



APPOINTMENT SUB-COMMITTEE

Subject Heading:	Appointment to the post of Assistant Director of Highways & Environment
SLT Lead:	Barry Francis – Director of Neighbourhoods
Report Author and contact details:	Geraldine Minchin – Strategic HR Business Partner, Ext 2240
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:	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 type="checkbox"/>
Places making Havering	<input checked="" 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 Highways and Environment post and determine the best candidate for the role.

REPORT DETAIL

In February 2020, following a restructure of the Environment Service area, the Director of Neighbourhoods obtained the approval of the Chief Executive to commence the recruitment process for the newly created post of Assistant Director of Highways & Environment. Osborne Thomas were commissioned in early March 2020 via the LGRP (Local Government Resourcing Partnership) Framework to provide an advertising and recruitment handling service which included their Executive Search option. However, during the same month the Coronavirus situation escalated which led to a re-prioritisation of resources to critical services and the recruitment process was put on hold. This was reinstated in July and in the week commencing 20th July an advert was placed in the MJ (Municipal Journal), on the Osborne Thomas website, with Jobsgopublic and on the Councils website.

Given the on-going situation with the pandemic and the fact that the advert had been placed during the traditionally quiet summer holiday period, it had been agreed that the advert should run for much longer than was usual. The Council also benefited from an additional 'free' week of advertising in the MJ.

At the closing date (Friday 4th September 2020) Osborne Thomas reported the following activity:

Assistant Director of Highways & Environment	
Number of applications received	28
Additional candidates who had indicated that they may be interested in applying for the role	20
Number of contacts who have said that they are not interested in applying	25
Number of candidates and sources approached	80+

A longlist sift by Osborne Thomas assessed the 28 applicants as falling into the following categories:

- 6 candidates recommended for shortlisting

Appointment Sub-Committee, 01 October 2020

- 12 candidates recommended for longlisting
- 10 candidates not recommended

The 18 candidates recommended for shortlisting and longlisting were further reviewed by a panel comprising of the Director of Neighbourhoods, the Strategic HR Business Partner and an Osborne Thomas Associate against the requirements of the job profile (attached at Appendix A). A final shortlist of 5 candidates was determined. The 5 shortlisted candidates include 2 who have also applied for the AD Civil Protection post.

The 5 candidates were invited to an interview with the Director of Neighbourhoods (who also acted as the Technical Assessor), the Strategic HR Business Partner and an Osborne Thomas Associate.

The interviews were held via Zoom on Thursday 17th September 2020 and the candidates were assessed as falling into the following categories:

- Two 'A' rated Recommended candidates
- Zero 'B' rated Marginal candidates
- Three 'C' rated Not Recommended candidates

The two 'A' rated candidates have been invited to attend the interview with members of the Appointment Sub-Committee on the 1st October 2020.

The Director of Neighbourhoods decided that there was no requirement for the candidates to complete psychometric tests as this was an unnecessary cost to the recruitment process and he is confident that the candidate's suitability for the role has been sufficiently assessed.

The information pack attached as Appendix B (exempt as this contains candidate's personal information) provides members with a summary of each candidate's performance along with their application form and 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 Councils policies and procedures and has been supported by the oneSource HR Service.

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 Councils policies and procedures and has been supported by the oneSource HR Service.

Appointment Sub-Committee, 01 October 2020

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 Councils policies and procedures and has been supported by the oneSource HR Service.

**London Borough of Havering
Job Profile**

Job Title: Assistant Director of Highways & Environment	Directorate: Neighbourhoods
Service/Section: Highways & Environment	Post Number(s): TBA Job Evaluation Number:
Grade: Grade 14	Date last updated: 15 th January 2020 Date of last Evaluation: 15 th January 2020

Main Purpose of the Job/Key Objectives:

To provide the strategic direction for, and management of a range of services designed to ensure a clean environment in Havering, working in partnership with other agencies and to ensure the Council's compliance with its statutory duties.

Job Context:

- Havering is the third largest London Borough covering an area of 11,227 hectares and 386 miles of highways. It has approximately 106,000 households and circa 250,000 residents. Regular resident surveys demonstrate a clear correlation between satisfaction with Highways and Environment services and satisfaction with Havering as a place to live.
- Reporting to the Director of Neighbourhoods, the post-holder leads on all commercial leadership for our highways, parking and environmental services with two Group Managers reporting to the role. This includes strategy, market evaluation, contract tender procurement, risk management, pre and post contract evaluation, margin improvement and people development.
- To be operationally and commercially responsible for the delivery of highways, parking services, cleansing, waste, recycling, parks and open spaces.

