maintenance and decent homes investment
 - Direct delivery of new Council Housing
 - Health and Safety and Regulatory Compliance
 - Data Management and Programme Monitoring
 - Contract management and procurement.

Job Context:

1. The post holder reports to: Director of Housing
2. The post holder has line management responsibility for:
 - Responsive Repairs Manager – responsible for day to day repairs and the management of contractors providing these services, voids maintenance, pre and post inspections, and the contract management of external contractors
 - Data Management and Programme Monitoring – the monitoring of planned and cyclical programmes, the upkeep and analysis of the property database, the financial oversight of capital and revenue
 - Planned Maintenance and Direct Delivery Manager – the delivery of annual planned maintenance and cyclical programmes for continued

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- investment in the Council's housing stock and decent homes standards, the delivery of new council homes, the stock condition survey
- Compliance Manager – the health and safety and regulatory compliance of housing stock including gas servicing, asbestos surveys, fire safety management, lifts maintenance and legionella testing
 - Housing Complaints Officers
3. The post holder is a member of the Senior Management Team
 4. The post holder is required to work 36 hours a week.
 5. The post holder has Financial/Resources responsibility for a budget of an estimated £42m for Housing Revenue Account.

Experience

- Experience of successfully leading large multi-disciplinary teams providing the full range of asset management functions
- Experience of developing and delivering comprehensive asset management strategies and plans which are informed by periodic stock condition surveys
- Experience of the development and delivery of new build council housing
- Experience of performance management of large scale repairs and maintenance contracts
- Experience of developing and delivering cyclical repairs programmes to deliver on time, quality and to budget
- Experience of delivery of large scale social landlord health and safety responsibilities, identifying and mitigating risks
- Experience of developing and implementing successful fire safety management strategies
- Experience of procuring large scale contracts, including tendering, use of frameworks and negotiated arrangements.
- Planning and prioritising own workloads and those of your teams to achieve tasks within a tight deadline.
- Experience of having worked effectively at a senior level in a political environment; skilled in taking a cross organisational perspective.
- Demonstrable skills in research and evaluation, identification of trends, customer insight analysis; ability to translate this information to maximise potential service improvement.
- Experience of managing resources to ensure financial and service objectives are met within your own area.

Qualifications

A degree or equivalent professional qualification or relevant work experience at a senior level

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Working conditions/circumstances

The post holder may be required to work evenings, weekends and occasional public holidays in order to meet service requirements.

Key Accountabilities and Result Areas

Key Result Area	Expected End Result
Lead Property Services to deliver a cost effective, efficient high quality asset management service.	Effective management of all property services related practices, strategies and policies. Display strong leadership skills across direct staff and across departments. Able to deliver environmentally sustainable asset management strategy. Pro-actively research new/green technologies and seek out external funding opportunities.
Direct property services to enable a high quality, customer focussed responsive and planned repairs service to tenants and leaseholders	Enable positive feedback and customer satisfaction levels improved by providing high quality services.
Deliver cost effective stock investment, maintenance and health and safety compliance programmes through the capital and revenue budgets	Maximise value for money and effective use of budgets. Budget is managed; overspend and underspends are addressed in year and they are fully understood by all involved. Ensure legal compliance.
Develop and monitor the performance of each of the functional areas and ensure that services are delivered efficiently and effectively to a high standard.	Ensure that a cross section of value for money exercises, service accreditations and benchmarks are in place to monitor property services.
Be the professional lead for all aspects of service delivery; to develop new policies in each of the functional areas and to be responsible for the long term decision making and strategic planning	Services are effectively delivered, scrutinised and robust processes are legally compliant. To ensure that the council responsibilities for the safeguarding of adults and children are delivered through contractors and staff.
Manage highly complex/high risk issues within the framework of property services ensuring that action plans are developed and agreed in line with service requirements.	Service risk is assessed and mitigated, manage risk matrix and plans within effective timescales proportionate to risk.

