

Chief Officers' Employment Panel Agenda

Date: Thursday 10 March 2022

Time: 4.00 pm

Venue: Harrow Civic Centre, Station Road, Harrow, HA1
2XY

Membership (Quorum 3)

Chair: Councillor Graham Henson

Labour Councillors: Angella Murphy-Strachan
Varsha Parmar
Natasha Proctor

Conservative Councillors: Marilyn Ashton
Paul Osborn
Anjana Patel

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Agenda publication date: Wednesday 2 March 2022

Agenda - Part I

1. **Membership**
To note under the provisions of the formula membership the attendance of the any nominees.
2. **Declarations of Interest**
To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from:
 - (a) all Members of the Panel;
 - (b) all other Members present.
3. **Minutes** (Pages 5 - 8)
That the minutes of the meeting held on 27 July 2021 be taken as read and signed as a correct record.
4. **Restructuring of Community Directorate Senior Management Posts** (Pages 9 - 46)
Report of the Corporate Director, Community

Agenda - Part II

Nil

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Chief Officers' Employment Panel

Minutes

27 July 2021

Present:

Chair: Councillor Graham Henson

Councillors: Marilyn Ashton
Stephen Greek
Paul Osborn
Varsha Parmar
Natasha Proctor
Christine Robson

78. Membership

RESOLVED: To note that there were no nominee Members in attendance.

79. Declarations of Interest

RESOLVED: To note that there were no declarations of interests made by Members.

80. Minutes

That the minutes of the meeting of the Chief Officers' Employment Panel held on 19 May 2021 be taken as read and signed as a correct record.

Resolved Items

81. The post of Head of Change and Flexible Futures

Members received a report from the Corporate Director of Resources which set out details of a new post of Head of Change and Flexible Futures and sought approval for a potential salary level over £100,000.

The Corporate Director of Resources outlined the content of the report and explained that the matter was before Members as the role had been evaluated at D1, the salary band of which straddled £100,000 and therefore required the approval of the Panel. However, as this role would subsume the current position of Head of Change and was fixed term, the cost to the Council would only be an additional £18,000 a year for two years. He advised that the postholder would lead the introduction of flexible futures, which was critically important to the Council, and augment further governance around project management. Flexible futures had already commenced, and the Head of Change had been undertaking the additional role and had been receiving an honorarium payment. If successful at the ring-fenced interview, he would be appointed to the role for the fixed term of 2 years. In response to a Member's question as to whether the successful candidate would be appointed at the bottom of the salary band as was usual practice, he added that this would depend on their previous experience, but that the additional cost of £18,000 was the difference between MG4 and D1.

A Member sought clarification as to the number of Directors currently employed within the Resources directorate as he was concerned that the management structure was top heavy and funding could be moved to help deliver front-line services. The Corporate Director advised that there were currently four Directors on the salary scale at D2/3, two of which were statutory posts and all led large teams providing critical services to the Council and the borough. With this new role, if agreed, there would be two heads of service at D1. He reiterated that the post had been evaluated at D1 and if this was not agreed by the Panel, he would need to split the role and perhaps undertake some of the role himself which would place at risk the successful delivery of not just Flexible Futures, but also the delivery of all Corporate Services.

Further to the response from the Corporate Director in relation to the number of Directors within the Resources directorate, another Member expressed concern and discomfort at the costs of the Council's top-level staffing structure and questioned the lack of current capacity to deliver flexible futures. Another Member stated that the programme required individuals with the requisite skills to deliver it hence the request before the Panel.

A Member questioned whether the postholder would have any freedoms/flexibility in terms of delivering a programme that had already been started and was advised that there were two possible scenarios; firstly, the ringfenced employee was successful at interview and had already provided input and, secondly, if another candidate were to be successful, they would undertake their role in line with the agree vision and strategy; this was normal practice for programme managers. Additionally, there was considerable work to be done in terms of the decant from the Civic Centre and development of the detail of Forward Drive, and the successful candidate would have input into this. The Member expressed the view that this work should have been completed before the Council's Accommodation Strategy had been approved. The Corporate Director replied that the Accommodation Strategy laid out the overall strategy. The Head of Flexible Futures would be involved in its detailed implementation.

Three Members indicated that they would not support the proposal as they did not agree with the Accommodation Strategy and the decant from the Civic Centre to Forward Drive. In addition, they expressed the view that the proposal did not result in extra capacity but increased costs.

RESOLVED: That the post of Head of Change and Flexible Futures be allocated to the grade of D1, the top point of which exceeded £100,000.

[Note: Councillors Marilyn Ashton, Stephen Greek and Paul Osborn wished to be recorded as having voted against the above resolution].

82. Exclusion of Press and Public

A Member indicated that he did not agree that the press and public should be excluded for item 6, Severance Payment of £100,000 or Greater.

RESOLVED: That in accordance with Part I of Schedule 12A to the Local Government Act 1972, the press and public be excluded from the meeting for the following item(s) for the reasons set out below:

<u>Item</u>	<u>Title</u>	<u>Reason</u>
6.	Severance package of £100,000 or greater	Information under paragraphs 1 and 3 in that the report contains information relating to an individual and information relating to the financial and business affairs of any particular person (including the authority holding that information).

83. Severance Package of £100,000 or greater

Members received the confidential report of the Corporate Director, People, which sought approval for severance payments where the total amount concerned was greater than £100,000.

RESOLVED (unanimously): That the payment of the contractual and statutory payments to the employee whose details were set out in the report be approved.

(Note: The meeting, having commenced at 3.02 pm, closed at 3.42 pm).

(Signed) Councillor Graham Henson
Chair

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Report for: **CHIEF OFFICERS’
EMPLOYMENT PANEL**

Date of Meeting: 10 March 2022

Subject: Restructuring of Community
Directorate Senior Management
posts

Responsible Officer: Dipti Patel Corporate Director
Community Directorate

Exempt: No

Wards affected: All

Enclosures: Appendix 1a&b New Structure
Appendix 2 Role Profiles

Section 1 – Summary and Recommendations

This report presents the future capacity, skills and ambition required at Director level within the Community Directorate, following a consultation process to restructure the Director/senior management tier, to ensure the Community Directorate is resilient and fit for purpose.

Recommendations:

That

1. The remuneration packages for the posts of the Director of Environment, Director of Inclusive Economy Leisure & Culture, Director of Sustainable Housing and Director of Regeneration & Sustainable Development all at D2 grade (£109,785 - £123,588) be approved.
2. It be noted that the roles of Divisional Director Environment & Culture, Divisional Director Commissioning & Commercial, Divisional Director Housing, Divisional Director Regeneration & Planning and Head of Economic Development will be deleted.
3. The new role profiles for the four new Director posts as set out in the report at Appendix 2 be noted.
4. The role profile noted and remuneration package for the Chief Planning Officer at D1 grade (£87,807- £103,527) be approved.

Section 2 – Report

Background

The Localism Act 2011 requires Local Authorities to agree and publish an annual Pay Policy Statement.

