



Havering
LONDON BOROUGH

APPOINTMENT SUB COMMITTEE

Subject Heading:

Appointment of
Director of Finance
Director of Housing, Place and Property

SLT Lead:

Report Author and contact details:

Andrew BlakeHerbert – Chief Executive

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:

Salary costs budgeted for and will be contained within the salaries budget. Any costs relating to organisational change have been budgeted for,

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

Resources - A well run Council that delivers for People and Place.

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 Director of Finance and Director of Housing, Place and Property posts and determine the best candidate for each listed role.

REPORT DETAIL

On April 21st, the Chief Executive completed the consultation process for the revised organisation design and operating structure for the Council. The new structure under implementation organises the Council teams into themes of People, Places and Resources and has created a revised tier 1 and 2 structure which sees the introduction of 3 Strategic Director posts and 10 Operational Director posts. The rationale and benefits of this structure was shared with Cabinet and gained their support. As we move into implementation and in line with our organisational change policy we have some individuals who are assimilated and have been matched, some who are ring-fenced and some roles which are available as vacancies for expression of interest. Officers are assessed as part of an assimilation or ring-fencing process within the organisational change policy requirements for roles that are one grade above or below their existing roles.

This paper covers 2 roles one of which is ring-fenced to existing chief officers. (Director of Housing, Place and Property) and one which has been internally posted for Expressions of Interest.

A copy of the Job Profiles is attached at Appendix A.
A copy of the structure is attached at Appendix B

There are two existing senior chief officer ring-fenced for the Director of Housing, Place and Property.

There are two existing senior chief officers who have expressed interest for the Director of Finance role.

Formal interviews will be held on 7th June 2023.

Each individual will have a 45-minute formal interview which will cover the job purpose and accountabilities discussing the experience and competencies that can

be evidenced and demonstrated and the ability to successfully deliver the role requirements in the future.

The Candidate Information Pack will be shared separately (exempt as this contains candidates' personal information) provides members with details on each candidate along with their initial application/CV.

IMPLICATIONS AND RISKS

Financial implications and risks:

Salary costs budgeted for. Anticipation is to offer suitable alternative employment for those competitively ring fenced. Any required costs around loss of post are budgeted as part of organisational change.

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

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

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

Appendix A – Job Descriptions

Appendix B – Structure Charts

Job Description –Director of Finance

Job Profile

Job Title:	Director, Finance
Directorate	Resources
Service/Section:	Finance
Post Number(s)	
Job Evaluation Number	
Grade:	G16
DBS required	Not required
Date last revised	17 March 2023
Reports to	Strategic Director, Resources

Reporting staff:

AD Finance – People and Places
Heads of tbc likely to be-
Financial Strategy-
Financial Control & Systems-
Internal Audit, Risk, Insurance and Fraud-
Pensions and Treasury Management -
Business Partnering

Purpose of Role

- Provide leadership in the management of the divisional revenue and capital budget, and the provision a quality end to end financial service ensuring that the services provided by the function reflect the Council's needs and financial context by supporting the leadership – at member and officer level – to develop and deliver each Council's corporate plans and priorities.
- The post holder will be the Deputy Section 151 Officer for Havering and will advise, and be the senior point of contact for the Section 151 Officer and other senior officers and members appropriately with respect to the strategic and financial service s/he manages.

Duties and Responsibilities

- Accountable for driving and ensuring the quality and completeness of financial output from the Finance function.
- Deputy s151 Officer: To ensure the service is fully functioning and in line with statutory responsibilities provision that are required of the Section 151 Officer, driving the service to ensure they fulfil the requirements of section 151 of the Local Government Act 1972 and section 114 of the Local Government Act 1988.
- Devise, lead, develop and implement the overall Medium Term Financial Strategy delivering financial sustainability
- Responsible for Income such as Council Tax and Rent income and finance