Appointment Sub-Committee, 01 October 2020

- To be responsible for promoting the highest possible quality of the environment across the Borough – ensuring Havering is cleaner, greener and safer.
- To engage with local residents, communities and business to promote a strong sense of neighbourhood pride across the Borough.
- To ensure high levels of responsiveness and customer service, ensuring that systems, processes and culture are aligned to deliver the best possible experience for residents.
- To support and advise elected members in the formulation and development of relevant strategies within the Highways & Environment portfolio.
- To be visible to local residents, businesses and communities, actively listening to issues and concerns, promoting a sense of neighbourhood pride and taking responsibility for promoting fairness, equality and community cohesion.
- To take responsibility for supporting the Council's workforce to perform to their highest potential, ensuring that there is a strong development culture and supporting clear talent management and succession planning strategies across the organisation.
- To ensure sound working relationships with DCMS, 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 boroughs streets and open spaces.
- To represent the council as lead officer for the East London Waste authority and discharging the Council's responsibilities with regard to monitoring the waste disposal contract.
- To monitor all aspects of the performance of the individual contracts, including staff turnover and absence, staff hours and other controllable costs, taking remedial action where appropriate.
- To manage and co-ordinate the client side council officers to ensure they contribute effectively to the achievement of organisations objectives and key partnerships.
- Ensure that clear cash management reporting is in place including, capital and revenue accounts, live and aged debt and contractual setup spends are clearly managed.
- For all those functions within the service area (which functions may vary through time), to ensure their effective and efficient management and to ensure service delivery of the highest quality. In addition, also providing

Appointment Sub-Committee, 01 October 2020

analysis and interpretation of such legislation or regulations relating to the work of the service division. This entails offering advice on such matters to the Director of Neighbourhoods, elected Members, Head of Service colleagues.

- Requirement to attend evening and weekend meetings and travel regularly around London.

Key Statistics

Budgetary responsibility (estimated)

Responsible for holding budgets of approximately £13m revenue funding, £9m income and £51 m capital funded programme

Staff Numbers

- Approximately 350 full time equivalent staff and 100 staff working on council contracts.

Experience

- Specific experience of directly managing large scale multi-disciplinary local or central government contracts and outsourced services. Experience of public sector procurement process, the development of tender documentation and the evaluation of submissions.
- Extensive experience of commercial management of contracts and demonstrable experience negotiation at an executive level with a view to ensuring best value services that are long term sustainable.
- Experience of practically applying business tools and methodologies to ensure optimised performance and achievement.
- Successful track record in the implementation of innovative operational models leading to cashable and/or non-cashable improvements.
- Substantial proven leadership and a record of successful management at a senior level within a multi-disciplinary public or private sector organisation. This also entails having gained experience of participation in and successful contribution to the strategic decision making process of a large multi-disciplinary organisation.
- Experience working effectively with the community, community leaders, public, private sector bodies and other agencies. In addition, having a proven track record of securing high quality service provision and ensuring equality of opportunity in access to services and employment.

Appointment Sub-Committee, 01 October 2020

As appropriate, a proven track record of involving the community in service provision issues.

- 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.
- Senior managerial experience of successful resource management, and the delivery and measurement of cost effective, qualitative services within constrained resources. Moreover, experience of managing a large staff group providing a complex range of services in a related field.
- Experience of working effectively within a complex political environment as well as evidence of developing, implementing and monitoring clear standards of performance and service delivery outcomes.
- In depth experience of Environmental Services along with in depth contemporary knowledge of the legislative and regulatory framework within which these services exist.

Knowledge

- In depth contemporary knowledge of Public Realm, Highways, Parking and Waste Management practices and the ability to provide consistent high quality responsive services to the local community.
- 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.
- The ability to set the strategic direction of the Services, drawing up the overarching strategy for the service and the necessary supporting plans for delivery, with and through partners.

Qualifications

- Strong all round educational performance, with a good quality degree or equivalent experience and evidence of strong numeracy and writing skills
- No mandatory qualifications required

Working conditions/circumstances

- Assistant Directors will operate as designated emergency officers in the case of particular emergencies. Whilst Assistant Directors will be responsible for specific service areas, these service areas may be

Appointment Sub-Committee, 01 October 2020

changed from time to time after consultation. This therefore requires some degree of flexibility.