Ministry of Housing Communities and Local Government (MHCLG) guidance ('Openness and accountability in local pay: Guidance under section 40 of the Localism Act 2011') states that that full Council should be asked to determine whether it wishes to vote on any remuneration package or payment on termination of employment amount to £100,000 or greater.

The statutory guidance states: 'Remuneration includes salary, expenses, bonuses, performance related pay, as well as contractual arrangements involving possible future severance payments. Authorities are required to take account of this guidance when preparing their pay policy statements.'

The Council delegates authority to the Chief Officers' Employment Panel for determination of any remuneration package of £100,000 or payment on termination of employment amount to £100,000 or greater. Council also agreed that a summary of any remuneration packages or payments on termination of employment amounting to £100,000 or greater approved by the Chief Officers' Employment Panel be reported for information to full Council.

Over the past three years roles have evolved within the Community Directorate, and there are currently four interim Directors who are employed on an external agency contract basis, and one other temporary Director who is acting up from a substantive post within the Council.

Current Situation

The current roles (interim/act-up) reporting to the Corporate Director are detailed below:

- The Interim Divisional Director Environmental Services
- The Acting Director Economy and Culture
- The Interim Director of Commercial Development
- The Interim Director of Housing
- The Interim Director of Regeneration
- The Interim Chief Planning officer

Established Structure Prior to Restructure

2.1 The established senior management structure for the Community Directorate prior to the restructure was:

- Corporate Director
- Divisional Director Environment and Culture
- Divisional Director Housing
- Divisional Director Commercial
- Divisional Director Regeneration, Enterprise and Planning

Interim Structure Prior to Restructure (Appendix 1a)

2.2 Over the past 3 years and prior to the Director tier restructure, roles evolved with the following interim and acting up Directors reporting to the Corporate Director.

- Interim Director Environmental Services
- Interim Director of Housing
- Interim Director of Regeneration
- Interim Director of Commercial Development
- Acting Director of Economy & Culture

Why a change is needed

2.3 To ensure business continuity and resilience, it is imperative that the Community Directorate has a robust and permanent Director structure, with the right people in the right place and at the right time, and with the right resources to drive and deliver the strategic agenda.

2.4 Following the permanent appointment of the Corporate Director Community and commencement in September 2021, attention on the senior management structure across the Community Directorate was initiated.

The Corporate Director has considered the strategic priorities, objectives, and challenges with a view to ensure the Community Directorate senior management structure is fit for purpose for the future.

2.5 The purpose of the Director tier restructure was to enhance the impact of the Directorate

through enhanced integration of related services. The Directorate encompasses operational services and activities, services which focus on the long-term built environment of the borough and services that need to engage closely with residents and communities to be effective. It is therefore essential to establish the strategic leadership and management to support the ambitions of Harrow Council defined by the Borough Plan and future aspirations.

- 2.6 The Community Directorate leads the place shaping agenda for Harrow, delivering the ambitious regeneration and home building programme; responding to the climate challenge; overseeing a wide portfolio of frontline services that touch the lives of every one of our 240,000 residents, through to shaping the local economy to make it fairer and stronger. This would be an ideal opportunity to rename the Community Directorate as the Place Directorate emphasising the focus for Harrow and its priorities as the place.
- 2.7 It was essential to review and establish a new permanent senior management structure for the Directorate, which reflects Harrow vision and future aspirations. The review was conducted with support from Members at a recent informal meeting of the Chief Officers' Employment Panel.
- 2.8 It is imperative that the strategic management arrangements, including the tiers and spans of control to support the organisations strategic direction and outcomes, particularly under recent unprecedented circumstances, are robust and resilient. As a result, there are opportunities for further consolidation and synergies across Communities.

The reasons for the change for each functionality within the Community Directorate are set out below.

Main Options

- 2.9 The new structure for the Community Directorate as set out at **Appendix 1b** includes four new roles which are:
- Director of Environment
 - Director of Sustainable Housing
 - Director of Inclusive Economy Leisure & Culture
 - Director of Regeneration & Sustainable Development.
- 2.10 All four roles have been evaluated and via the Hays job evaluation process and all of the Director roles have been evaluated at D2 grade.
- 2.11 In addition, the Chief Planning Officer has also gone through the job evaluation process, and this has been graded at D1.
- 2.12 The formal consultation with relevant staff has taken place on the changes to the structure and the consultation process has concluded. The points raised during the consultation process have been considered and evaluated and these points did not change the original proposals.
- 2.13 As the remuneration packages of the new Director posts are above £100,000, these changes need to be considered by the Chief Officers' Employment Panel (COEP).
- 2.14 The costs for the proposed changes can be managed within current proposals as set out under Financial Implications within this report.
- 2.15 The new senior management structure for the Community Directorate following the restructure is:

- Director of Environment
- Director of Sustainable Housing
- Director of Inclusive Economy Leisure & Culture
- Director of Regeneration & Sustainable Development

In addition, a permanent post of Chief Planning Officer within the Regeneration and Sustainable Development Division is to be established.

Director of Environment

- 2.16 The Director of Environment will focus on the strategic and operational management of services where the Council will seek ongoing efficiencies and reform, benefit from economies of scale, optimise external contracts, maximise digital solutions and deliver responsive customer services. The span of service functions retained within the remit of Environment Services includes all street cleansing and waste services, waste strategy, trade waste services, grounds maintenance, transport strategy, traffic & highways infrastructure maintenance, environmental health, private sector housing, licensing & enforcement, parking operation and commercial services. The Director will provide exemplary strategic leadership across these services and the whole Community Directorate.
- 2.17 The functions under the Director of Regeneration and Sustainable Development are focused on long term sustainable built environment including all commercial assets and future investment. Therefore, the Assets and Facilities Management services will transfer the management reporting line to the Director of Regeneration & Sustainable Development as clear synergies across this new department.
- 2.18 The strategic policy and direction for parks and open spaces has strong synergies with the leisure and sports services under the proposed Inclusive Economy Leisure and Culture Department and therefore it is proposed that the strategic direction and policy function are transferred to the management of the Director of Inclusive Economy Leisure and Culture. Ground maintenance of parks and open spaces are to be retained within Environment Services.

Director of Sustainable Housing

- 2.19 The Director of Sustainable Housing will focus on strategic and operational management of all housing services where the Council will seek ongoing efficiencies and reform, optimise external contracts, maximise digital solutions and deliver responsive housing customer services. The span of services includes allocation of council homes & void management, sustainable housing estates development, Housing Revenue Account (HRA), repairs & assets management programme, fire and safety, provision of temporary accommodation, services to alleviate homelessness, private sector standards and influence provision, tenant and leaseholder participation & consultation and estate management. The Director will provide exemplary strategic leadership across the services and the whole Community Directorate

Director of Inclusive Economy, Leisure & Culture

- 2.20 The Director Inclusive Economy Leisure and Culture will focus on those services where outcomes are best delivered through close working with individual residents and businesses, such economy, employment, and skills. Services under this director will seek ongoing efficiencies and reform, benefit from economies of scale, optimise external contacts, maximise digital solutions, and deliver responsive customer services. The span of services includes economic growth & development, Adult Community Learning, skills and employment, Cultural services, sports & leisure; libraries; parks and open spaces, community and business

engagement, Arts & Heritage and Harrow Music Service. In addition, lead on behalf of the Directorate community engagement to ensure delivery of outcomes and aspirations. The Director will provide exemplary strategic leadership across the services and the whole Community Directorate.