- Drive the transformation, improvement and savings agendas from a financial perspective, leading on all policy work that requires strategic financial support.
- Lead and implement the financial strategy through proactive leadership and management of programmes and projects involving multiple stakeholders and partnerships with external organisations. Post holder will deliver robust financial planning, business case development and delivery.
- Responsible for leading, implementing and setting a clear strategic direction for the services provided by the Finance function based on national and professional best practice and the requirements of a statutory financial regime.
- Delivering a service (agreed cost, time and quality) that reflects different customer needs: by providing expert advice which enables the Council's leadership to develop and implement the Council's corporate' policy and delivery priorities through the strategic role of financial services and achieves the level of services agreed
- Ensure that the council's strategy, decisions and policies are implemented through collective responsibility with other members of the corporate leadership team.
- Manage the performance of the Council's portfolio of investments and safeguard its interests as a shareholder to ensure that it delivers effective and efficient services, that achieve high standards of performance, provide best value and that the overall budgets are properly managed and controlled.
- Promote and manage a process of continuous Improvement: providing leadership to ensure the continuous improvement of the service provided by the division through innovation, resulting in better use of technology and business efficiency.
- Responsible for ensuring financial management arrangements are value for money and are in line with broad corporate policy objectives through the preparation of medium and long term financial strategies to facilitate the delivery of financially viable strategies, plans and policies which are consistent with best practice, equality of opportunity and continuous improvement.
- Maintain strong financial management underpinned by effective financial controls and secure systems and keeping proper financial records and accounts. Influence and control parts of internal audit's work programme that relate to the discharge of Section 151 statutory duties.
- Business Planning and Risk Management: develop the business plan for the function, for inclusion in the Finance Business Strategy and Annual Service Plan, along with the identification of any associated risks. To forward plan and provide strategic insight on external and internal factors likely to have an impact on the effective operation of the authority
- Facilitate the work of Elected Members: provide impartial and objective support and advice to elected members, including the executive and scrutiny functions, and maintain the confidentiality of that advice where appropriate. Build strong productive relationships with elected Members of all parties. Work with elected members to set out the vision and boundaries that define our strategic direction and manage the relationship in a way that complements the more operational engagement with elected members
- Financial Solutions: Develop and deliver effective financial solutions to secure efficiencies and address the economic challenges of regeneration and growth within said Council. Share intelligence such that elected members and others with opportunities to influence national policy are knowledgeable and well supported.
- Overseeing the financial systems and software that are in place. E.g. who will be accountable for re-procuring the system at the end of the fusion contract
- This job description provides a summary of your key responsibilities and is not intended to be an exhaustive list. You may be required to perform other duties and tasks as assigned.

Additional Requirements:

1. Comply with any and all legislation and good practice appropriate to the work you undertake, and particularly that related to:
 1. Safeguarding
 2. Information security and confidentiality
 3. Equality, diversity and inclusion
 4. Health and safety
5. This is an unprecedented time of social, technological and financial change. The Council needs all staff to embrace change by demonstrating a flexible attitude to work, understanding that for us to provide excellent services to the people of Havering, you may be required to undertake other duties in line with the overarching nature of this role and your level of skills and responsibility.
6. Assume Silver command as part of the Council's response to major events or emergencies
7. Embrace the Council's iCare values and behaviours in all aspects of work and service delivery.
8. From time to time there may be exceptional circumstances which you will be required to make yourself available to support emergency planning that may include out of hours cover.

Person Specification

Qualifications

A qualified accountant, a member of CIPFA or another accountancy body

Experience

- Substantial post qualification experience at a senior level in a large organisation.
- Experience of delivering effective financial management across diverse services to meet corporate objectives
- Manager of a directorate, possessing broad experience
- Experience of providing a high level of business information and support within a complex, politically sensitive and customer focussed environment
- Demonstrable experience of working effectively at a senior level, including partnership with the Strategic Director, representing one's organisation, building, and maintaining excellent relationships, promoting ideas and influencing decision-makers at all levels.
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- Experience of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues

