



## CABINET

**Subject Heading:**

Target Operating Model

**Cabinet Member:**

Cllr Ray Morgon

**SLT Lead:**

Andrew Blake-Herbert

**Report Author and contact details:**

**Andrew Blake-Herbert, [Andrew.blake-herbert@havering.gov.uk](mailto:Andrew.blake-herbert@havering.gov.uk), 01708 432201**

**Policy context:**

The Target Operating Model will support delivery of the Council's objectives and changes will be conducted in line with the Council's constitution and HR policies.

**Financial summary:**

The savings achieved through the Target Operating Model changes will contribute to the currently approved MTFS savings.

**Is this a Key Decision?**

Yes:

(a) Expenditure or saving (including anticipated income) of £500,000 or more

**When should this matter be reviewed?**

Phase 3 implementation completed March 2024

**Reviewing OSC:**

Overview & Scrutiny Board

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

Communities making Havering

[X]

Places making Havering

[X]

Opportunities making Havering

[X]

Connections making Havering

[X]

**SUMMARY**

To outline recommendations from the Chief Executive, the statutory Head of Paid Service, for a realignment and consolidation of the Council's organisational structure to reduce the number of separate and distinct Departments, to coordinate complementary services with clear synergies, to enable effective delivery of the Council's key priorities as well as build on the changes and learning from responding to the Covid-19 pandemic and create a modern, dynamic and flexible organisation to meet the challenges of the future.

This will be coupled with a corresponding realignment of responsibilities of the current Senior Leadership Team within a revised Senior Leadership structure which ensures resilience and maintains senior level capacity to support elected members, and to lead and deliver our key strategic priorities. This is set against the backdrop of very tight and challenging financial circumstances, in the short to medium term.

**RECOMMENDATIONS**

That Council:

- a) Approves the organisational and departmental realignment recommended by the Chief Executive/Head of Paid Services as outlined in the report (Appendix B) and the on-going realignment into the new pillars from December 2022.
- b) Approves the creation of the two posts, Director of Finance & Transformation and Assistant Chief Executive.
- b) Notes that there is no increase in senior leadership posts or overall management costs and that in fact savings will be delivered towards the currently already agreed staff savings.
- c) Agree that as the phases are progressed, the CE or his nominated lead should commence consultation with the affected staff and Trade Unions.
- d) Agree that any changes to the structures as a result of consultation can be made by the CE, or his nominated lead.
- e) That the implementation of the new structure is led by the CE and dealt with under the agreed process set out in the report, and that delegated authority is given to the CE to undertake a competitive interview process for internal candidates all of whom will have previously been appointed by the appointments panel, and that a recommendation is made to the Appointments Committee for ratification.

**REPORT DETAIL**

## **1. BACKGROUND**

The Council's Senior Management structure was last reviewed in July 2016. This resulted in a structure consisting of six Directors along with the Managing Director of oneSource, all reporting to the Chief Executive, supported by 12 Assistant Directors as shown in appendix A.

Several factors have come together to necessitate a further reconsideration of the senior management structure, including a need to reduce the number of separate and distinct Departments, to coordinate complementary services with clear synergies, to enable effective delivery of the Council's key priorities, as well as building on the changes and learning from the response to the Covid-19 pandemic. This will be coupled with a corresponding realignment of responsibilities of the current Senior Leadership Team within a revised structure, which ensures resilience and maintains senior level capacity to support elected members, and to lead and deliver our key strategic priorities, against the backdrop of very tight and challenging financial circumstances.

Before the pandemic, the Council was reorganising to ensure that the Council's focus was on outcomes for residents and businesses and not the silos staff worked in. As part of this, we were working to ensure we had the right staff with the right skills and that we invested in developing staff, both for their current roles and the roles they aspired to grow into. In addition, Choose Havering was launched to move the Council towards being an employer of choice. We also started to invest in our buildings and technology, so that staff had the right environment and equipment to carry out their roles. Throughout the Covid-19 pandemic, the Senior Leadership Team adapted their roles, services and responsibilities to ensure an effective response across the whole Council and the Borough, working with key partners in the health and voluntary sector, demonstrating that it is outcomes that need to be focused on and not silo working. Although we have moved back away from the emergency planning discipline of command and control through the Gold, Silver and Bronze structures to one of empowerment, there has also been a lot of culture change driven through the pandemic we need to bottle, embrace and build upon. Despite funding from government to support the response to the pandemic and to compensate the Council for a proportion of the loss of income, ongoing budget challenges remain this year and into the medium term. For Havering, this is seen in the triple impact of the historic underfunding via the Local Government settlement, its increase in demand both due to changes in its demographics and complexity of service support, alongside the cost of living crisis which means we find ourselves in a perfect storm. Alongside this, we have also had the interim arrangements for cover for the Chief Operating Officer role, which now needs to be resolved.

Therefore, it is appropriate at this time to review and realign organisational structures and senior officer responsibilities to ensure the Council is in a position to effectively coordinate and deliver on its broader key priorities and statutory

responsibilities, whilst also ensuring there is capacity and, importantly, resilience across and within the Senior Leadership Team.

## **2. RATIONALE**

Departmental responsibilities and alignment of key services are regularly reviewed and updated to reflect synergies and priorities. The current senior leadership structure was agreed a number of years ago in 2016. Following the demands of the Covid 19 pandemic, changes in partnership working, in particular with colleagues in health, along with the new political administrations' priorities for the Council and the financial challenges faced, now is the right time to review the current organisational structure, senior leadership strategic capacity and resilience.

The recommendations will facilitate a leaner departmental structure, realigning our experienced and resilient senior leadership team, both across the Council's key pillars of activity, but also within a reduced number of departments, focused on the Council's key strategic vision and corporate plan for the longer term, whilst also linking to the Council's workforce strategy and Choose Havering, to ensuring the retention of key skills, knowledge and experience, whilst delivering savings and supporting us to be an employer of choice.

Taking all of this into account, it is recommended to realign the core functions of the Council across the three distinct pillars of People, Place and Resource. A working group was established for each area to consider what should fall under each pillar and how each could be delivered.

Consideration was also given to the numerous commercial activities the Council currently engages in, and whether there was a better way of aligning them going forwards, but it not felt to be the right time to focus on this element.

A working group mapped existing service areas by looking at current hierarchies and function, identified resources/services which could be moved/combined in a phased approach to deliver quick win efficiencies. The working group aligned the current services into the three pillars as seen in the new corporate plan, and will undertake an intelligence led approach which will allow us to understand the current make-up of the Council, how and what each current service delivers and how we can find synergies between services, which can be combined or delivered differently and more efficiently. This in-depth analysis will recommend a detailed structure at all levels across the organisation, including where it sees efficiencies and opportunities for working differently.

In order for this to move forward swiftly, it is proposed that the realignment to the new target operating model happens in three phases. The first is bringing the current directorates into the three pillars as quickly as possible, which have high level synergies and allow them to work more closely together. This will show intent for staff, that we are moving this forward and to start the cultural change required to ensure this project is successful.