Director of Regeneration and Sustainable Development

- 2.21 The Director of Regeneration and Sustainable Development will focus on services responsible for strategic and operational management of the regeneration, sustainable development commercial and planning services across the council. Focus on the strategic and long-term success and sustainable vision for the Borough's built environment. The span of services including regeneration, strategic development partnership (HSDP), sustainable development, statutory and spatial planning, development management, building control, planning enforcement, commercial property development and/or investment and Council's corporate landlord model. The Director will provide exemplary strategic leadership across the services and the whole Community Directorate.
- 2.22 In summary, the Directors will provide exemplary strategic leadership across the services and the whole Community Directorate and promote a cohesive culture and vision supporting the ambitions of Harrow Council and its future aspirations.
- 2.23 In addition to the four Director posts outlined above, it is proposed that a permanent **Chief Planning Officer** role responsible for overseeing and leading the council strategic planning development management, enforcement and building control be established. As the senior expert planner, the postholder will provide advice on policy, strategy and complex planning matters. This role will report to the Director of Regeneration and Sustainable Development.

Legal Implications

In accordance with the Constitution, this Panel is required to approve a remuneration package of £100,000 or over for a Council Post.

The Panel is required to report back to Council for information purposes on all such approved remuneration packages.

Harrow Council's Pay Policy Statement 2019 provides that: 'All employees, including Chief Officers, are normally appointed on the lowest pay spine column point for their job evaluated grade. In exceptional circumstance, employees may be appointed at a higher point within the evaluated grade. The Council may apply market supplement payments to jobs with recruitment or retention difficulties.'

Financial Implications

Based on the D2 salary grades for the four new Director roles and D1 for the Chief Planning Officer, the total cost of these five new roles is £823k.

Funding assumptions are made for the following posts.

- Director of Sustainable Homes, 95% (or £162k) of the cost being met from HRA
- Director of Regeneration and Sustainable Development, 55% or (£94k) of the costs to be met from the new Regeneration budget.

The salary budgets for existing posts listed in paragraph 2.1 in General Fund and HRA are £676k and £136k respectively.

To fund the new structure, which includes these four new Director roles and Chief Planning Officer role, the budgets required are:

- General Fund £568k
- Regeneration Budget £94k
- HRA £162k

There is therefore an increase in cost of £26k in the HRA, and a budget provision has been set aside within the HRA to support this in 2022/23.

Risk Management Implications

If the COEP do not agree to the appointment of permanent Director posts, then there is a high risk to the Council that the strategic leadership and drive to deliver key expectations, will remain at high risk of failure under continuing interim and temporary arrangements.

The Community Directorate needs a permanent Director tier to provide strategic leadership, to shape the present and future delivery models and deliver the strategic agenda for Harrow.

Risks included on corporate, or directorate risk register **No**

Separate risk register in place **No**

The relevant risks contained in the register are attached/summarised below.
N/A

Risk Description Mitigations RAG Status

Risk Description	Mitigations	RAG Status
If the salary packages are not agreed for the posts, then there will be implication for the successful recruitment for all the roles.	<ul style="list-style-type: none">▪ These grades are comparable both externally across London Boroughs for similar roles and in respect of the other Director roles in both People and Resources▪ Reduce the reliance on long term interim appointments as a risk to the Council both in terms of stability and cost.	Amber

Equalities implications / Public Sector Equality Duty

There are no impacts on protected characteristics from this Director reorganisation.

As part of the formal process an EqIA has been prepared, but as there is only one directly affected employee, the identifiability of the affected employee would be exposed if this information was to be shared. Given the sensitivity of the personal information captured as part of the EqIA process, it is not appropriate for this information to be shared in this particular context.

Council Priorities

Please note under the above 'Main Options'

1. Improving the environment and addressing climate change
2. Tackling poverty and inequality
3. Building homes and infrastructure
4. Addressing health and social care inequality
5. Thriving economy

The establishment of new senior management structure including the Director roles will deliver strategic leadership and management to positively support the ambitions of Harrow Council defined by the Borough Plan priorities and future aspirations.

Section 3 - Statutory Officer Clearance

Statutory Officer: Chief Financial Officer

Signed by Dawn Calvert

Date: 2 March 2022

Statutory Officer: Monitoring Officer

Signed by Hugh Peart

Date: 1 March 2022

Chief Officer: Corporate Director, Community

Signed by Dipti Patel

Date: 2 March 2022

Mandatory Checks

Ward Councillors notified: No as it impacts on all Wards

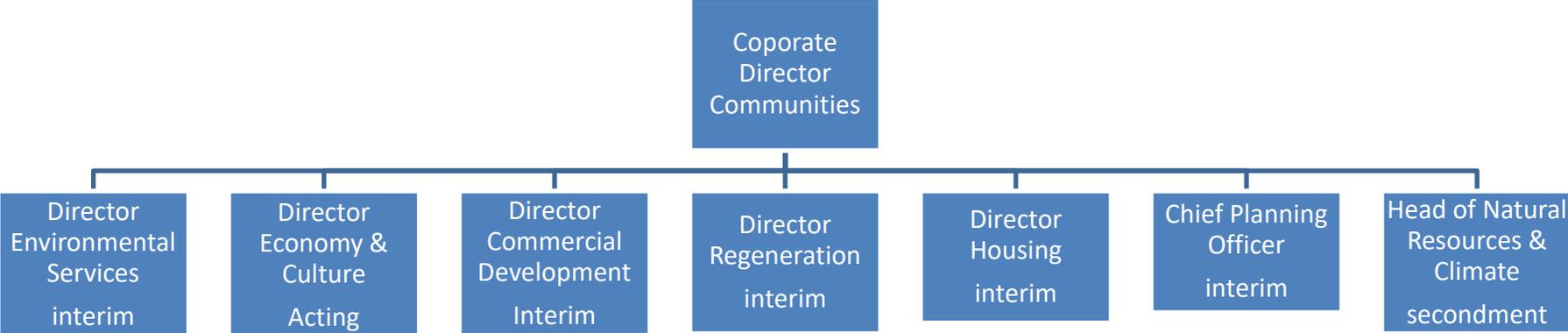
Section 4 - Contact Details and Background Papers