- A proven track record of successfully leading and managing the direct provision and commissioning of high quality services at a senior level in the public and/or private sector and translating local, regional and national requirements into practical outcome
- Full understanding of impacts of their directorate on the organisation
- Full understanding of impacts of their directorate on the organisation
- Detailed knowledge of the work area and a general understanding of wider organisational procedures and regulations as applicable.
- Evidence of experience in managing and controlling complex budgets and business planning processes to ensure the most cost effective use of resource
- Demonstrates high personal standards and quality of work in representing the organisation.
- Detailed knowledge of the work area and a general understanding of wider organisational procedures and regulations as applicable.
- Experience of presenting to meetings and forums including senior managers, stakeholders and elected officials
- Experience of managing wider resources via a matrix management approach.
- Have a proven track record of successfully designing and delivering medium-size, multi-stakeholder projects and programmes
- Proven experience of prioritising own work schedules and the work schedules of others
- Experience of managing wider resources via a matrix and hub and spoke management approach.
- Proven experience of political awareness
- Proven experience of effective strategic thinking, detailed planning and the ability to deliver to clear long-term objectives.
- Experience of leading and motivating successful teams.
- Experience of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues

Skills and Attributes

- Demonstrates high personal standards and quality of work in representing the organisation.
- Able to influence at a senior level internally and externally
- Able to lead and direct across their function and to motivate and inspire people
- Politically adept and sophisticated
- Excellent communication skills - able to deliver complex information effectively to all audiences
- Identifies and understands the communities in which we work, and their needs.
- Thorough understanding of wider organisational issues and matters, including own area, and able confidently to give advice, or persuasion, within and outside of the organisation.
- Demonstrates high personal standards and quality of work in representing the organisation.
- Experience of presenting to meetings and forums including senior managers, stakeholders and elected officials
- Experience of managing wider resources via a matrix management approach.
- High level of personal resilience and integrity
- Excellent communication skills demonstrating the ability to inspire and influence at a senior level internally and externally, deliver complex information effectively to all

audiences and build effective business-like relationships with key stakeholders of the service, demonstrating high trust and integrity

- Good interpersonal skills and the ability to build effective business-like relationships with key stakeholders of the service, demonstrating high trust and integrity.
- Identifies and understands the communities in which we work, and their needs.
- Leads by example, role modelling corporate values and behaviours
- Identifies the communities in which we work and specific stakeholder groups and develops a good rapport and understanding of their requirements.
- Role models a service approach in the Directorate ensuring that reports also provide a good level of service being provided and ensure improvements are made when required.
- Provides leadership and ability to coach and mentor middle managers
- Drives and develops a responsive service delivery culture for the directorate

Job Description – Director of Housing, Place and Property

Job Profile

Job Title:	Director of Housing, Place and Property
Directorate	Place
Service/Section:	Property
Post Number(s)	
Job Evaluation Number	
Grade:	G16
DBS required	N/A
Date last revised	May 2023
Reporting to:	Strategic Director Place

Reporting staff:

- AD Place - Property**
- AD Place - Operations**
- AD Place - Regeneration and Place shaping**

Reports include HOS

Functions: Housing property, asset management, corporate landlord function, transport (for now), housing tenancy and community safety, emergency planning and place shaping

This role has significant budget responsibility, both general fund and HRA, circa of £100m per year

Purpose of Role

- Acts as 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 and leads on the Directorate of Place
- Leading a range of statutory 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 and ways to secure inward investment
- Operational leadership for the management of a range of services designed to ensure we provide high quality Housing properties to our residents across a range of tenures, manage tenancies effectively, provide safe communities and regenerate estates and high streets across the borough.
- Responsible for all of the corporate estate and landlord functions including providing service to schools and other partners working in partnership with other agencies and internal stakeholders to ensure the Council's compliance with its statutory duties.

5. The role will be the accountable person under the Building Safety Act and be responsible for all resident safety and compliance across the estate

Duties and Responsibilities

- 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, Assistant Chief Executive, Elected Members, Assistant Directors/Head of Service colleagues.
- 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 and all infrastructure.
- To act as a champion for local businesses and ensure that they have access to responsive services from the Council.
- To contribute to the leadership of the community in Havering and promote the vision, values and priorities to partners, stakeholders and residents to improve the quality of life and promote economic development
- To discharge the relevant statutory duties and responsibilities in relation to Regeneration and Housing to ensure delivery, through your Assistant Directors and teams, strategies which result in high quality outcomes for the Borough and promote community engagement
- As well as the corporate leadership role, specific objectives within the role responsibilities are:

