



Havering
LONDON BOROUGH

APPOINTMENT SUB COMMITTEE

Subject Heading:

Appointment of
Director of Customer Services
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 Customer Services 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 which have 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 officers who have expressed interest for the Director of Customer Services role and one for the Director of Housing, Place and Property.

Formal interviews will be held on 20th July 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

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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.

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Appendix A – Job Descriptions
Appendix B – Structure Charts

Job Description –Director of Customer Services

Job Profile

Job Title:	Director of Customer Services
Directorate	Resources
Service/Section:	Customer Services
Post Number(s)	
Job Evaluation Number	
Grade:	G16
DBS required	N/A
Date last revised	
Reports to	Strategic Director of Resources

Reporting staff:

AD, Customer Services (external)

AD, Resources: Bereavement & Registration Services

Purpose of Role

- Provide strategic direction for the council's customer services, and an effective and efficient service delivery and customer advocacy using performance metrics, benchmarking services added value and customer feedback
- Create a culture that reflects the Council's values and lead an effective customer service ethos that ensures staff are engaged with key issues relating to our customers and partners.
- To ensure good communications and engagement with our residents, media, politicians, and the public in order to raise the profile of Havering and to ensure that customer service delivery is efficient and effective focusing on key priority outcomes.
- Promote the right channel shifting and self-service approach with a focus on first point resolution, lean service methodology and eliminating failure demand.
- Leadership and oversight of concessionary travel and bereavement and registration services and out of hours' response services ensuring support is available to all residents in emergencies situations.
- Seeking opportunities to create more revenue for the council developing commercial approaches to maximise our services offerings capability

Duties and Responsibilities

- Lead the customer facing portfolio of services for the Council, ensuring that the intended outcomes are being achieved through effective management against key performance indicators.
- Provide leadership in the customer services strategy and implementation, with clear performance measures

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- Develop and maintain relationships with key internal and external strategic partners, in support of creating and developing opportunities for resilient communities
- Accountable for the delivery of customer service programmes and projects ensuring that they are managed and controlled in an effective manner in order to achieve their intended benefits and goals
- Lead and direct the work of customer facing cross-cutting activities as agreed with the Chief Executive, and to provide support and guidance to those leading these activities
- Ensure the efficient and effective management of resources to achieve corporate and service priorities within agreed resources
- Accountable for the council's library service, ensuring it meets residents' and statutory needs, including local support for vulnerable residents to access digital services.
- To be accountable for the Bereavement & Registration service in accordance with Statutory, General Register Office and Council requirements
- Accountability within areas of responsibility for budgetary control, complaints and access to information, business support, concessionary travel and out of hours support for emergency situations
- Lead and support change, and promote and embed a culture of learning and innovation, responding to the needs of service users and customers in order to drive continuous improvement in service delivery
- Lead as the head of profession for customer service ensuring communities of practice are active across the council to enable customer service to be at the heart of service deliver across the council, improving the council's effectiveness and accessibility of services to residents
- Work alongside collaborating with the Director of Public Health to identify the needs of residents through the use quantitative and qualitative metrics and insight
- Collaborate with health to identify the need of the integrated care system from a customer perspective
- Manage relationships with external partners and agencies to enhance the Council's performance, reputation and image including the promotion of the council services
- Ensure the effective implementation and compliance with legislative requirements and policy, including timely and accurate advice to Elected Members, the Council and its Committees and Corporate Management
- Ensure that the Council's people performance management framework is used to recognise good performance and to tackle under performance
- Lead, develop and empower staff to effectively manage service provision; human and financial resources; and provide robust quality delivery
- Deputise for the Strategic Director, Resources with other Directors as required
- 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:

The following clauses must be included in all Job Profiles.

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

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- 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 (delete or amend as appropriate)
- Embrace the Council's care values and behaviours in all aspects of work and service delivery.
- 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
Member of a professional body Relevant experience in Customer Service delivery within a matrix organisation
Experience
<ul style="list-style-type: none">• Broad knowledge of public sector services, the macro social and economic context within which local authorities work and the implications of this for delivery of aims.• Significant experience in improving outcomes for residents and communities through customer services innovation and programmes of improvement• Experience of Leading a customer facing directorate delivering multiple services and priorities• Broad understanding of leading commercial activities and generating financial income• Significant experience of working effectively with elected members, to deliver their strategic objectives within the communities they represent, and to support them to resolve problems and develop effective local relationships with key local assets.• 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 and members, representing the

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organisation, building, and maintaining excellent relationships, promoting ideas and influencing decision-makers at all levels.

- Experience of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues
- Demonstrates high personal standards and quality of work in representing the organisation.
- Experience of managing wider resources via a matrix management approach.
- Have a proven track record of successfully designing and delivering multi-stakeholder projects and programmes
- Experience with defining, leading and developing teams
- Proven experience of political awareness, effective strategic thinking, detailed planning and the ability to deliver to clear long-term objectives.