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Develop customer insight and business intelligence, to enable proper to make recommendations and lead on the implementation of changes, service improvements	Short, medium and long terms goals are developed and responded to as part of service development.
Work with the Lead Member, Members, Chief Officers and senior representatives	The Housing Service is an effective department and has a good reputation within the Council
Maintain and promote liaison with internal and external stakeholders in order to enhance the Council's performance, reputation and image	The Council works well with partners and positively contributes to the social housing agenda
Deputise for the Director of Housing in all matters relating to Property Services in general, providing business continuity and emergency responses as necessary.	Services are effectively delivered

Competency Profile

Competencies are a set of descriptions of personal behaviours required by people in their workplace.

Competency	Level	Criteria to be Evidenced (Description)
Communicating openly and effectively	D	<ul style="list-style-type: none"> • Uses communication and influencing skills to progress complex situations and achieve significant impact • Able to effectively present to & influence large groups of people • Translates strategy into effective operational messages, easily understood at all levels • Demonstrates an in-depth understanding of organisational politics and uses this effectively • Creates and implements appropriate communication strategies to support complex projects • Ensures communication effectiveness throughout the business is continuously reviewed
Delivering excellent customer service	D	<ul style="list-style-type: none"> • Takes a leading role in organisational development and the continuous improvement of services for the benefit of customers • Identifies good practice & solutions and integrates into service provision • Translates customer and stakeholder feedback into strategic improvements

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		<ul style="list-style-type: none"> • Forms strategic groups and partnerships to develop and improve services • Actively seeks out and recognises opportunities for developing new customer bases
Managing Personal and Organisational Change	D	<ul style="list-style-type: none"> • Creates and articulates a vision that generates enthusiasm and commitment • Uses intuition as well as complex analysis to create a new concept or approach. • Encourages others to create strategies, visions and innovative services and emphasizes solutions that support strategic objectives • Ensures that the external environment and Government policies are taken into account when determining strategic direction • Demonstrates sensitivity in understanding the impact of change on others
Empowering Leadership	D	<ul style="list-style-type: none"> • Inspires, encourages and supports others • Understands broad political, economic and legislative trends, predicting what effect they will have on the organisation • Looks ahead where the organisation needs to be in the long term, linked to the vision • Compares performance with other organisations to set organisational goals • Is aware of their own leadership style and adapts to bring best out in others.

Competency	Level	Criteria to be Evidenced (Description)
Achieving Results and Success	D	<ul style="list-style-type: none"> • Able to identify need and put a strategy/business case forward in response to changing needs of the organisation • Understands and considers the impact of external influences • Ensures work processes and projects are well targeted, resourced and managed to deliver strategic aims • Identifies and manages risk, taking appropriate steps in order to identify new and better ways of improving strategic performance • Works with managers, staff, partners and stakeholders to develop new initiatives that contribute to the development and performance of the organisation
Planning and Implementing	D	<ul style="list-style-type: none"> • Anticipates and makes plans to deliver the Corporate Strategy

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		<ul style="list-style-type: none"> • Leads on the data management and analysis of property information • 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 • 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
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 • Lead, develop and empower staff to provide a seamless service delivery
Motivating Others	3	<ul style="list-style-type: none"> • Creates and implements a vision where different motivators are accepted and sustained • Has a good overview and is able to use differences in working cultures across services and organisations • Demonstrates effective leadership in promoting motivational approaches

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		<ul style="list-style-type: none"> • Works with managers and staff to develop new initiatives that address motivational issues in the organisation
Operational Management	3	<ul style="list-style-type: none"> • Identifies opportunities in local, regional and national activity, and secures external funding • Looks ahead and actively seeks to plan according to strategic changes • Uses information to anticipate service planning and operational management • Links budget to outcomes as well as corporate goals – e.g.: MTFS (Medium Term Financial Strategy) • Drives continuous improvement • Uses the information systems in place to measure performance against service and organisational targets
Working Together	3	<ul style="list-style-type: none"> • Finds best strategic partners to deliver priorities • Maintains current relationships and strategically creates the context for new ones • Breaks down barriers between partners, e.g. buildings, technology, and culture • Takes a proactive role in promoting and strengthening partnerships in the public, private and voluntary sectors • Convenes partnership meetings to decide which is the best way of delivering services
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

Additional Requirements:

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

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- 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.
- You may be required to work at any Council site.
- Demonstrate a flexible approach in the delivery of work within the service area. Consequently, the 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.
- Deal with any Safeguarding issues that might arise, in line with the Council's policies and procedures.