Regeneration and Place Shaping

- 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.
- Responsible for strategic and operational delivery of the Council's Regeneration programme, across both housing and retail sectors and economic development.
- 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 work collaboratively with other Directors in People and Resources to ensure that opportunities fully meet the future housing needs of the borough.
- 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. Property Services, Housing Management, and Supported Housing
- Be an excellent landlord, building and maintaining good relationships with tenants and leaseholders
- Promote the health, well-being, and safety of Council homes working in collaboration with Public Health

Inclusive Growth

- Ensure that the Inclusive Growth Strategy is defined and met, including place based regeneration strategies to secure inward investment into the council and build its reputation as a good place to do business.

Emergency Planning

- Ensure a robust emergency planning regime is in place and all incidents are dealt with in a timely and effective manner

Community safety

- Ensure a robust approach is taken towards the safety of communities developing and managing appropriate strategies to deal ASB, crime and nuisance

Asset Management

- Lead the Council's strategic asset management function, ensuring the property portfolio is aligned to the needs of the Council and communities, in terms of service delivery and financial drivers (e.g. capital receipts, income generation).
- Provide strategic leadership to the capital programme and ensure it is managed and controlled effectively in order to achieve its intended benefits and that is delivered within budget.
- Report and advise on associated progress, risks and issues at strategic leadership level.
- As head of profession, drive strategic and operational improvements in estates and asset management. Provide comprehensive advice, guidance and support to the Leader, Cabinet, Members, Chief Executive and Executive Directors in translating the Council's strategic objectives related to capital investment in property and building related activities into coherent initiatives that will deliver their intended outcomes for the Council and Borough
- Develop and deliver the Council's approach to surplus assets.
- Accountable for the Council's Asset Register, ensuring the information is complete, accurate and compliant with legal and audit requirements.

- Responsible for significant revenue & capital budgets and resources, ensuring that they are allocated effectively for the delivery of intended outcomes in a manner which demonstrates value for money and compliance with the Council's policies and guidelines.
- Ensure the Council achieves high performance and value for money from its asset management related contracts
- This job description provides a summary of your key responsibilities and is not intended to be an exhaustive list. You may be required to perform other duties and tasks as assigned

Additional Requirements:

1. Comply with any and all legislation and good practice appropriate to the work you undertake, and particularly that related to:

Safeguarding

Information security and confidentiality

Equality, diversity and inclusion

Health and safety

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1. Assume Gold command as part of the Council's response to major events or emergencies

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

3. From time to time there may be exceptional circumstances which you will be required to make yourself available to support emergency planning that may include out of hours cover.

Person Specification

Qualifications

Relevant demonstrable experience in similar roles
A professional qualification in a construction related subject
Preferably a member of a relevant construction body, RICS, CIOB
Evidence of continuing professional development
Management training/qualification

Experience

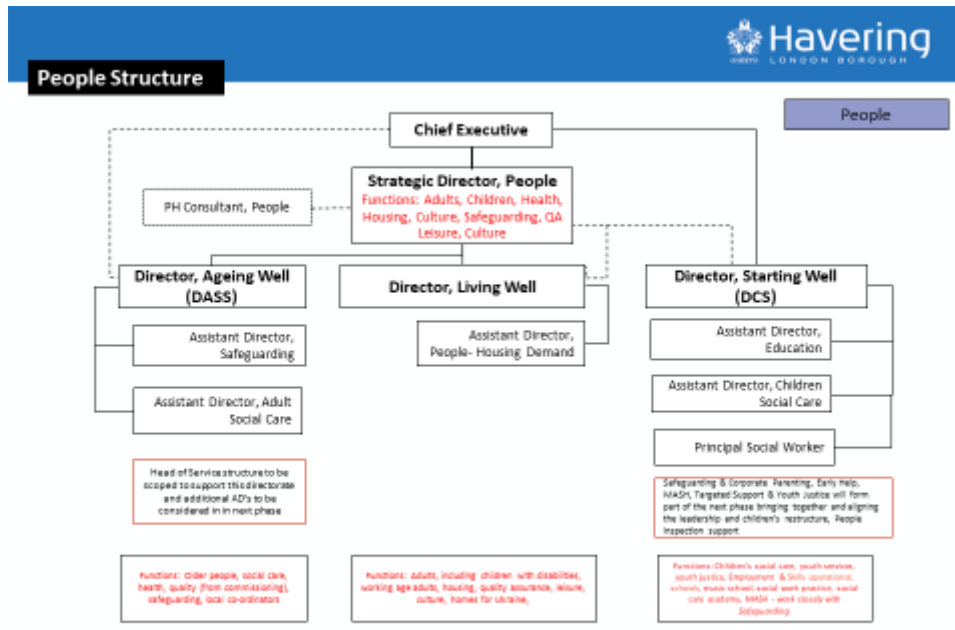
- Must have substantial leadership experience at board level and within a similar regulated background
- Significant experience of Social and affordable Housing portfolios with knowledge of current housing issues and statutory and regulatory requirements.
- Experience of corporate landlord services