Contact: Dipti Patel Corporate Director Community

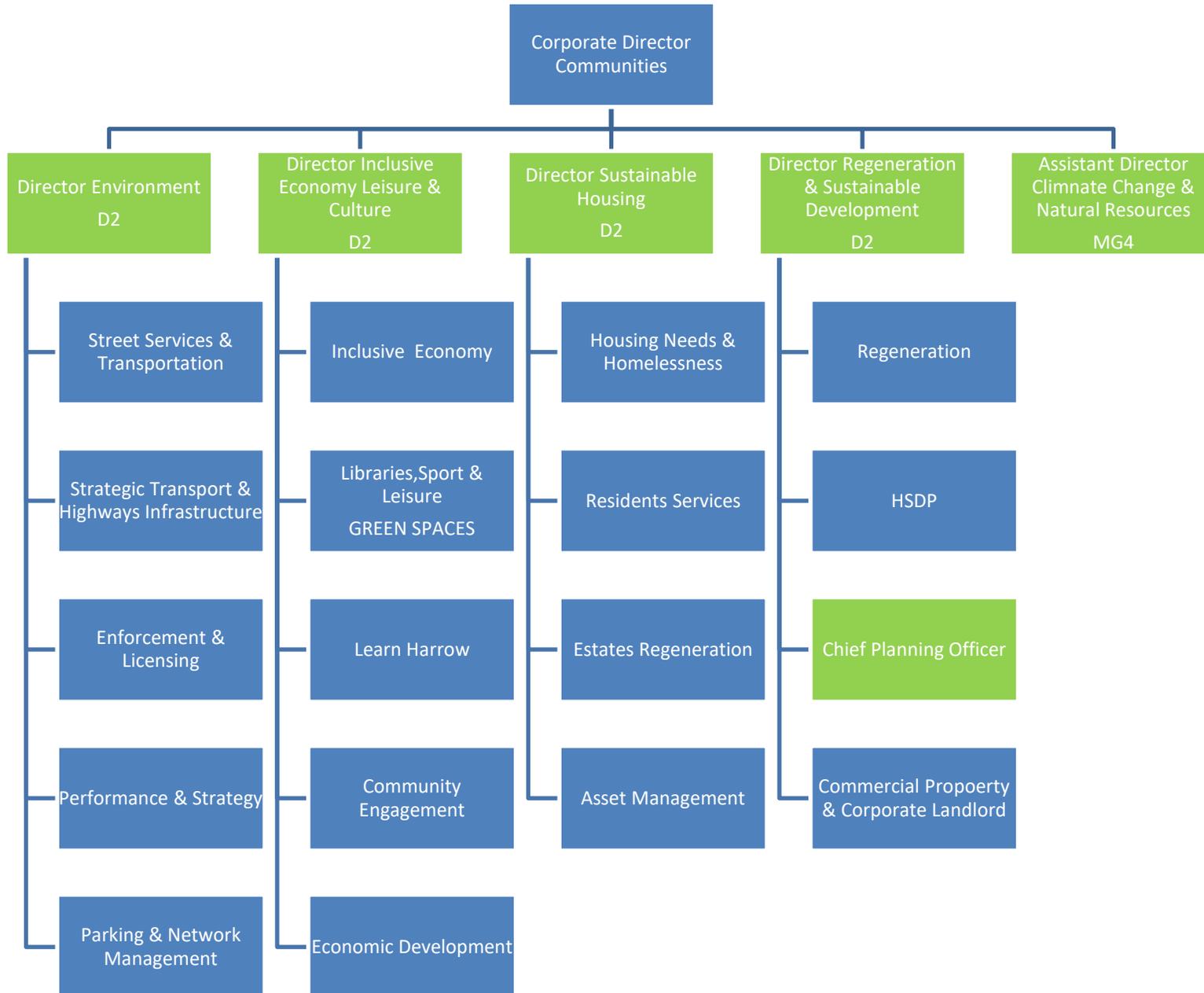
If appropriate, does the report include the following considerations

- | | | |
|----|--------------|-----|
| 1. | Consultation | YES |
| 2. | Priorities | YES |

Appendix 1a Interim existing structure



Appendix 1b Proposed Structure



Appendix 2

Job Title	Director of Regeneration & Sustainable Development
Pay Grade	D2
Directorate	Community Directorate
Division	Regeneration and Sustainable Development
Reports to	Corporate Director Community
Location	Dependant on the Line Manager

Role Purpose

The Director of Regeneration & Sustainable Development as a member of Communities Directorate Management team is responsible for strategic and operational management of the Regeneration and Sustainable Development services across the council. Focus on the strategic and long-term success of the borough and the vision for the Borough's built environment including regeneration, strategic development partnership (HSDP), sustainable development, statutory and spatial planning, development management, building control, planning enforcement, commercial property and corporate landlord.

The Director of Regeneration & Sustainable Development will provide exemplary strategic leadership across the services and the whole Communities Directorate. Alongside the Leadership team, the Director will lead, motivate, and inspire the whole staff body across Communities and promote a cohesive culture and vision.

Job Context (Key outputs of team/role)

This post reports directly to the Corporate Director Community and will direct and lead the Council's Regeneration and Sustainable Development Services through the strategic and general management of the following services /priorities on behalf of the council:

- Regeneration
- Sustainable development
- Joint venture /Strategic Development Partnership
- Strategic Planning
- Development management
- Building Control
- Corporate/ Commercial Property Assets
- Corporate landlord facilities management

Pioneer and deliver excellent outcomes through the development and implementation of the following key strategies:

- Regeneration and Growth strategy
- Town centre Masterplans
- Local Plan
- HSDP Partnership strategy
- Housing Design Guides
- Build A Better Harrow Delivery Programme
- Commercial property Strategy
- Corporate Landlord model

Responsible for the effective management of delegated budgets:

- Revenue budget in the order of £15m
- Capital programme (including grants) budget in the order of £18m

- Direct management 5 Head of Service and overall responsibility for circa. 120 employees.

Generic Duties

- Implement and champion, through service and staff development, the Council's Health and Safety, Equal Opportunity and Information Security Policies.
- To ensure that the post holder complies with their responsibilities as laid out in the council's health and safety policy and takes an active role in promoting a positive health and safety culture.
- Promote and ensure participation in the Council's individual performance appraisal and development initiatives and information management best practice.
- To support the operation and general elections when requested by the returning officer.
- To motivate, train, develop and performance manage staff to maintain an effective workforce capable of meeting its objectives.
- To manage the function **or team** so that the services provided are responsive to customer requirements, accessible to all areas of the community and provide value for money
- To develop the structures, systems and policies necessary to support effective service delivery.
- To formulate annual operational plans and budgets for the function **or team** so that there are clear priorities and appropriate resources are allocated to their achievement.
- To resolve the most complex and high level operational issues so that they are resolved effectively and precedents are set for the resolution of similar issues.
- To develop **or contribute to** longer term (2-3 years) plans for the services managed so that they are developed in line with Council and Government priorities and customer requirements.
- To ensure services link effectively with related service provision, within or external to the Council, so that coherent and value for money services are provided. Where appropriate, and in conjunction with other service providers, to undertake joint planning of service delivery and/or for the closer integration of service provision.
- Prepare monitor and control the service budget to ensure that expenditure is in line with the agreed business plan.
- To manage the teams and service provided in a way that promotes the Council's approach to diversity.

Values, Behaviours and Equalities

We want our colleagues to live our values. These values describe what we stand for and how we do things at Harrow whilst inspiring, challenging and guiding us towards the delivery of our organisational ambitions and goals. Our three values are:

Be Courageous, Do It Together and Make It Happen

These values will also help us to achieve our equalities vision of being a proud, fair & cohesive Harrow, a great place to live, work & visit.

