



**Havering**  
LONDON BOROUGH

## APPOINTMENT SUB COMMITTEE

**Subject Heading:**

Appointment of  
Director of Environment

**SLT Lead:**

Andrew BlakeHerbert – Chief Executive

**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 Environment post 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 the role of Director of Environment which has been internally posted for Expressions of Interest to the tier 1 and 2 Leadership community.

A copy of the Job Profile is attached at Appendix A.

A copy of the structure is attached at Appendix B

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

Formal interviews will be held on 12<sup>th</sup> 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 Description**  
**Appendix B – Structure Charts**

**Job Description –Director of Environment**

## **Job Profile**

<b>Job Title:</b>	<b>Director of Environment</b>
<b>Directorate</b>	
<b>Service/Section:</b>	
<b>Post Number(s)</b>	
<b>Job Evaluation Number</b>	
<b>Grade:</b>	<b>Provisional G16</b>
<b>DBS required</b>	
<b>Date last revised</b>	<b>17 March 2023</b>
<b>Reports to</b>	<b>Strategic Director, Place</b>

**Reporting staff:**

AD -Consultant PH – Place, , Up to 6 ADs/HOS

### **Purpose of Role**

- Lead and manage a portfolio of services including those designed to ensure a clean and safe, public realm, delivered both in house and through third party relationships, including: Street cleansing, recycling and waste management; Highways, traffic management, Parking services and sustainable transport; Parks and open spaces, and grounds maintenance; Licensing and regulatory services (trading standards, licensing, health and safety, food safety, registrars and cemetery, animal welfare); and Community safety (emergency and business continuity planning, CCTV control room; police contract, neighbourhood operations and anti-social behaviour enforcement).
- Develop and deliver an effective infrastructure and sustainability plan for waste and energy
- Lead for the Climate Action plan for Council

### **Duties and Responsibilities**

- Deliver and manager the one Environment service, bringing together grounds maintenance functions across all the Council's assets to ensure a consistent, high quality service.
- Act as a champion for local businesses and ensure that they have access to responsive services from the Council.
- Provide leadership and direction for the full range of regulatory and non-regulatory services on behalf of the council and in the public interest. These include (although are not limited to): Horticulture, Street Cleansing, Waste Management, Recycling, Parks, Parking and Highways

- Champion and support the Council's environmental activity ensuring sustainability is embedded in every activity undertaken with accessible and high quality open and green spaces, streets free from litter and fly tipping enforcement in place
- Lead the development of the Council's Strategic Plan and Local Area
- Develop, implement, monitor and regularly review the Council's open space, integrated waste, transportation and transport strategies ensuring that they reflect best practise, are customer focused, maximise opportunities for innovation and partnership working and deliver value for money.
- Represent the Council on directorate issues at all levels both within the Council and externally and to maintain professional relationships with other local authorities, partner organisations, government departments, funders, trade organisations and other relevant bodies
- Lead, manage and be accountable for all directorate activities ensuring that service plans are produced which specify outcomes, performance measures, standards and resource allocation and underpin these plans with a performance management system involving all staff
- Ensure the effective procurement and management of all contracts and budgets within the directorate exploring the potential for shared services and third sector involvement where appropriate in order to create efficiencies and develop the local economy.
- Develop and ensure the timely and effective delivery of an Environment capital investment programme aligned to strategic priorities and including bids to external funding bodies where appropriate.
- Ensure that all services within the directorate, including those provided by external contractors have robust business continuity plans and contribute to the discharge of the Council's Civil Contingency responsibilities.
- For all those functions within the service area (which may vary through time), to ensure their effective and efficient management and to ensure service delivery of the highest quality and best value for money. In addition, provide an analysis and interpretation of legislation or regulations relating to the work of the service division including offering advice on such matters to the Chief Executive, Elected Members, Assistant Directors/Head of Service colleagues
- Ensure sound working relationships with the GLA, ELWA, MHCLG, HLF, Department of the Environment, Highways Agency, Transport for London, London Councils, other agencies and councils to ensure collaborative working on cross Borough and regional and sub-regional strategies to maximise investment in and ensure the effective management of the built and natural environment and all infrastructure