- 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
- Experience of leading and motivating large teams of people in an organisation of similar size and complexity.
- Managing large and/or multiple budgets in a constantly changing environment.
- Appreciation of major reforms and best practice relating to housing, planning, regeneration (including socio-economic).
- Comprehensive knowledge of housing, planning, regeneration strategic issues/challenges nationally/regionally and locally.
- Track record of successfully delivering complex regeneration and/or economic programmes or projects.
- Ability to initiate, develop and implement strategies to address complex cross-cutting issues.
- Proven ability to work across functional, professional and organisational boundaries including managing and leading multi-disciplinary teams.
- Understanding of the principles and practice of corporate management, strategic planning and business performance improvement.

Skills and Attributes

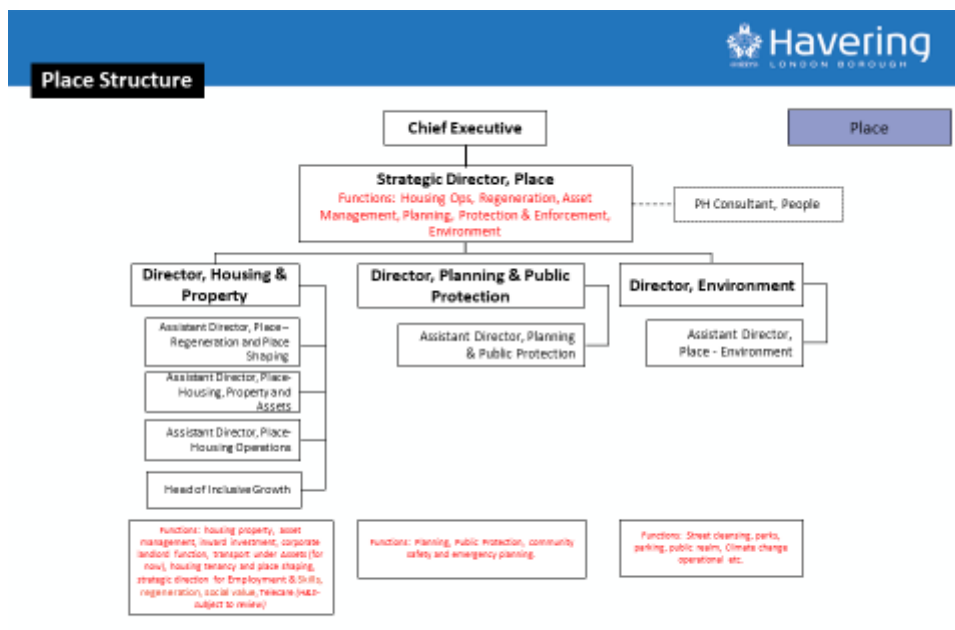
- A strategic thinker and leader with the ability to balance competing priorities and deliver within tight timescales.
- A corporate team player, highly motivated and resilient.
- A decision maker who listens to the views of others along with a high degree of integrity and probity.
- Highly skilled communicator 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.