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In order to align the services initially into the pillars, some high level design rules were applied, this does not necessarily indicate their final position in the structure, as the detailed analysis is carried out, it is fully expect some services (or parts of service) will move between the pillars.

The design rules were:

### **People – principal outcomes are person-based**

- Front facing, externally facing functions.
- Partnership working, joining up with Health, voluntary sector and communities.

### **Place – principal outcomes are asset-based**

- Shaping the environment.
- Physical assets and their management.

### **Resources – principal outcomes are support-based**

- Back office, support functions.
- Cross cutting, enabling functions underpinning People and Place activities.
- Working closely/collaborating/matrix working with People and Place.
- Central co-ordination and prioritisation to deliver Council's vision, the glue that holds everything together.

The initial grouping under the pillars will occur by December 2022, and is set out in the diagram below, and seen more fully in Appendix C:

## Phase 1 – by end of December 2022



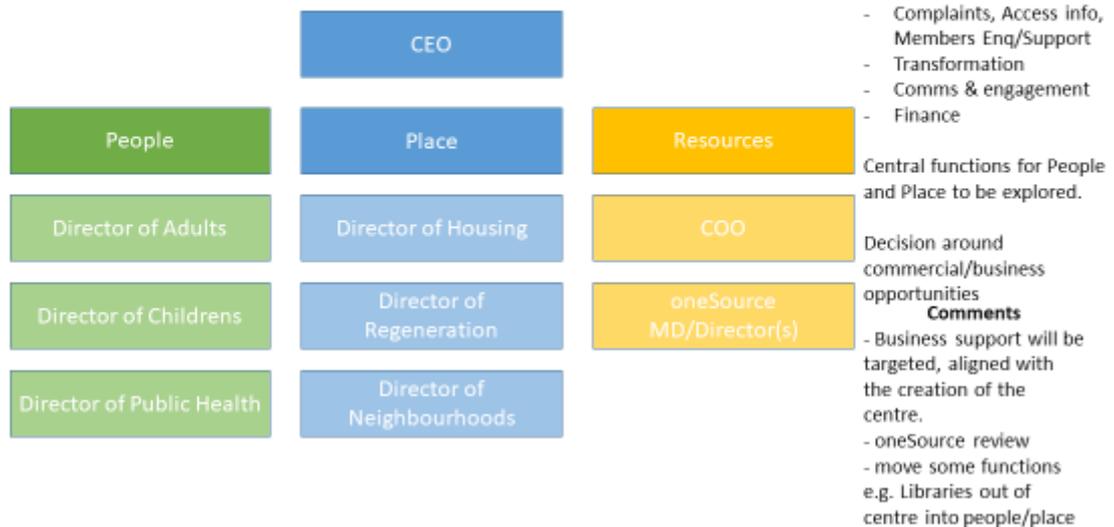
Phase 2 will then see the quick wins identified by December 2022 and implemented by March 2023. This will focus on efficiencies, realigning areas which have clear centralised synergies and which have clear management structures, whilst we work on the full, wider structure. This will also take account of oneSource and any changes in delivery follow the current on-going review. This will also see

some services which are currently in the centre that should be in either the People of Places pillar move too.

Due to the current Chief Operating Officer (COO) vacancy, it is proposed to immediately delete this role and in conjunction with the Director of Finance role in oneSource, create the following two new roles of Director of Finance & Transformation and Assistant Chief Executive. With the Council’s current financial circumstances, it is imperative that the right focus is placed on both the financial challenge, but also delivery of the savings. The creation of the Director of Finance & Transformation will enable that focus to happen without the distraction of the wider COO functions. It is proposed to immediately go out to the market for the recruitment to this role, as there are no internal candidates that would be eligible for the role. Secondly, as other services are centralised or decentralised, it will be important to have a role of Assistant Chief Executive, as the focus point for aligning and managing the transition, with the focus on both internal staffing and improving customer services. This role will be a lower graded role than a Director, but higher than an Assistant Director, and will initially be open internally to those that will be impacted by this realignment process, and will only go out externally if none of the internal candidates are suitable. The jobs descriptions for these two roles can be seen at appendix D.

Phase 2 will help contribute to the staffing savings that were built into this year’s budget and ensure full year effects delivery for next year. The diagram below sets out phase 2:

## Phase 2 – by end of March 2023



Phase 3 will see the full design work of the new structure which will be completed by March 2023, with restructures taking place throughout the following year and the full culture change over a three year period. Services will be considered down

to the functions they contain, but we must not break up services to the extent that they become incoherent and lose their ability to be delivered effectively for customers. As an example, some services in Housing have a people and place focus, so there will need to be realignment of how services are currently aligned and managed into the distinct areas.

## Phase 3 by March 2024



This report presents proposals for the continued effective management of the Council, reflecting the resources available, the current priorities and the medium to longer-term objectives of the Council. It is also really important for resilience purposes to ensure we have the right strategic capacity to support the delivery of the Council's agenda, whilst at the same time, contributing to the overall financial challenge the organisation faces. The phased approach and time lines set out above should enable us to achieve this.

What is also important, is that we don't put the organisation and its staff through change upon change, otherwise change fatigue will impact on service delivery and staff won't choose Havering, but will choose to leave Havering. To that end, some current restructures have been paused to allow the initial TOM work to conclude and we will endeavour to ensure that the number of restructures staff have to go through is minimised. However, in some areas staff may have to go through more than one restructure.

If posts become vacant during the process, we will also take the opportunity to move faster and bring things together more quickly, to clearly give the organisation the clarity that the realignment is happening and will impact from the top of the organisation down. One such change follows the recent announcement that the current Director of Neighbourhoods is to move on. Instead of replacing the role like for like, we will take the opportunity to merge the role and other Director roles and

create the Strategic Director of Place. The job description for this can be seen with the other new job descriptions at appendix D.

**CONSULTATION AND ASSIMILATION ARRANGEMENTS:**

It is proposed that a period of formal consultation is held with all affected staff and Trade Unions on the new senior management structure.

The Council has an agreed process for making appointments to posts falling within the purview of the Joint Negotiating Committee for Chief Officers in Local Government, as a consequence of a senior management realignment (referenced as background papers).

Subject to the approval of Cabinet, full consultation will commence with affected staff and trade unions in line with the Council's organisation change policy, which is elsewhere on tonight's agenda, at the relevant point in the process.

It is proposed that the consultation period will start in the new calendar year with comments invited at the earliest opportunity. Following completion of the consultation period and subsequent approval of the restructure, relevant staff will be invited to seek assimilation or redeployment (where possible). Under the Council's Constitution, the creation of Chief Officer posts require an Executive Decision and so, following consultation, these proposals will be considered through the Council's normal democratic processes with the whole process completed by 31<sup>st</sup> March 2023, or sooner if possible. Changes following the consultation will be delegated to the Chief Executive to approve.