Key Accountabilities and Result Areas

STRATEGIC MANAGEMENT AND MANAGING CHANGE

- Manage and provide a strategic direction for the services provided by 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.
- Work with elected members and colleagues to develop the strategic direction and priorities of the service area within the overall aims of the Council; promoting and sustain a positive working partnership with elected members.
- Accountable for ensuring that the Council's policies, priorities, service planning & delivery and budget are effectively managed, along with promoting and develop a corporate "One Council" performance driven culture.
- Take a proactive role in promoting and strengthening partnership relationships in the public, private and voluntary sectors reflecting the Council's commitment to active partnerships with the community to regenerate Havering and improve the quality of life for citizens.
- Participate in the development and implementation of the annual Community Plan and support the Strategic Partnership. As well as, assisting in the development and implementation of a comprehensive partnership and participation strategy.
- Establish effective external working relationships with key influential people within the community, in the government and public sector, and within professional bodies. This further involves, ensuring Havering develops and improves its services to demonstrate Best Value along with being equipped to respond to challenges and change.
- To assure customer focus is at the forefront of strategic and operational plans within the service including appropriate and customer feedback channels and timely analysis in order that continuous improvement may occur.
- To provide an analysis and interpretation of such legislation or regulations relating to the work of the service division. This entails offering advice on such matters to the Director of Neighbourhoods, elected Members, colleagues and schools.
- Central to the role of Assistant Director will be the effective management of change to deliver the new local government agenda. Assistant Directors will be expected to play a key role in the process of reviewing, changing and leading the organisation. This involves

Appointment Sub-Committee, 01 October 2020

confidently initiating and managing change in a challenging and complex environment.

- Deputise for the Director of Neighbourhoods with other Assistant Directors as required.

PERFORMANCE MANAGEMENT

- Assistant Directors are accountable to their Director for performance management. This entails creating a performance management culture focused on achieving key objectives. This involves, initiating processes which will ensure that objectives are achieved on time to agreed standards and within resources available.
- Assistant Directors will be responsible for the performance management of staff under their control in order to ensure an integrated approach to service delivery and the consistent achievement of agreed service outcomes.
- Responsible for the establishment of effective target setting and performance management systems within the service area. Along with leading, developing and empowering staff to implement a corporate "One Council" performance driven culture, delivering measurable service outcomes and Best Value.
- To review and ensure that regular assessments of service quality are made, both in terms of professional content and public service provision, and ensure that appropriate steps are taken to improve service delivery.

DEVELOPING STAFF

- Lead, develop and empower staff to effectively manage service provision; human and financial resources; and provide a seamless service delivery.
- Identify the competencies and development needs of teams and individuals along with promoting a culture of continuous learning and development.

GENERAL

- Establish and maintain effective communication and information systems to influence strategic directions and operational objectives, along with utilising management information systems, including information technology and be willing to undertake appropriate training. This includes identifying areas of self development, which will contribute to high level performance and career development.

Appointment Sub-Committee, 01 October 2020

- Carry out responsibilities in accordance with the Council's Equal Opportunities Policy for employment and service delivery; assuring all services within the area of responsibility are planned and delivered in accordance with the Council's commitment to equality of opportunity and access.
- Ensuring the implementation of the Council's Human Resources Strategies and Policies and the Council's Health and Safety Policy, further taking forward the environmental priorities of the Council.
- Undertake other strategic, corporate and management responsibilities as may be assigned from time-to-time by the Director of Neighbourhoods. Additionally, taking every opportunity within the role of Assistant Director to raise and market the profile of Havering and implementing the Council's strategy for Business Planning.

Key Result Area	Expected End Result
Manage and provide a strategic direction for the services provided by Havering	Compliance with statutory duties achieved in relation to service areas managed.
Establish effective external working relationships with key influential people within the community, in the government and public sector, and within professional bodies.	Services developed and improved, providing value for money and equipped to respond to challenges and change.
Responsible for the establishment of effective target setting and performance management systems within the service area.	Staff developed and empowered to implement a corporate "One Council" performance driven culture and deliver measurable service outcomes.
Identify the competencies and development needs of teams and individuals	A culture of continuous learning and development is implemented and promoted.
Establishing and maintaining effective communication systems	Strategic directions and operational objectives influenced.

Appointment Sub-Committee, 01 October 2020

Competency Profile :

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 • 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 •

Appointment Sub-Committee, 01 October 2020

Competency	Level	Criteria to be Evidenced (Description)
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 •
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 • 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	D	<ul style="list-style-type: none"> • Develops strategy that takes forward the Equality and Diversity agenda • Proactively incorporates ideas and

Appointment Sub-Committee, 01 October 2020

Competency	Level	Criteria to be Evidenced (Description)
		<p>concepts from diverse perspectives creatively in strategic planning and decisions and promotes understanding across the organisation</p> <ul style="list-style-type: none">• Considers the impact of new Government Policy, legislation, EU directives and guidance and integrates into strategy and plans• Works proactively with partner organisations to improve services for all• Respects confidentiality wherever appropriate• Upholds a high standard of fairness and ethics in words and actions

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.
- 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 employee's 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.

Appointment Sub-Committee, 01 October 2020

Candidate application forms – Exempt from publication.