Appendix 2 – Structure Charts



The Havering you want to be part of

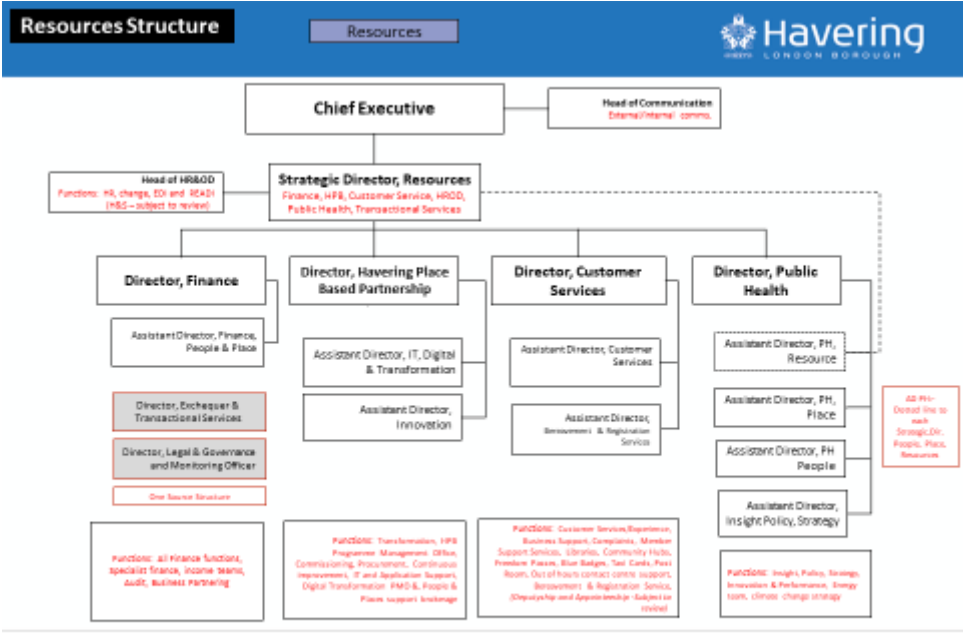
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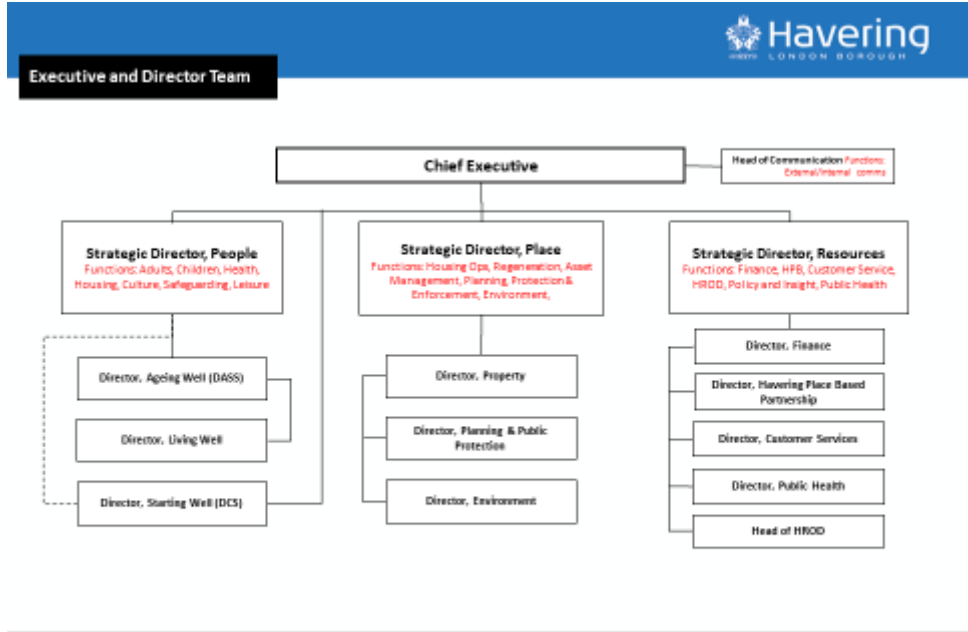
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Appointment Sub Committee, 7th June 2023



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