Main Duties / Accountabilities

Leadership

1. To demonstrate inspirational and visible leadership whilst ensuring the effective management and development, performance, and motivation, of services and employees and nurturing an organisational and departmental culture and behaviours that support the Council's priorities and values.
2. To champion and drive the Council's and service transformation and change programmes and initiatives through innovation, the reform, modernisation, and continuous service review.
3. To lead the delivery of exceptional customer experience and enhance a culture of customer service excellence by developing digital services, exploiting technology, and to drive customer and resident satisfaction.

4. To strategically lead and marshal the contributions of the public sector, private sector and community to deliver the long-term vision for the borough. To lead and oversee the delivery, through Harrow Strategic Development Partnership (HSDP) of the wider regeneration across the Borough via new and improved mixed tenure housing, civic and community facilities, new employment space and the enhanced use of property assets.
5. To lead the facilitation and collaboration of services in developing initiatives to manage the demand for council services by engaging and enabling residents and communities to become actively involved in improving and managing their neighbourhood and to solve longstanding problems in neighbourhood
6. To lead long term strategic business and service planning including long-term policy and strategy development and continuous service improvement, strategic project delivery with a focus on results and outcomes.
7. Deputise for the Corporate Director where relevant and represent the Council to external bodies and partners.

Performance & Resource Management

8. To lead the strategic direction of operational delivery and performance of services and department with a focus on robust financial management, effective people management and development, project management and service performance supported by proportionate governance arrangements including quality systems and risk management and in accordance with the Council's policies and procedures
9. To lead the financial planning, management and in the context of the council's Medium Term Financial Strategy by developing efficiency and cost saving programmes, delivery of capital and review budget.
10. Provide effective management arrangements to ensure implementation of the Council's Safety Policy and Safety Management Systems, including any service specific Safety Policy, Codes of Practice and Safe Systems of Work
11. Participate in effective civil emergency planning, leadership, and management

Commissioning

12. Maintain and develop effective systems and processes for identifying the needs of the local community and the resources available to deliver agreed outcomes.
13. Ensure services are commissioned to enable achievement of agreed outcomes through effective, efficient, equitable and sustainable service delivery.
14. To strategically lead and marshal the contributions of the public sector, private sector and community to deliver the long-term vision for the borough
15. Ensure service agreements and contract arrangements enable service delivery against agreed outcomes
16. To lead the commercial development of service areas, exploiting and developing new products and services, leading business and service development through 'invest to save' opportunities; maximising income generation and grant funding; effective commissioning & procurement; developing alternative delivery models.
17. Ensure monitoring and review arrangements are in place to enable evaluation of service delivery and impact on achieving agreed outcomes

Partnership

18. To develop external, strategic partnerships by working with local strategic partners, local authorities, West London Alliance, Greater London Authority, London Councils, government

agencies and departments and professional and sector bodies to raise the council's profile and assist in maximising investment and delivery of outcomes.

19. To foster and develop exemplary internal cross-council collaboration, working relationships and better-connected services, with senior officers, peers and specialists advisors to provide seamless services.
20. Act as the strategic advisor to Cabinet, Corporate Directors and Strategic Leadership Team and deliver corporate, departmental and strategic requirements, projects and initiatives as required including deputising for the Corporate Director as required.
21. To support The Council's Councillors and Cabinet (portfolio) members by providing professional, objective, and balanced advice and guidance, ensuring the effective implementation of policy decisions, taking delegated decisions within the Council's financial regulations, and enabling the effective scrutiny of services and decisions.
22. Ensure effective and proactive communication to, from and within Services and in collaboration with the communications team to commission the development and delivery of an effective media, communication and marketing strategy.

Equalities

23. To promote equal access to opportunity in service delivery and employment.

Selection Criteria – Knowledge, Skills and Experience

Role Requirement

1. A proven track record and significant demonstrable experience of the strategic place-based leadership including at least one of the following areas regeneration, development or strategic planning alongside the transformation of services at a senior level.
2. Detailed knowledge and understanding of the areas of legislation, government guidelines, regulations, codes of practice, industry standards relating to the functional area
3. Knowledge and understanding of leading a complex and interrelated set of services and with a track record of integrating services to deliver better outcomes. Ability to prioritise, make decisions and provide clear leadership for staff
4. Knowledge of innovate approaches to engage residents and businesses and a track record in co-designing services with residents and supporting community-led services
5. Demonstrates a high level of political acumen and the ability to provide responsive, impartial advice to councillors, Scrutiny Committees & panels, Cabinet (Portfolio) members, MPs
6. Ability to think, plan and act strategically and corporately, with a creative approach to problem solving and delivering in testing circumstances with competing priorities alongside sound operational experience
7. Demonstrated experience in delivering efficiency and value for money and sound financial management

8. Proven track record of creating and sustaining effective strategic partnerships, enable collaborative working across boundaries and empower others to achieve outstanding results			
9. Display exceptional communication and presentation skills with the ability to communicate successfully at all levels & varied audiences.			
10. Ability to exercise prudent judgment within constrained timescales and resources in the light of competing pressures.			
11. Enthusiastic, determined, robust and resilient enough to cope with the demands of the role			
12. Passionate about equality, diversity and inclusion both in the workplace and in service delivery and can evidence and track record of delivery			
Qualifications			
Role Requirements.	Job specific examples	Essential	Desirable
Educated to degree level or equivalent or has the equivalent relevant work experience.		✓	
Other Requirements			
Able to work flexibly in response to the service needs of a 24/7 local council business and to participate in Duty standby rotas as required.			

Job Title	Director of Sustainable Housing
Pay Grade	D2
Directorate	Community Directorate
Division	Housing
Reports to	Corporate Director Community
Location	Dependant on the Line Manager

Role Purpose

The Director of Sustainable Housing as a member of Communities Directorate Management team is responsible for strategic and operational management of all housing services across the council. Focus on allocation of council homes & void management, sustainable housing estates development, HRA, repairs & assets management programme, fire and safety, provision of temporary accommodation, services to alleviate homelessness, private sector standards and influence provision, tenant and leaseholder participation & consultation and estate management.

The Director of Sustainable Housing will provide exemplary strategic leadership across the services and the whole Communities Directorate. Alongside the Leadership team, the Director will lead, motivate, and inspire the whole staff body in Communities and promote a cohesive culture and vision.

Job Context (Key outputs of team/role)

This post reports directly to the Corporate Director Community and will direct and lead the Council's Housing services and the strategic and general management of the following services /priorities on behalf of the council:

- Council homes
- Property Repair & Maintenance
- HRA Business Plan
- Housing Needs
- Resident services Tenants and leaseholders
- Sustainable Housing estates regeneration and development
- Affordable Housing programme
- Fire safety and building safety compliance programme

Pioneer and deliver excellent outcomes through the development and implementation of the following key strategies:

- Asset Management strategy
- Sustainable Housing Strategy
- HRA Business Plan
- Homelessness strategy
- Residents' engagement strategy
-

Responsible for the effective management of delegated budgets:

- Housing Revenue Account in the order of £32m
- Housing Revenue Account Capital in the order of £22m
- Direct management 4 Head of Service and overall responsibility for circa. 250 employees.