**Additional Requirements:**

- Comply with any and all legislation and good practice appropriate to the work you undertake, and particularly that related to:
  - Safeguarding
  - Information security and confidentiality
  - Equality, diversity and inclusion

- Health and safety
- This is an unprecedented time of social, technological and financial change. The Council needs all staff to embrace change by demonstrating a flexible attitude to work, understanding that for us to provide excellent services to the people of Havering, you may be required to undertake other duties in line with the overarching nature of this role and your level of skills and responsibility.
- Assume Silver command as part of the Council's response to major events or emergencies
- Embrace the Council's iCare values and behaviours in all aspects of work and service delivery.

## **Person Specification**

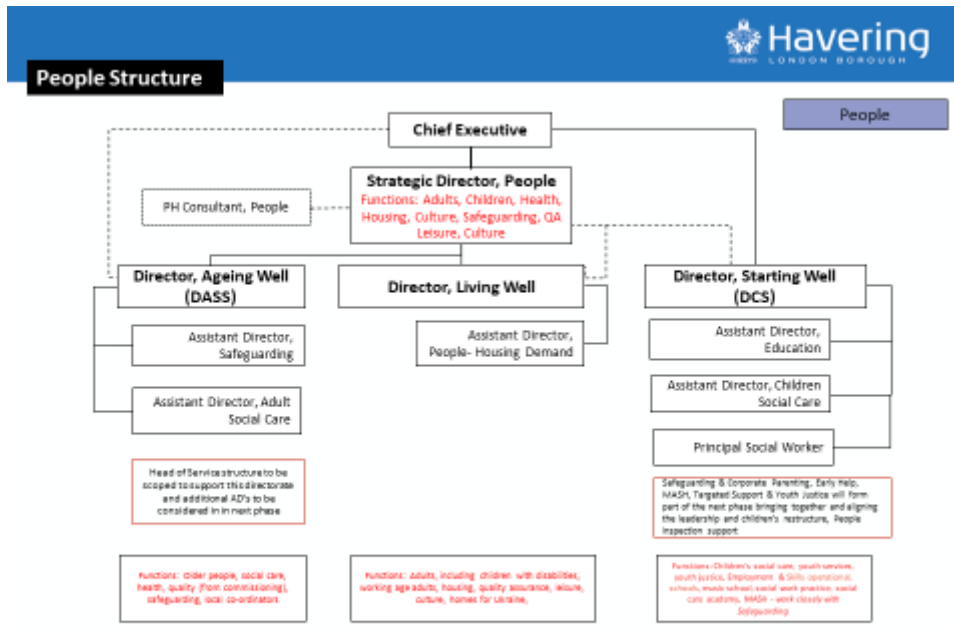
Qualifications
Experience
<ul style="list-style-type: none"><li>• Manager of a directorate, possessing broad experience</li><li>• Experience of providing a high level of business information and support within a complex, politically sensitive and customer focussed environment</li><li>• Demonstrable experience of working effectively at a senior level, including partnership with the Strategic Director, representing one's organisation, building, and maintaining excellent relationships, promoting ideas and influencing decision-makers at all levels.</li><li>• Experience of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues</li><li>• A proven track record of successfully leading and managing the direct provision and commissioning of high quality services at a senior level in the public and/or private sector and translating local, regional and national requirements into practical outcome</li><li>• Evidence of experience in managing and controlling complex budgets and business planning processes to ensure the most cost effective use of resources</li><li>• Detailed knowledge of the work area and a general understanding of wider organisational procedures and regulations as applicable.</li><li>• Experience of presenting to meetings and forums including senior managers, stakeholders and elected officials</li><li>• Experience of managing wider resources via a matrix management approach.</li><li>• Have a proven track record of successfully designing and delivering medium-size, multi-stakeholder projects and programmes</li><li>• Proven experience of prioritising own work schedules and the work schedules of others</li><li>• Proven experience of political awareness</li><li>• Experience of leading and motivating successful teams.</li></ul>

- Proven experience of effective strategic thinking, detailed planning and the ability to deliver to clear long-term objectives.