All the changes will be implemented within the principle of the Council's Managing Organisational Change & Redundancy Policy and associated guidance, although Chief and Deputy Chief Officers are not covered under the policy.

**GRADING, PAY and REMINERATION FOR THE SENIOR MANAGEMENT TEAM:**

Current senior management pay is evaluated using the GLE and GLPC job evaluation schemes.

At present the current grading for the roles affected are noted below and there are no proposed changes to this, but the Assistant Chief Executive role has been graded at grade 14:

- Director Roles (Grade 17) up to a max £161,604
- Assistant Director Grades (Grades 13-15) £83,022 - £114,012
- Assistant Chief Executive (Grade 16) up to a max £139,470

All salaries exclude on-costs.

## **REASONS AND OPTIONS**

### **Reasons for the decision:**

To outline recommendations from the Chief Executive, the statutory Head of Paid Service, for a realignment and consolidation of the Council's organisational structure to reduce the number of separate and distinct Departments, to coordinate complementary services with clear synergies, to enable effective delivery of the Council's key priorities as well as build on the changes and learning from responding to the Covid-19 pandemic and create a modern, dynamic and flexible organisation to meet the challenges of the future.

### **Other options considered:**

**Not applicable**

## **IMPLICATIONS AND RISKS**

### **Financial implications and risks:**

The recommendations of the report approves the organisational and departmental realignment recommended by the Chief Executive/Head of Paid Services as outlined in the report including the creation of the two posts, Director of Finance & Transformation and Assistant Chief Executive.

There is no increase in overall management costs through the deletion of a number of posts, and in fact savings will be delivered towards the currently already agreed staff savings. Further changes to structures below Chief Officer will be developed as the organisational structure of the Council moves to the People; Place; Resources model. All moves will need to be contained within the overall budget for existing staff, delivering further MTFS savings as the opportunity arises.

The timeliness of the proposals and the impact of the delivery on the MTFS will be risks associated with progress through HR Organisational Change processes.

### **Legal implications and risks:**

1. Under the Constitution, the Chief Executive is the statutory Head of Paid Service and reports to Council on the officer structure of the Council and the discharge of the Council's functions.
2. This report seeks approval from Full Council to a change to the Rules in accordance with para 1.3 of the Staff Employment Procedure Rules set out in Section 4.11 of the Constitution.

3. There are no specific legal implications arising directly from this Report.

**Human Resources implications and risks:**

The consultation and subsequent implementation will be managed in accordance with the National Chief Officer Terms and Conditions of Service and will be guided by the Council's Managing Organisational Change & Redundancy Policy and associated guidance. Any internal posts requiring interviews will be heard by the CE or their representative. Efforts will be made to identify suitable redeployment opportunities for any staff not assimilated. Any posts requiring external recruitment interview will be heard by the Appointments Sub Committee as per the agreed process included in background papers and as set out in the constitution.

Any further changes needed at either Head of Service or support staff levels will be managed in line with delegated powers and statutory consultation will take place with relevant staff as required, following the Council's normal processes.

The establishment of or changes to posts within the Senior Leadership Team is a matter for Council consideration. The appointment to such posts is a matter for the Appointments Sub Committee, although where there is competition for internal posts, it recommended to full Council that this delegation be giving to the Chief Executive.

**Equalities implications and risks:**

There are no equality implications arising from this report that are apparent at this time. As we move through the process, a full EQIA will be completed and reviewed on an ongoing basis.

**Health and Wellbeing implications and Risks**

The proposed changes will facilitate collaboration between services and thereby improve the delivery of the Council's key priorities including those regarding health and wellbeing and narrowing inequalities. All three pillars – People, Place and Resources affect the health of residents and continuation of the existing process of health impact assessment will ensure that this given due consideration in future decision making irrespective of organisational structures.

**ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS**

None relating to this report.

**Cabinet, 9<sup>th</sup> November 2022**

**BACKGROUND PAPERS**

**REPORT OF THE CHIEF EXECUTIVE**

**Appointments Committee 20<sup>th</sup> May 2008**

**SUBJECT: The process for making appointments to Chief Officer posts as a consequence of a senior management realignment**

**Current Structure Reporting to the Directors**

Director of Adult Social Care:

- Lurleen Trumpet, Safeguarding Adults
- Annette Kinsella, Assessment Community Review
- Alan Grierson, Adult Services Directorate (Contingent Worker)
- Carol White, S75 MH Management (Contingent Worker)
- Caroline May, Assessment Community Review

Director of Childrens:

- Trevor Cook, Assistant Director, Education
- Petra Schmidt, Head of Clinical Practice
- Tara Geere, Assistant Director of Children's Social Care
- Ian Elliott, Head of Innovation and Improvement
- Catherine Dempsey, Principal Social Worker, Head of Social Care Practice Children's and Adults

Director Neighbourhoods:

- Jane Glazebrook, Group Manager, Business Support
- Helen Oakerbee, Assistant Director of Planning
- Chris McAvoy, Head of Environmental Enforcement and Community Safety
- Louise Roast, Head of Bereavement and Registration Services
- Imran Kazalbash, Assistant Director of Public Realm
- Assistant Director of Civil Protection (VACANT)

Director of Public Health:

- Elaine Greenway, PH Consultant
- Tha Han, PH Consultant
- Louise Dibsdall, Acting PH Consultant
- Anthony Wakhisi, Principal PH Specialist

Director of Housing:

- Darren Alexander, Assistant Director of Housing Demand
- James Hunt, Head of Housing Strategy and Service Development
- Evonne Hudson, Assistant Director of Housing Operations and Estates
- Assistant Director of Housing (VACANT)
- Garry Knights, Assistant Director of Property Services
- Katri Wilson, Assistant Director of Supported Housing

Director of Regeneration:

- Paul Walker, Assistant Director of Development (Contingent Worker)
- Kirsty Moller, Head of Programme and Support
- Howard Swift, Head of Inclusive Growth

Chief Operating Officer:

- John Green, Assistant Director, Joint Commissioning Unit

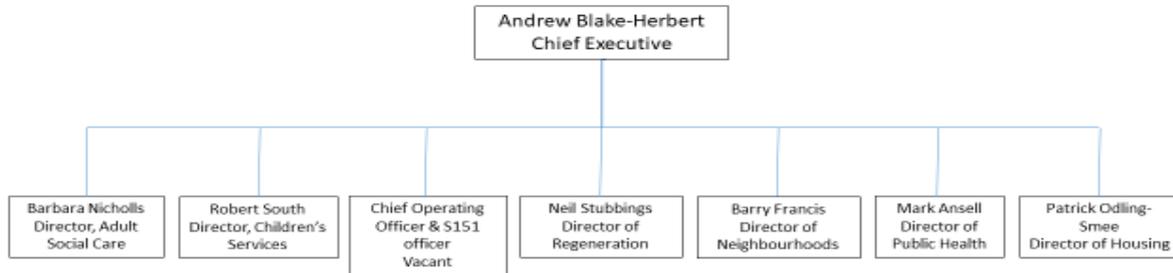
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- Gareth Nicholson, Assistant Director, Customer & Communications
- Sandy Hamberger, Assistant Director, Policy, Performance & Community
- Paul Fisher, Transformation Programme Director