Generic Duties

- Implement and champion, through service and staff development, the Council's Health and Safety, Equal Opportunity and Information Security Policies.
- To ensure that the post holder complies with their responsibilities as laid out in the council's health and safety policy and takes an active role in promoting a positive health and safety culture.

- Promote and ensure participation in the Council’s individual performance appraisal and development initiatives and information management best practice.
- To support the operation and general elections when requested by the returning officer.
- To motivate, train, develop and performance manage staff to maintain an effective workforce capable of meeting its objectives.
- To manage the function **or team** so that the services provided are responsive to customer requirements, accessible to all areas of the community and provide value for money
- To develop the structures, systems and policies necessary to support effective service delivery.
- To formulate annual operational plans and budgets for the function **or team** so that there are clear priorities and appropriate resources are allocated to their achievement.
- To resolve the most complex and high level operational issues so that they are resolved effectively and precedents are set for the resolution of similar issues.
- To develop **or contribute to** longer term (2-3 years) plans for the services managed so that they are developed in line with Council and Government priorities and customer requirements.
- To ensure services link effectively with related service provision, within or external to the Council, so that coherent and value for money services are provided. Where appropriate, and in conjunction with other service providers, to undertake joint planning of service delivery and/or for the closer integration of service provision.
- Prepare monitor and control the service budget to ensure that expenditure is in line with the agreed business plan.
- To manage the teams and service provided in a way that promotes the Council’s approach to diversity.

Values, Behaviours and Equalities

We want our colleagues to live our values. These values describe what we stand for and how we do things at Harrow whilst inspiring, challenging and guiding us towards the delivery of our organisational ambitions and goals. Our three values are:

Be Courageous, Do It Together and Make It Happen

These values will also help us to achieve our equalities vision of being a proud, fair & cohesive Harrow, a great place to live, work & visit.

Main Duties / Accountabilities

Leadership

1. To demonstrate inspirational and visible leadership whilst ensuring the effective management and development, performance, and motivation, of services and employees and nurturing an organisational and departmental culture and behaviours that support of the Council’s priorities and values.
2. To champion and drive the Council’s and service transformation and change programmes and initiatives through innovation, the reform, modernisation, and continuous service review.
3. To lead the delivery of exceptional customer experience and enhance a culture of customer service excellence by developing digital services, exploiting technology, and to drive customer and resident satisfaction
4. To lead the facilitation and collaboration of services in developing initiatives to manage the demand for council services by building community capacity to tackle, mitigate or prevent social problems.
5. To lead long term strategic business and service planning including long-term policy and strategy development and continuous service improvement, strategic project delivery with a focus on results and outcomes.
6. Deputise for the Corporate Director as required including other areas

Performance and Resource Management

7. To lead the strategic direction of operational delivery and performance of services and department with a focus on robust financial management, effective people management and development, project management and service performance supported by proportionate governance arrangements including quality systems and risk management and in accordance with the Council's policies and procedures.
8. To lead the financial planning, management and in the context of the council's Medium Term Financial Strategy by developing efficiency and cost saving programmes, delivery of capital and review budget.
9. Provide effective management arrangements to ensure implementation of the Council's Safety Policy and Safety Management Systems, including any service specific Safety Policy, Codes of Practice and Safe Systems of Work
10. Participate in effective civil emergency planning, leadership, and management

Commissioning

11. Maintain and develop effective systems and processes for identifying the needs of the local community and the resources available to deliver agreed outcomes.
12. Ensure services are commissioned to enable achievement of agreed outcomes through effective, efficient, equitable and sustainable service delivery.
13. Ensure service agreements and contract arrangements enable service delivery against agreed outcomes
14. Ensure monitoring and review arrangements are in place to enable evaluation of service delivery and impact on achieving agreed outcomes

Partnership

15. To develop external, strategic partnerships with a wide range of bodies, including the private sector, other parts of the public sector, the voluntary sector and community organisations.
16. To foster and develop exemplary internal cross-council collaboration, working relationships and better-connected services, with senior officers, peers and specialists advisors to provide seamless services.
17. Act as the strategic advisor to Cabinet, Corporate Directors and Strategic Leadership Team and deliver corporate, departmental and strategic requirements, projects and initiatives as required including deputising for the Corporate Director as required.
18. To support the council's Councillors and Cabinet (portfolio) members by providing, professional, objective, and balanced advice and guidance, ensuring the effective implementation of policy decisions, taking delegated decisions within the council's financial regulations and enabling the effective scrutiny of services and decisions.
19. Ensure effective and proactive communication to, from and within Services and in collaboration with the communications team to commission the development and delivery of an effective media, communication and marketing strategy.

Equalities

20. To promote equal access to opportunity in service delivery and employment

Selection Criteria - Knowledge, Skills and Experience

1. A proven track record and significant demonstrable experience of the strategic leadership, management of housing &/or equivalent services and significant transformation of services and team(s) at a senior level.			
2. Detailed knowledge and understanding of the areas of legislation, government guidelines, regulations, codes of practice, industry standards relating to the functional area			
3. Knowledge and understanding of leading a complex and interrelated set of services and with a track record of integrating services to deliver better outcomes. Ability to prioritise, make decisions and provide clear leadership for staff			
4. Knowledge of innovative approaches to engage residents and businesses and a track record in co-designing services with residents and supporting community-led services			
5. Demonstrates a high level of political acumen and the ability to provide responsive, impartial advice to councillors, Scrutiny Committees & panels, Cabinet (Portfolio) members, MPs			
6. Ability to think, plan and act strategically and corporately, with a creative approach to problem solving and delivering in testing circumstances with competing priorities alongside sound operational experience			
7. Demonstrated experience in delivering efficiency and value for money and sound financial management including HRA			
8. Proven track record of creating and sustaining effective strategic partnerships, enable collaborative working across boundaries and empower others to achieve outstanding results			
9. Display exceptional communication and presentation skills with the ability to communicate successfully at all levels & varied audiences.			
10. Ability to exercise prudent judgment within constrained timescales and resources in the light of competing pressures.			
11. Enthusiastic, determined, robust and resilient enough to cope with the demands of the role			
12. Passionate about equality, diversity and inclusion both in the workplace and in service delivery and can evidence and track record of delivery			
Qualifications			
Role Requirements	Job Specific Examples	Essential	Desirable
Educated to degree level or equivalent or has the equivalent relevant work experience		✓	
Other Requirements			
Able to work flexibly in response to the service needs of a 24/7 local council business and participate in Duty standby rotas as required.			

Job Title	Director of Inclusive Economy Leisure & Culture
Pay Grade	D2
Directorate	Community Directorate
Division	Economy & Culture
Reports to	Corporate Director Community
Location	Dependant on the Line Manager

Role Purpose

The Director of Inclusive Economy Leisure & Culture as a member of Communities Directorate Management team is responsible for strategic and operational management of the Inclusive Economy Leisure & Culture services across the council. Focus on Economic growth & development, AdultCommunity Learning, skills and employment, Cultural services, sports & leisure; libraries; parks and open spaces, community and business engagement, Arts & Heritage and Harrow Music Service.