### **Skills and Attributes**

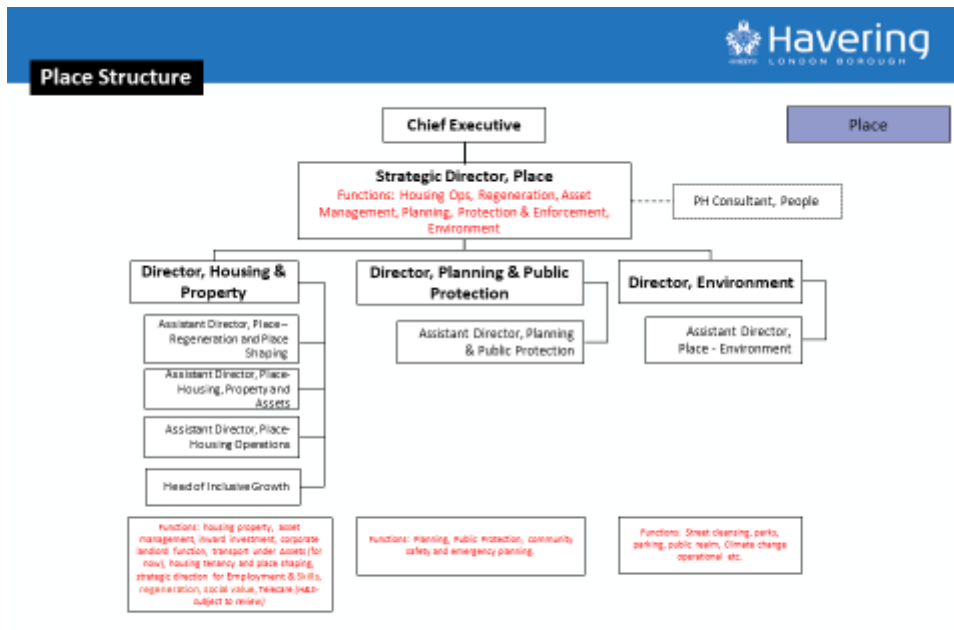
- Full understanding of impacts of their directorate on the organisation
- Able to lead and direct across their function and to motivate and inspire people
- Able to consider the wider implications for our residents, partners and stakeholders with all decisions.
- Lead and enable delivery and development of work-streams
- Ability to deal with a broad range of complex problems requiring application of best practice.
- Ensures goals set are always with a focus on service and delivery.
- Politically adept and sophisticated
- Presents a positive product and service approach to enable people to understand what's available and how to access this.
- Thorough understanding of wider organisational issues and matters, including own area, and able confidently to give advice, or persuasion, within and outside of the organisation.
- Demonstrates high personal standards and quality of work in representing the organisation.
- High level of personal resilience and integrity
- Excellent communication skills demonstrating the ability to inspire and influence at a senior level internally and externally, deliver complex information effectively to all audiences and build effective business-like relationships with key stakeholders of the service, demonstrating high trust and integrity
- Have a proven track record of successfully designing and delivering medium-size, multi-stakeholder projects and programmes
- Experience of leading and motivating successful teams.
- Experience of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues
- Identifies and understands the communities in which we work, and their needs.
- Leads by example, role modelling corporate values and behaviours
- Identifies the communities in which we work and specific stakeholder groups and develops a good rapport and understanding of their requirements.
- Role models a service approach in the Directorate ensuring that reports also provide a good level of service being provided and ensure improvements are made when required.
- Provides leadership and ability to coach and mentor middle managers
- Drives and develops a responsive service delivery culture for the directorate