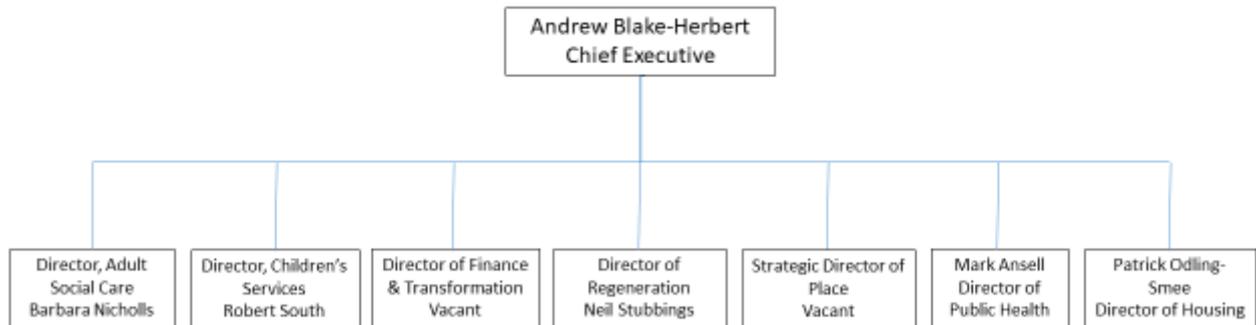
### Managing Director oneSource:

- Finance, Dave McNamara
- Director of HR & Organisational Development, Julie A. Harris (Contingent Worker)
- ICT, Simon Oliver (Contingent Worker)
- Performance, Policy and Programmes, Liz Carswell
- Asset Management, Mark Butler
- Legal and Governance, Asmat Hussain (fixed term)
- Exchequer and Transactional Services, Sarah Bryant
- Head of Audit and Assurance, Jeremy Welburn

**Current Structure Chart**



**Proposed structure Chart**



**Appendix C. Table of alignment of functions in December 2022**

People	Places	Resources
Front-facing Adult Social Care	Environment	Democratic Services, Members, Electoral, Executive Support, Business Support, Complaints
Front-facing Children's Social Care	Public Realm, Corporate Landlord & Facilities Management	Finance
Early Help service (Children's)	Parking	HR & OD
Adolescent Safeguarding service (Youth)	Education Asset Management	Procurement
Public Health	Street cleansing	Health & Safety
Safeguarding	Climate Change	Risk Management & Audit
Appointee and Deputyship (Adults)	Planning	Business continuity, Emergency Planning and response
Mental Health Services	Building Control	Policy & strategy
Adults Integrated Services	Regeneration	Communications
Health & Wellbeing inc Sports Development	Economic Development	Engagement
MASH	Civil protection	Insight, data analysis & Performance
Employment & Skills	Community Safety	Equalities & Diversity
Partnership working with voluntary sector	Housing (all aspects)	Commissioning
Principal Social Worker	Mercury Land Holdings	IT (including systems support)
Day centre provision		Transactional services
Children's Centres		oneSource business development
MyPlace		Transformation
The Cocoon		Legal
Culture and Leisure (inc Libraries and community hubs)		Project and Programme Management
Community cohesion		Income/debt collection
Community development		Housing service development & Strategy
Passenger Travel Service		Contract management
Adults financial assessments		Provider management
School & Early Years Place Planning and Organisation		Quality (care homes)
Young People's Education & Skills, incl NEET prevention		Provider payments (Social Care)
Education Traded Service (including catering)		Direct payments (Social Care)
School Admissions, Attendance and Inclusion		Revenues & Benefits - Explore splitting front-facing advice into People and back office services into Resources
School Improvement, Quality Assurance and Safeguarding		Customer Service Centre combined with housing
School Finance & SIMS Support		Payroll
Schools HR		Enforcement
School Governor Services		
Under 5's SEND Support		
5-19 SEND Support		
SEND Assessment & Planning		
Education Psychology		
Bereavement Services (funerals, memorials)		
Registrars (Weddings, Events)		
Music School		
NB need to explore the elements of areas where there is a split and allocate to the most appropriate area in line with the principles, ie people elements and place elements need further exploration.		

**Appendix D**

**Post Title:** Assistant Chief Executive – Chief Execs Office

**Directorate:** Chief Executive's

**Reporting to:** Chief Executive

**Direct Reports:** tbc

**Role Purpose:**

To provide executive support and programme management to the Chief Executive and Strategic Leadership Team to ensure the delivery of the Councils corporate objectives. The role will facilitate these through an effective planning and co-ordination service, building strategic and operational relationships within and outside the Council (including leaders, members and senior civil servants), and supporting the process whereby objectives and plans are translated into delivered actions and outcomes.

To assist with the effective corporate management of the Council as a member of Strategic Leadership Team (SLT), chair of the Corporate Leadership Team (CLT) and through the provision of additional and bespoke project management, research, analysis, policy formulation and facilitation support to the Chief Executive, Directors and Cabinet

To support the improvement and development of the Council by working with the Chief Executive and SLT to identify key areas of improvement, and develop and implement appropriate plans and actions to address them to realise greater effectiveness, productivity, efficiency and joined up working.

To provide leadership and management of the Chief Executive's Office and Corporate Business Support Teams, Governance Services Team and Scrutiny Officer, ensuring high quality business and administrative support is provided to SLT and the wider organisation with a focus on business excellence and customer service.

To provide leadership and management of the full range of Councils' customer services delivery, to ensure a consistent, customer focused delivery to the public, trying to get responses to be right first time, and therefore reducing duplicate contract.

To provide leadership, direction and management of the full range of Policy, Performance and Community services on behalf of the Council and in the public interest. These currently consist of Policy & Performance (including Business Intelligence), Systems, Corporate and Community Resilience, Employment and

Skills, Corporate Diversity and Equality and the Programme Management Office (PMO).

To develop and deliver a Policy, Performance and Community service that is capable of playing a key role in supporting the political and managerial leadership of the authority in driving the transformation agenda and budget strategy going forward, and as such is designed to deliver service improvement as well as efficiency savings.

To oversee the development and implementation of the key Council policies and strategies, including the Corporate Plan, Business Intelligence Strategy, Employment and Skills Plan, Major Emergency Plan and Corporate Business Continuity Management Plan.

To take the lead on corporate projects such as Peer Reviews, Inspections, other external assessments and Central Government initiatives.