The Director of Inclusive Economy Leisure and Culture will provide exemplary strategic leadership across the services and the whole Communities Directorate. Alongside the Leadership team, the Director will lead, motivate, and inspire the whole staff body across Communities and promote a cohesive culture and vision.

Job Context (Key outputs of team/role)

This post reports directly to the Corporate Director Community and will direct and lead the Council's Inclusive Economy Leisure & Culture services through the strategic and general management of the following services /priorities on behalf of the council:

- Economic development and inclusive growth
- Adult community learning
- Cultural services
- Sports and leisure services
- Libraries
- Parks and open spaces
- Community engagement
- Businesses sector
- Arts and Heritage
- Harrow Music Service

Pioneer and deliver excellent outcomes through the development and implementation of the following key strategies:

- Economic strategy
- Cultural strategy
- Business growth and Business improvement Districts
- Inward investment
- Employment, Skills and Learning strategy
- Sports Strategy

Responsible for the effective management of delegated budgets:

- Revenue budget in the order of £8 m
- Capital programme (including grants) budget in the order of £6m
- Direct management 5 Head of Service and overall responsibility for circa. 120 employees.

Generic Duties

- Implement and champion, through service and staff development, the Council's Health and Safety, Equal Opportunity and Information Security Policies.
- To ensure that the post holder complies with their responsibilities as laid out in the council's health and safety policy and takes an active role in promoting a positive health and safety culture.
- Promote and ensure participation in the Council's individual performance appraisal and development initiatives and information management best practice.
- To support the operation and general elections when requested by the returning officer.
- To motivate, train, develop and performance manage staff to maintain an effective workforce capable of meeting its objectives.
- To manage the function **or team** so that the services provided are responsive to customer requirements, accessible to all areas of the community and provide value for money
- To develop the structures, systems and policies necessary to support effective service delivery.
- To formulate annual operational plans and budgets for the function **or team** so that there are clear priorities and appropriate resources are allocated to their achievement.
- To resolve the most complex and high level operational issues so that they are resolved effectively and precedents are set for the resolution of similar issues.
- To develop **or contribute to** longer term (2-3 years) plans for the services managed so that they are developed in line with Council and Government priorities and customer requirements.
- To ensure services link effectively with related service provision, within or external to the Council, so that coherent and value for money services are provided. Where appropriate, and in conjunction with other service providers, to undertake joint planning of service delivery and/or for the closer integration of service provision.
- Prepare monitor and control the service budget to ensure that expenditure is in line with the agreed business plan.
- To manage the teams and service provided in a way that promotes the Council's approach to diversity.

Values, Behaviours and Equalities

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Main Duties / Accountabilities

Leadership

1. To demonstrate inspirational and visible leadership whilst ensuring the effective management and development, performance, and motivation, of services and employees and nurturing an organisational and departmental culture and behaviours that support the Council's priorities and values.
2. To champion and drive the Council's and service transformation and change programmes and initiatives through innovation, the reform, modernisation, and continuous service review.
3. To lead the delivery of exceptional customer experience and enhance a culture of customer service excellence by developing digital services, exploiting technology, and to drive customer and resident satisfaction.
4. To build capacity within the community to make Harrow an even better place to live through civic, community and voluntary activity. To develop the capacity of the community to help tackle, mitigate or prevent problems such as unemployment, including ways that connect our more vulnerable

residents to social and economic resources already within our borough.

5. To lead the facilitation and collaboration of services in developing initiatives to manage the demand for council services by engaging and enabling residents and communities to become actively involved in improving and managing their neighbourhood and to solve longstanding problems in neighbourhoods.
6. To lead long term strategic business and service planning including long-term policy and strategy development and continuous service improvement, strategic project delivery with a focus on results and outcomes.
7. Deputise for the Corporate Director where relevant and represent the Council to external bodies and partners.

Performance and Resource Management

8. To lead the strategic direction of operational delivery and performance of services and department with a focus on robust financial management, effective people management and development, project management and service performance supported by proportionate governance arrangements including quality systems and risk management and in accordance with the Council's policies and procedures
9. To lead the financial planning, management and in the context of the council's Medium Term Financial Strategy by developing efficiency and cost saving programmes, delivery of capital and review budget.
10. Provide effective management arrangements to ensure implementation of the Council's Safety Policy and Safety Management Systems, including any service specific Safety Policy, Codes of Practice and Safe Systems of Work
11. Participate in effective civil emergency planning, leadership, and management.

Commissioning

12. Maintain and develop effective systems and processes for identifying the needs of the local community and the resources available to deliver agreed outcomes.
13. Ensure services are commissioned to enable achievement of agreed outcomes through effective, efficient, equitable and sustainable service delivery.
14. Ensure service agreements and contract arrangements enable service delivery against agreed outcomes.
15. To collaborate with the Children's and Adults Services and Public Health to deliver initiatives which reduce the likelihood of some residents requiring more intensive support.
16. Ensure monitoring and review arrangements are in place to enable evaluation of service delivery and impact on achieving agreed outcomes.

Partnership

17. To develop external, strategic partnerships by working with local strategic partners, local authorities, West London Alliance, London Councils, government agencies and departments and professional and sector bodies to raise the Council's profile and assist maximising investment and delivery of outcomes for residents and businesses.
18. To foster and develop exemplary internal cross – council collaboration, working relationships and better – connected services, with senior officers, peers and specialists advisors to provide seamless services.
19. Act as the strategic advisor to Cabinet, Corporate Directors and Strategic Leadership Team and deliver corporate, departmental and strategic requirements, projects and initiatives as required including deputising for the Corporate Director as required.

20. To support the Council's Councillors and Cabinet (portfolio) members by providing, professional, objective and balanced advice and guidance, ensuring the effective implementation of policy decisions, taking delegated decisions within the Council's financial regulations, and enabling the effective scrutiny of services and decisions.
21. Ensure the effective and proactive communication to, from and within Services and in collaboration with the communications team to commission the development and delivery of an effective media, communication and marketing strategy.

Equalities

22. To promote equal access to opportunity in service delivery and employment.

Selection Criteria – Knowledge, Skills and Experience

Role Requirement

1. A proven track record and significant demonstrable experience of the strategic leadership, management of economy/ cultural & or equivalent services and significant transformation of services and team(s) at a senior level.
2. Detailed knowledge and understanding of the areas of legislation, government guidelines, regulations, codes of practice, industry standards relating to the functional area
3. Knowledge and understanding of leading a complex and interrelated set of services and with a track record of integrating services to deliver better outcomes. Ability to prioritise, make decisions and provide clear leadership for staff
4. Knowledge of innovative approaches to engage residents and businesses and a track record in co-designing services with residents and supporting community-led services
5. Demonstrates a high level of political acumen and the ability to provide responsive, impartial advice to councillors, Scrutiny Committees & panels, Cabinet (Portfolio) members, MPs
6. Ability to think, plan and act strategically and corporately, with a creative approach to problem solving and delivering in testing circumstances with competing priorities alongside sound operational experience
7. Demonstrated experience in delivering efficiency and value for money and sound financial management
8. Proven track record of creating and sustaining effective strategic partnerships, enable collaborative working across boundaries and empower others to achieve outstanding results
9. Display exceptional communication and presentation skills with the ability to communicate successfully at all levels & varied audiences.
10. Ability to exercise prudent judgment within constrained timescales and resources in the light of competing pressures.
11. Enthusiastic, determined, robust and resilient enough to cope with the demands of the role

12. Passionate about equality, diversity and inclusion both in the workplace and in servicedelivery and can evidence and track record of delivery

Qualifications

Role Requirements.	Job specific examples	Essential	Desirable
Educated to degree level or equivalent or has the equivalent relevant work experience.		✓	

Other Requirements

Able to work flexibly in response to the service needs of a 24/7 local council business and participate in Duty standby rotas as required.