Skills and Attributes

- Broad understanding of service delivery models, concepts and principles gained through extensive business exposure in a diverse range of organisations or services
- Able to provide leadership in community development strategy or community partnerships, evidencing strong partnerships that deliver joint ambitions achieving stronger and safer communities.
- Able to communicate a compelling vision to key stakeholders internally and externally and influence others to achieve operational outcomes.
- Able to co-design, broker and deliver innovative large and complex multi-agency community-based outcomes which achieve stronger, more resilient communities
- Able to forge and maintain relationships with key internal and external strategic partners, in support of creating and developing opportunities for communities to better help themselves
- 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.
- Leading on and enabling delivery and development of work-streams
- High degree of emotional intelligence, understanding when to pursue opportunities and when to protect our position in a way that engages
- 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
- Excellent interpersonal skills and political understanding of environment
- Presents a positive product and service approach to enable people to understand what's available and how to access this.
- Identifies key stakeholder groups and develops a good rapport and understanding of their requirements.

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- 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.
- Leads by example, role modelling corporate values and behaviours
- High level of personal integrity

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:

1. **AD Place - Property**
2. **AD Place - Operations**
3. **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

1. 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

2. 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

3. 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.

4. 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

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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.

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- 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

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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

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.

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

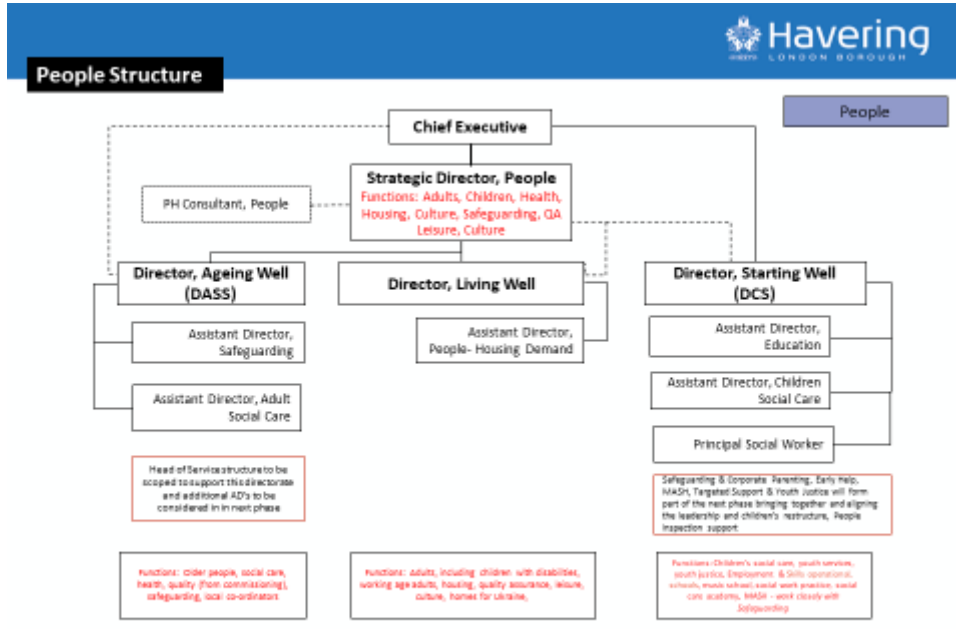
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- A significant understanding of the workings of local government and the challenges being set by the new local government agenda along with the financial, legal and political context of local government.
- The ability to set the strategic direction 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

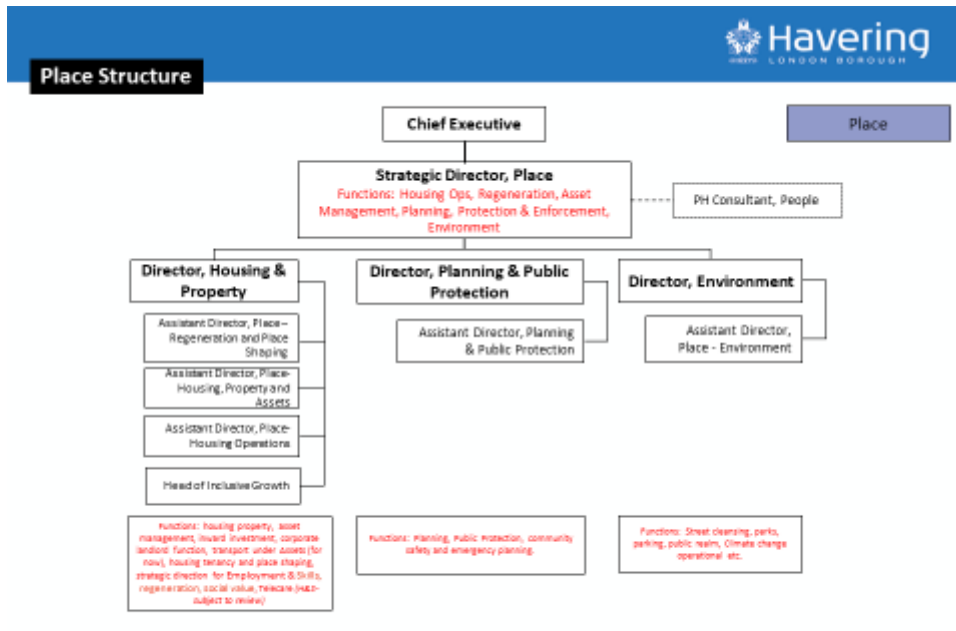
- A strategic thinker and leader with the ability to balance competing priorities and deliver within tight timescales.
- A corporate team player, highly motivated and resilient.
- A decision maker who listens to the views of others along with a high degree of integrity and probity.
- Highly skilled communicator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