To ensure the development and implementation of a whole system approach, across the whole of the public sector, to key issues and challenges affecting the local community and borough, including by playing a leading role in key partnerships such as the Community Safety Partnership, Local Safeguarding Children Board, Safeguarding Adults Board and Health and Wellbeing Board.

Responsible for development and implementation of the Council's communications strategy, customer strategy, web strategy, sports strategy and its culture strategy.

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.

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 vision and priorities.

**Accountabilities:**

- To manage and co-ordinate plans, programmes and resources across services and portfolios on behalf of the Chief Executive and the Strategic Leadership Team including the Transformation team and activity.
- To support the Director of Legal and Governance and S151 Officers to ensure development and guidance to the Senior Governance Officers, Governance Services Officers and Scrutiny Officer.
- To develop and maintain credible business relationships with key Stakeholders.
- To act as the Chief Executive's spokesperson where necessary, and ensure that policies, priorities and programmes are actively promoted internally and externally, and are translated into effective operational plans and delivery.

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- To work with the Head of Governance/Monitoring Officer, Governance Services to develop and maintain a framework for the management and control of reports for Board Meetings, Committees and other formal decision-making forums maintained by the Combined Council.
- To provide the effective co-ordination of information and action at a Leadership Team level supporting the Chief Executive and the SLT in driving effective policy development, resource planning, and performance management, to ensure the delivery of key programmes and priorities.
- To promote and support high standards of management information, transparency and governance and encourage relevant and timely challenge through appropriate scrutiny and performance management.
- To ensure opportunities are taken to promote continuous improvement and business excellence, and realise greater efficiencies through service and process development, drawing on practice and learning in the sector.
- To provide servicing and administration of the Strategic Leadership Team and Senior Leadership Team meetings, ensuring an effective register of decisions and actions, and filing system / archive of agendas and papers that support decisions.
- To work with the Chief Executive and SLT to lead the development of the Council's (annual) delivery plan, and the performance management/reporting arrangements for it.
- To develop the Council's approach to stakeholder engagement, relationship management and public affairs, and to personally manage the relationship with one or more non-constituent member authorities.
- To provide support to the Chief Executive (and other Directors) in their role as lead officers for priority portfolios (e.g. Inclusive Communities), and to provide line management, direction and support to staff leading projects, initiatives and activities that contribute to the portfolio deliverables and outcomes

### **Responsibilities:**

- Provision of support to the Chief Executive and senior management to ensure delivery of key objectives and outcomes in corporate programmes and activities.
- To provide support and capacity to Leadership Team within any area of operation of the Council as and when required – including high quality research, scoping and diagnostic work, and facilitation.
- To Chair the Corporate Leadership Team and lead its further development and improvement.
- Provide the link with key Leadership Priorities to ensure that programming issues are covered and impacts on other areas identified when considering actions from Leadership Team.
- To prepare Reports, Plans and Proposals as required by the Chief Executive and Leadership Team.
- To manage the co-ordination of appropriate and effective reporting systems to meet the need for timely and understandable information on the areas covered by the role.

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- Contribute to and engage with the Council's strategic planning process and ensure proper consideration is given to wider priorities and policies in all planning and programming activity.
- To help support and establish clear aims and objectives and encourage innovation and the creative use of resources in the area of responsibility.
- To commission and co-ordinate activity and interventions that support innovation and the continuous improvement of the Council and ensure that a high quality of service is delivered.
- To attend meetings of the Strategic Leadership Team to provide appropriate critical friend challenge help facilitate discussion, challenge and quality assurance of proposals, reports and communications.
- To work with the Chief Executive and Strategic Leadership Team to develop effective communication of priorities, plans and programmes, and to help plan and facilitate engagement and involvement of staff and stakeholders to build greater awareness, understanding and buy-in.

### **Qualifications:**

(The qualifications below are not necessarily required in all cases, but indicate the level of intellect required to perform the duties of the post).

- Educated to degree level or equivalent
- Project Management qualification or demonstrable experience of programme management essential.

### **Experience:**

- In depth understanding of local and central government, their roles structures and relationships.
- Strong and varied record of achievement at a senior level in complex political environments, preferably in local government

### **Significant senior level experience of:**

- building and maintaining strategic relationships and partnerships with a range of stakeholders
- communications and stakeholder management strategies and execution
- business management and transformation programme sponsorship/steering
- creating strategies, interventions and innovative solutions to complex issues
- providing direction and managing performance
- operating as part of a senior team

### **Skills and abilities:**

- High level of political awareness and sensitivity
- Proven ability inspire and motivate others
- Demonstrable integrity and credibility with politicians, senior managers, key stakeholders and staff
- Proven ability to negotiate with and influence a wide range of stakeholders

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- Proven ability to deliver and prioritise work against competing demands to meet deadlines
- Highly developed written and oral presentation skills with ability to present complex ideas in a clear and comprehensible way
- Creative thinker with high intellectual capacity, capable of translating ideas into policy and practice
- High level awareness of media and presentational issues, and proven ability to work with politicians and media professionals to shape and project credible public positions.

**Other:**

Undertake rotational out of hours roster on the Silver Command as the corporate representative; in the event of a major incident or emergency requiring immediate attention – which potentially could impact the buildings or the services and functions that operate as part of the Council. To escalate the issue to Leadership Team member (Gold Command) if high level co-ordination & decision making required. The post-holder will be added to the out of hours rota on a weekly basis

<b>Key Result Area</b>	<b>Expected End Result</b>
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.

**Competency Profile:**

<b>Competency</b>	<b>Level</b>	<b>Criteria to be Evidenced (Description)</b>
Communicating openly and effectively	D	<ul style="list-style-type: none"><li>• Uses communication and influencing skills to progress complex situations and achieve significant impact</li><li>• Able to effectively present to &amp; influence large groups of people</li><li>• Translates strategy into effective operational messages, easily understood at all levels</li><li>• Demonstrates an in-depth understanding of organisational politics and uses this effectively</li><li>• Creates and implements appropriate communication strategies to support complex projects</li><li>• Ensures communication effectiveness throughout the business is continuously reviewed</li></ul>
Delivering excellent customer service	D	<ul style="list-style-type: none"><li>• Takes a leading role in organisational development and the continuous improvement of services for the benefit of customers</li><li>• Identifies good practice &amp; solutions and integrates into service provision</li><li>• Translates customer and stakeholder feedback into strategic improvements</li><li>• Forms strategic groups and partnerships to develop and improve services</li><li>• Actively seeks out and recognises opportunities for developing new customer bases</li></ul>
Managing Personal and Organisational Change	D	<ul style="list-style-type: none"><li>• Creates and articulates a vision that generates enthusiasm and commitment</li><li>• Uses intuition as well as complex analysis to create a new concept or approach.</li></ul>