The Havering you want to be part of

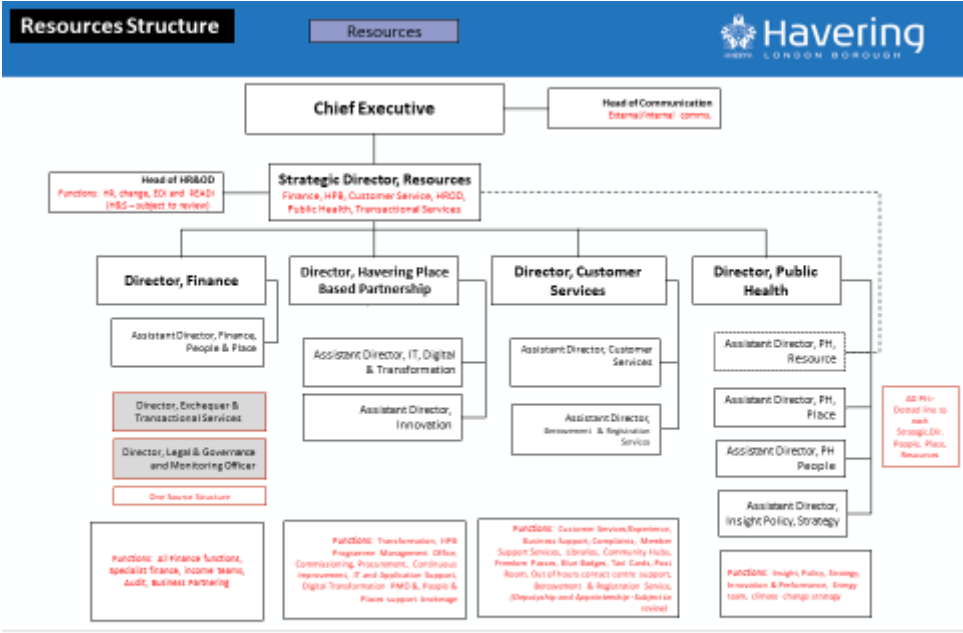
[www.havering.gov.uk](http://www.havering.gov.uk)



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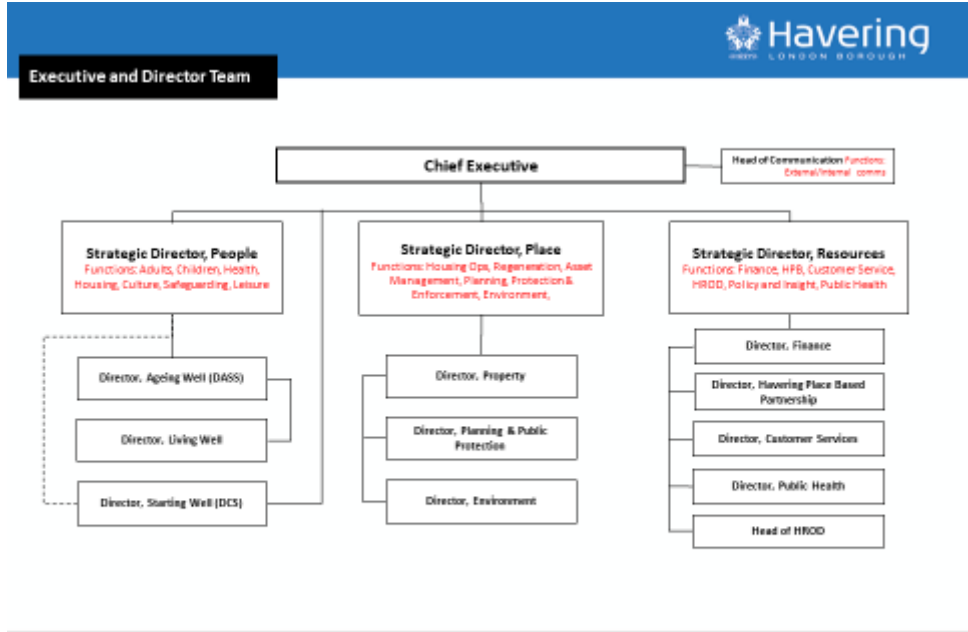
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# Appointment Sub Committee, 12<sup>th</sup> June 2023



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