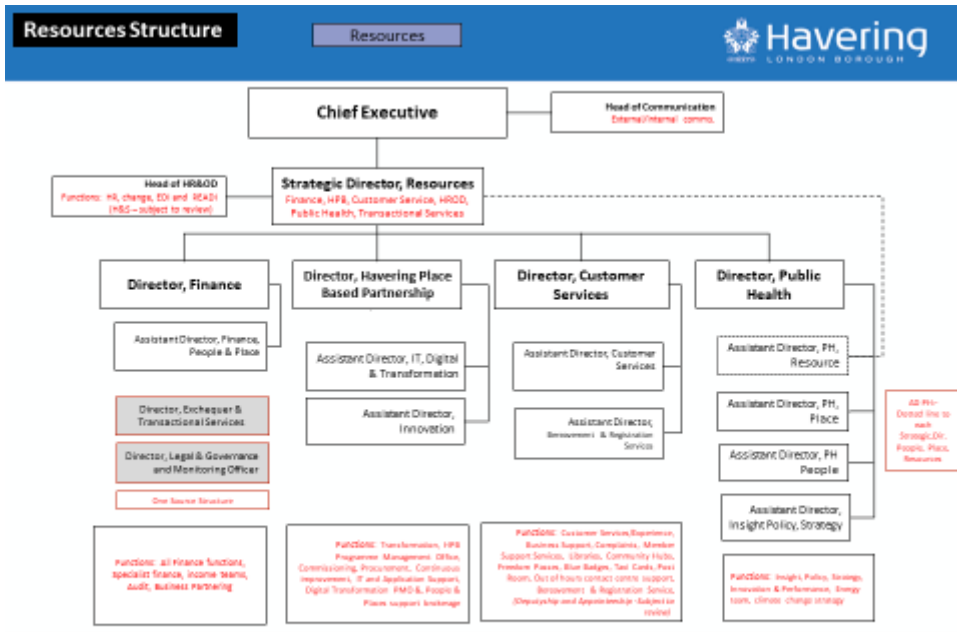
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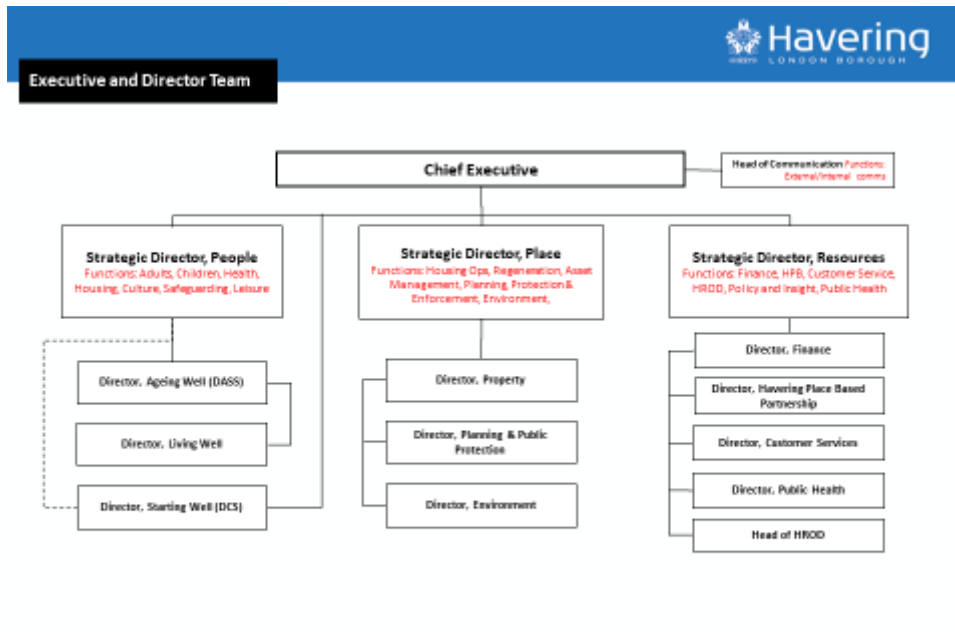
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