Competency	Level	Criteria to be Evidenced (Description)
		<ul style="list-style-type: none"> <li>• Encourages others to create strategies, visions and innovative services and emphasizes solutions that support strategic objectives</li> <li>• Ensures that the external environment and Government policies are taken into account when determining strategic direction</li> <li>• Demonstrates sensitivity in understanding the impact of change on others</li> <li>•</li> </ul>
Empowering Leadership	D	<ul style="list-style-type: none"> <li>• Inspires, encourages and supports others</li> <li>• Understands broad political, economic and legislative trends, predicting what effect they will have on the organisation</li> <li>• Looks ahead where the organisation needs to be in the long term, linked to the vision</li> <li>• Compares performance with other organisations to set organisational goals</li> <li>• Is aware of their own leadership style and adapts to bring best out in others</li> <li>•</li> </ul>
Achieving Results and Success	D	<ul style="list-style-type: none"> <li>• Able to identify need and put a strategy/business case forward in response to changing needs of the organisation</li> <li>• Understands and considers the impact of external influences</li> <li>• Ensures work processes and projects are well targeted, resourced and managed to deliver strategic aims</li> <li>• Identifies and manages risk, taking appropriate steps in order to identify new and better ways of improving strategic performance</li> </ul>

Competency	Level	Criteria to be Evidenced (Description)
		<ul style="list-style-type: none"> <li>• Works with managers, staff, partners and stakeholders to develop new initiatives that contribute to the development and performance of the organisation</li> </ul>
Planning and Implementing	D	<ul style="list-style-type: none"> <li>• Anticipates and makes plans to deliver the Corporate Strategy</li> <li>• Incorporates strategic and/or longer term issues in plans</li> <li>• Manages projects, identifies and negotiates relevant resources</li> <li>• Communicates the plans to appropriate staff/stakeholders</li> <li>• Puts in place contingency plans to cope with potential problems</li> <li>• Considers budgets when planning projects</li> </ul>
Respecting Others	D	<ul style="list-style-type: none"> <li>• Develops strategy that takes forward the Equality and Diversity agenda</li> <li>• Proactively incorporates ideas and concepts from diverse perspectives creatively in strategic planning and decisions and promotes understanding across the organisation</li> <li>• Considers the impact of new Government Policy, legislation, EU directives and guidance and integrates into strategy and plans</li> <li>• Works proactively with partner organisations to improve services for all</li> <li>• Respects confidentiality wherever appropriate</li> <li>• Upholds a high standard of fairness and ethics in words and actions</li> </ul>

**Appendix D continued**

**Post Title:** Finance and Transformation Director and S151 Officer

**Directorate** Finance – including all Finance and OneSource

**Reports to** Chief Executive

**Direct Reports:** tbc

**Role Summary**

Purpose of this role is to make a substantial contribution to the corporate management of the Council, and to direct and lead the Finance and One Source Directorates ensuring the provision of best in class Services.

- The Director of Finance is the Council's Section 151 Officer and lead financial adviser to the Council
- The post holder has direct responsibility for the Council's main financial accounting and management activities including budget and funding
- The post holder is jointly responsible for the Directorate of OneSource
- The post holder is accountable for the Transformation team and their strategy and plan on professional business improvements including the application of business process improvements and lean practices, and quality assurance frameworks.
- The post holder will report to the Chief Executive and be accountable to the Chief Executive and Cabinet
- As a member of the Senior Leadership Team, the post holder is expected to be a champion of corporate values and objectives and to contribute their experience and input across the broad range of activity and required decision making across the Council

**What will you be doing?**

**Overall Role Responsibilities**

The S151 Officer will ensure statutory and financial requirements are met, and unqualified audit and risk is appropriately managed and understood.

- As a member of the Council's leadership team, contribute to the development of the Council's corporate strategy and ensuring effective, efficient and economic management of the Council in general
- Work closely with the Chief Exec and SLT, the Cabinet and the relevant portfolio holder(s) to agree funding and annual levy propositions, and a medium-term financial strategy/plan

## Cabinet, 9<sup>th</sup> November 2022

- To set the overall outcomes for the Council and to develop commissioning and other strategies which deliver the overall strategy set by the Leader and Cabinet.
- The role is the Council's statutory Chief Finance (Section 151) Officer with responsibility for ensuring that the Council operates within required financial policies and procedures to ensure the efficient and appropriate use of public money.
- To lead the management of all critical retained functions that support the Council's operation including client side management of OneSource, the Council's shared service back office provision, Communications, Information Management, Programme and Resources and Commercial functions.
- Be responsible for risk and reputation management.
- Ensure that all regulatory, statutory and financial requirements are met and delivered on time.
- Have lead accountability for the financial and commercial performance of the Council.
- Continuous review of the organisation and ways of working, ensuring that teams are commercially aware and efficient, and that business information can be used to identify appropriate contributions and to support decision making.
- Work with the governance structures to ensure that the needs of the Council, are met, providing them with best in class support.
- Accountable to ensure that the directorates drive value for money and added value in contract negotiations and ongoing procurement relationship management, that programme assurance and appraisal is aligned to required governance and has robust ROI processes attached with strong alignment to strategic objectives.
- Ensure that the Business Planning and Performance Reporting teams play an active and creative role in assisting the Council in achieving its vision and priorities.
- To lead the Transformation team and their strategy and plan on professional business improvements including the application of business process improvements and lean practices, and quality assurance frameworks.

### Relationships and Partnerships

- Operate successfully in a political environment involving close working with democratically elected local Councillors.
- Forge and manage strong and effective relationships where appropriate with the business community, local and public sector bodies as appropriate.
- Ensure where relevant that good effective and positive working relationships are developed and maintained with central Government and development agencies to influence attitudes and approaches to gain necessary funding in support of the Council's policies.

### Corporate Management and Service Delivery

- A Member of the Council's SLT working with members to ensure Council is doing the right things and delivers its priorities

## Cabinet, 9<sup>th</sup> November 2022

- Ensure KPIs, performance management systems and effective policies are in place to ensure successful delivery of services by the Council.
- Lead, encourage and motivate staff to work to their full potential, aligned to business priorities.
- Lead by Example: Influence behavioural change in others through exemplary demonstration of living and embedding the values.
- Think, behave and act strategically; taking accountability and ownership of Council issues.
- Drive a continual improvement culture and structured approach to efficiency, effectiveness, and economic business performance, developing a culture of innovation and creativity.

### **The Role Holder**

- Qualified Accountant - Essential
- Local Council / Council experience - Essential
- Have significant and relevant prior experience of financial management in the public services or equivalent including the audit and regulatory environment applicable to the public sector.
- Ability to operate corporately, working effectively with other leadership team members demonstrating political awareness and displaying skills of leadership, teamwork, co-ordination, problem solving, change management and planning.
- Excellent numerical and IT skills with the ability to provide clear, authoritative and impartial professional advice and objective financial analysis and interpretation of complex situations.
- Experience managing a number of functions including Finance, Commercial operations (Investment, Procurement and Project Appraisal and Assurance), Business Planning and Performance Reporting.
- All personal qualities expected of someone operating at Executive level and as per Council Senior Leadership grade and behaviour indicators.

<b>Key Result Area</b>	<b>Expected End Result</b>
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	Staff developed and empowered to implement a corporate "One Council" performance driven culture and deliver measurable service outcomes.

systems within the service area.	
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.

**Competency Profile:**

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

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

Competency	Level	Criteria to be Evidenced (Description)
Success		<p>in response to changing needs of the organisation</p> <ul style="list-style-type: none"> <li>• Understands and considers the impact of external influences</li> <li>• Ensures work processes and projects are well targeted, resourced and managed to deliver strategic aims</li> <li>• Identifies and manages risk, taking appropriate steps in order to identify new and better ways of improving strategic performance</li> <li>• Works with managers, staff, partners and stakeholders to develop new initiatives that contribute to the development and performance of the organisation</li> </ul>
Planning and Implementing	D	<ul style="list-style-type: none"> <li>• Anticipates and makes plans to deliver the Corporate Strategy</li> <li>• Incorporates strategic and/or longer term issues in plans</li> <li>• Manages projects, identifies and negotiates relevant resources</li> <li>• Communicates the plans to appropriate staff/stakeholders</li> <li>• Puts in place contingency plans to cope with potential problems</li> <li>• Considers budgets when planning projects</li> </ul>
Respecting Others	D	<ul style="list-style-type: none"> <li>• Develops strategy that takes forward the Equality and Diversity agenda</li> <li>• Proactively incorporates ideas and concepts from diverse perspectives creatively in strategic planning and decisions and promotes understanding across the organisation</li> <li>• Considers the impact of new Government Policy, legislation, EU directives and guidance and integrates into strategy and plans</li> </ul>

**Cabinet, 9<sup>th</sup> November 2022**

<b>Competency</b>	<b>Level</b>	<b>Criteria to be Evidenced (Description)</b>
		<ul style="list-style-type: none"><li>• Works proactively with partner organisations to improve services for all</li><li>• Respects confidentiality wherever appropriate</li><li>• Upholds a high standard of fairness and ethics in words and actions</li></ul>

**Appendix D Continued**

**Strategic Director of Place - Job Description**

<b>Job Title:</b> Strategic Director of Place	<b>Strategic Directorate:</b> Place
<b>Service/Section:</b> Place	<b>Post Number(s):</b>  <b>Job Evaluation Number:</b>
<b>Grade:</b>	<b>Date last updated:</b>  <b>Date of last Evaluation:</b>

**Main Purpose of the Job/Key Objectives:**

The Strategic Director reports to the Chief Executive and is a key chief officer role within the Council, working within the Senior Leadership Team to deliver the corporate vision of 'A Havering you want to be part of'. Accountable for being an excellent performing and widely respected service provider.

As well as leading a range of universal and regulatory services, the post holder will be a visible advocate for Havering, working with residents to champion the role of communities and providing strategic leadership of place. This will include strengthening the Council's approach to community engagement and rethinking how services are provided through community hubs and the Council's digital services.

The post holder will be the officer lead for Place, one of three themes in the corporate plan leading the strategic delivery in all areas of accountability.

To provide leadership and the strategic direction for the management of a range of services designed to ensure a clean and safe public realm environment, Regeneration and Housing programme in Havering, working in partnership with other agencies and internal stakeholders to ensure the Council's compliance with its statutory duties.

Developing and delivering an effective infrastructure and sustainability plan, including waste and energy.

To provide leadership, direction and management of the full range of services on behalf of the Council and in the public interest.

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.

**As well as the corporate leadership role, specific objectives within the role responsibilities are:**

### **Neighbourhoods**

- To provide leadership and the strategic direction for the management of a range of services designed to ensure a clean and safe public realm environment, regeneration programme in Havering, working in partnership with other agencies and internal stakeholders to ensure the Council's compliance with its statutory duties.
- To provide the one public realm service, bring together grounds maintenance functions across all the Councils assets.
- To 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):
  - Strategic Planning and Transport Policy;
  - Development and Building Control;
  - Emergency Planning;
  - Public Protection;
  - Community Safety;
  - Public Realm and Parks;
  - Waste and Recycling;
  - Bereavement;
  - Registration Services; and,
  - Enforcement

### **Regeneration**

- To provide the strategic direction for and management of a range of services designed to ensure delivery of the Council's regeneration programme working in partnership with other agencies and to ensure the Council's compliance with its statutory duties.
- To develop, manage and coordinate the Council's business development and economic growth strategies, including place based regeneration strategies to secure inward investment in Havering and build its reputation as a good place to do business.

### **Housing**

- To provide the strategic direction for the management of a range of housing services for Council tenants and leaseholders, working in partnership with other agencies and to ensure the Council's compliance with its statutory duties.
- To provide the strategic direction for tackling homelessness including the development of housing options which ensure ongoing housing supply.
- To work collaboratively with the Strategic Director of Regeneration to ensure that opportunities fully meet the future housing needs of the borough.

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- To ensure that the Council's Housing Strategy meets the needs of the Havering community, and that strategic and statutory responsibilities, in respect of the management of housing services, are delivered in line with Government policy.
- To provide leadership, direction and management of the full range of Housing services on behalf of the Council and in the public interest. These consist of Housing Demand, Property Services, Housing Management, and Supported Housing

### **Job Context**

- Havering is the third largest London Borough covering an area of 11,227 hectares and 386 miles of highways. It has 106,000 households and 250,000 residents. Regular resident surveys demonstrate a clear correlation between satisfaction with parks and public realm services and satisfaction with Havering as a place to live.
- Havering is landlord to 10,000 Council residents. The Strategic Director of Place has responsibility for four main service areas; Housing Demand, Property Services, Housing Management and Supported Housing.

### **Neighbourhoods**

- Responsible for strategic and operational delivery of the Council's Public Realm, Highways, Traffic and Parking Services.
- To ensure sound working relationships with the GLA, 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.
- To represent the Council as lead officer for the East London Waste Authority and discharge the Council's responsibilities with regard to monitoring the waste disposal contract.
- To act as a champion for local businesses and ensure that they have access to responsive services from the Council including working closely with the BID and other organisations.
- To develop, deliver and coordinate regulatory services strategies across the Council.

### **Regeneration**

- Responsible for strategic and operational delivery of the Councils Regeneration programme and economic development.
- To ensure sound working relationships with 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 terrestrial environment.

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- To ensure sound working relationships with the GLA, the LEP, Government Departments, London Councils, other agencies and Councils to ensure collaborative working on cross Borough and regional and sub-regional strategies to maximise investment in Havering, and its supporting infrastructure.
- To act as a champion for local businesses and ensure that they have access to responsive services from the Council. To work closely with the BID and other organisations.

### **Housing**

- The key strategic principles the role has accountability for are:
- Prevent homelessness and increase housing options
- Support the needs of vulnerable residents
- Be an excellent landlord, building and maintaining good relationships with tenants and leaseholders
- Promote the health, well-being, and safety of Council homes
- To ensure sound working relationships with the GLA, Government Departments, London Councils, other agencies and Councils to ensure collaborative working on cross Borough and regional and sub-regional strategies to maximise investment in Havering, and its supporting infrastructure.

### **Key Statistics**

#### **Budgetary responsibility (estimated)**

- Tbc

#### **Staff Numbers**

- Tbc

#### **Experience**

- Substantial proven leadership and a record of successful management at a senior level. A clear understanding of the role of local government generally and specifically in provision of all services in the Place Strategic Directorate to a diverse community
- A successful record of leading and managing change in a large multi-disciplinary organisation including developing, leading and implementing strategies and initiatives, which cross service and professional boundaries.
- A successful record of achievement at senior management level, reviewing and developing all Place services and strategies, both proactively and in response to change.
- 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.

## **Cabinet, 9<sup>th</sup> November 2022**

- Experience of managing and motivating and developing a multi-disciplinary workforce within a strong performance management framework that drives continuous improvement. Successful management of substantial revenue and capital budgets, through rigorous control procedures.
- Successful establishment and implementation of business planning processes.
- Business acumen from creating a commercial environment where the management of cost and customer satisfaction is paramount.

### **Knowledge**

- In depth contemporary knowledge and successful practice of the provision of services to a diverse 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.
- An in-depth understanding of how to increase resident satisfaction

### **Qualifications**

Must have a relevant professional qualification and substantial leadership experience

### **Personal Qualities**

- A strategic thinker and leader with the ability to balance competing priorities and deliver within tight timescales.
- A corporate team player, highly motivated and resilient.
- A decision maker who listens to the views of others along with a high degree of integrity and probity.
- Highly skilled communicator with the ability to communicate orally and in writing to a diverse range of audiences.
- Ability to influence and negotiate effectively along with the ability to lead, motivate, inspire confidence and enthusiasm.

### **Working conditions/circumstances**

- Strategic Directors will operate as designated emergency officers in the case of particular emergencies. Whilst Strategic Directors will be responsible for specific service areas, these service areas may be changed from time to time after consultation. This therefore requires some degree of flexibility.

**Key Accountabilities and Result Areas for all SLT members**

**STRATEGIC MANAGEMENT AND MANAGING CHANGE**

- Manage and provide a strategic direction for the services provided by Neighbourhood Services, 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 Chief Executive, elected Members, Assistant Director colleagues and schools.
- Central to the role of Strategic Director will be the effective management of change to deliver the new local government agenda. This role will be expected to play a key role in the process of reviewing, changing and leading the organisation. This involves confidently initiating and managing change in a challenging and complex environment.
- Deputise for the Chief Executive with other Strategic Directors as required.

**PERFORMANCE MANAGEMENT**

## **Cabinet, 9<sup>th</sup> November 2022**

- Strategic Directors are accountable to their Chief Executive 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.
- Strategic 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.
- 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 Chief Executive. Additionally, taking every opportunity within the role of Strategic Director to raise and market the profile of Havering and implementing the Council’s strategy for Business Planning.

<b>Key Result Area</b>	<b>Expected End Result</b>
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.

**Competency Profile:**

<b>Competency</b>	<b>Level</b>	<b>Criteria to be Evidenced (Description)</b>
Communicating openly and effectively	D	<ul style="list-style-type: none"> <li>• Uses communication and influencing skills to progress complex situations and achieve significant impact</li> <li>• Able to effectively present to &amp; influence large groups of people</li> <li>• Translates strategy into effective operational messages, easily understood at all levels</li> <li>• Demonstrates an in-depth understanding of organisational politics and uses this effectively</li> <li>• Creates and implements appropriate communication strategies to support complex</li> </ul>

Competency	Level	Criteria to be Evidenced (Description)
		<p>projects</p> <ul style="list-style-type: none"> <li>• Ensures communication effectiveness throughout the business is continuously reviewed</li> </ul>
Delivering excellent customer service	D	<ul style="list-style-type: none"> <li>• Takes a leading role in organisational development and the continuous improvement of services for the benefit of customers</li> <li>• Identifies good practice &amp; solutions and integrates into service provision</li> <li>• Translates customer and stakeholder feedback into strategic improvements</li> <li>• Forms strategic groups and partnerships to develop and improve services</li> <li>• Actively seeks out and recognises opportunities for developing new customer bases</li> </ul>
Managing Personal and Organisational Change	D	<ul style="list-style-type: none"> <li>• Creates and articulates a vision that generates enthusiasm and commitment</li> <li>• Uses intuition as well as complex analysis to create a new concept or approach.</li> <li>• Encourages others to create strategies, visions and innovative services and emphasises solutions that support strategic objectives</li> <li>• Ensures that the external environment and Government policies are taken into account when determining strategic direction</li> <li>• Demonstrates sensitivity in understanding the impact of change on others</li> <li>•</li> </ul>
Empowering Leadership	D	<ul style="list-style-type: none"> <li>• Inspires, encourages and supports others</li> <li>• Understands broad political, economic and legislative trends,</li> </ul>

Competency	Level	Criteria to be Evidenced (Description)
		<p>predicting what effect they will have on the organisation</p> <ul style="list-style-type: none"> <li>• Looks ahead where the organisation needs to be in the long term, linked to the vision</li> <li>• Compares performance with other organisations to set organisational goals</li> <li>• Is aware of their own leadership style and adapts to bring best out in others</li> <li>•</li> </ul>
Achieving Results and Success	D	<ul style="list-style-type: none"> <li>• Able to identify need and put a strategy/business case forward in response to changing needs of the organisation</li> <li>• Understands and considers the impact of external influences</li> <li>• Ensures work processes and projects are well targeted, resourced and managed to deliver strategic aims</li> <li>• Identifies and manages risk, taking appropriate steps in order to identify new and better ways of improving strategic performance</li> <li>• Works with managers, staff, partners and stakeholders to develop new initiatives that contribute to the development and performance of the organisation</li> </ul>
Planning and Implementing	D	<ul style="list-style-type: none"> <li>• Anticipates and makes plans to deliver the Corporate Strategy</li> <li>• Incorporates strategic and/or longer term issues in plans</li> <li>• Manages projects, identifies and negotiates relevant resources</li> <li>• Communicates the plans to appropriate staff/stakeholders</li> <li>• Puts in place contingency plans to cope with potential problems</li> <li>• Considers budgets when</li> </ul>

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

**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.
- Demonstrate a flexible approach in the delivery of work within the service area. Consequently, the post holder may be required to perform duties not

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specifically identified in the job profile but which are in line with the general responsibilities of the post. You may be required to work at any Council Site

- Deal with any Safeguarding issues that might arise, in line with the Council's policies and procedures.

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