Job Title	Director of Environment
Pay Grade	D2
Directorate	Community Directorate
Division	Environmental Services
Reports to	Corporate Director Community
Location	Dependant on the Line Manager
Role Purpose	
<p>The Director of Environment as a member of Communities Directorate Management team is responsible for strategic and operational management of all Environmental services across the council. Focus on the delivery of all street cleansing and waste services, waste strategy, trade waste services, grounds maintenance, transport strategy, traffic & highways infrastructure maintenance, environmental health, private sector housing, licensing & enforcement, parking operation and commercial services.</p> <p>The Director of Environment will provide exemplary strategic leadership across the services and the whole Communities Directorate. Alongside the Leadership team, the Director will lead, motivate, and inspire the whole staff body across Communities and promote a cohesive culture and vision.</p>	
Job Context (Key outputs of team/role)	
<p>This post reports directly to the Corporate Director Community and will lead and direct the Council's Environmental services through the strategic and general management of the following areas/priorities on behalf of the Council .</p> <ul style="list-style-type: none"> • Street Services • Waste management • Grounds maintenance • Environmental Health, trading standards & Licensing • Private Sector Housing • Commercial Services • Highway infrastructure Maintenance and Engineering • Traffic, Transport & Parking Management • Environmental compliance and enforcement • Special Needs Transport (SNT) services • Contractual management across environmental services • WLWA partnership (waste disposal) • Mortuary and Cemeteries <p>Pioneer and deliver excellent outcomes through the development and implementation of the following key strategies:</p> <ul style="list-style-type: none"> • Strategic Transport Policies • Highway's investment Strategy and programme • Waste Management Strategies • Parking Strategy • Commercial strategy • Enforcement Policies • Licensing Strategies <p>Responsible for the effective management of delegated budgets:</p> <ul style="list-style-type: none"> • Revenue budget in the order of £36m • Capital programme (including grants) budget in the order of £20m • Direct management 5 Head of Service and overall responsibility for circa. 600 employees. 	

Generic Duties

- Implement and champion, through service and staff development, the Council's Health and Safety, Equal Opportunity and Information Security Policies.
- To ensure that the post holder complies with their responsibilities as laid out in the council's health and safety policy and takes an active role in promoting a positive health and safety culture.
- Promote and ensure participation in the Council's individual performance appraisal and development initiatives and information management best practice.
- To support the operation and general elections when requested by the returning officer.
- To motivate, train, develop and performance manage staff to maintain an effective workforce capable of meeting its objectives.
- To manage the function **or team** so that the services provided are responsive to customer requirements, accessible to all areas of the community and provide value for money
- To develop the structures, systems and policies necessary to support effective service delivery.
- To formulate annual operational plans and budgets for the function **or team** so that there are clear priorities and appropriate resources are allocated to their achievement.
- To resolve the most complex and high level operational issues so that they are resolved effectively and precedents are set for the resolution of similar issues.
- To develop **or contribute to** longer term (2-3 years) plans for the services managed so that they are developed in line with Council and Government priorities and customer requirements.
- To ensure services link effectively with related service provision, within or external to the Council, so that coherent and value for money services are provided. Where appropriate, and in conjunction with other service providers, to undertake joint planning of service delivery and/or for the closer integration of service provision.
- Prepare monitor and control the service budget to ensure that expenditure is in line with the agreed business plan.
- To manage the teams and service provided in a way that promotes the Council's approach to diversity.

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Main Duties / Accountabilities

Leadership

1. To demonstrate inspirational and visible leadership whilst ensuring the effective management and development, performance, and motivation, of services and employees and nurturing an organisational and departmental culture and behaviours that support the Council's priorities and values.
2. To champion and drive the Council's and service transformation and change programmes and initiatives through innovation, the reform, modernisation, and continuous service review.
3. To lead the delivery of exceptional customer experience and enhance a culture of customer service excellence by developing digital services, exploiting technology, and to drive customer and resident satisfaction.
4. To lead the facilitation and collaboration of services in developing initiatives to manage the demand for council services by engaging and enabling residents and communities to become actively involved in improving and managing their neighbourhood and to solve longstanding problems in neighbourhoods.
5. To lead long term strategic business and service planning including long-term policy and

strategy development and continuous service improvement, strategic project delivery with a focus on results and outcomes.

6. Deputise for the Corporate Director as necessary

Performance and Resource Management

7. To lead the strategic direction of operational delivery and performance of services and department with a focus on robust financial management, effective people management and development, project management and service performance supported by proportionate governance arrangements including quality systems and risk management and in accordance with the Council's policies and procedures
8. To lead the financial planning, management and in the context of the council's Medium Term Financial Strategy by developing efficiency and cost saving programmes, delivery of capital and review budget.
9. Provide effective management arrangements to ensure implementation of the Council's Safety Policy and Safety Management Systems, including any service specific Safety Policy, Codes of Practice and Safe Systems of Work
10. Participate in effective civil emergency planning, leadership, and management

Commissioning

11. Maintain and develop effective systems and processes for identifying the needs of the local community and the resources available to deliver agreed outcomes.
12. Ensure services are commissioned to enable achievement of agreed outcomes through effective, efficient, equitable and sustainable service delivery.
13. Ensure service agreements and contract arrangements enable service delivery against agreed outcomes
14. To lead the commercial development of Environmental Services by developing new products and services, leading business, and service development through 'invest to save' opportunities; maximising income generation and grant funding; effective commissioning & procurement; developing alternative delivery models; maximising the use of assets, cross sector, and council collaboration
15. Ensure monitoring and review arrangements are in place to enable evaluation of service delivery and impact on achieving agreed outcomes

Partnership

16. To develop external, strategic partnerships by working with local strategic partners, local authorities, West London Alliance, Greater London Authority, London Councils, government agencies and departments and professional and sector bodies to raise the council's profile and assist in the delivery of outcomes.
17. To foster and develop exemplary internal cross-council collaboration, working relationships and better-connected services, with senior officers, peers, and specialists' advisors to provide seamless services.
18. Act as the strategic advisor to Cabinet, Corporate Directors and Strategic Leadership Team and deliver corporate, departmental, and strategic requirements, projects and initiatives as required including deputising for the Corporate Director as required.
19. To support the council's Councillors and Cabinet (portfolio) members by providing, professional, objective, and balanced advice and guidance, ensuring the effective implementation of policy decisions, taking delegated decisions within the council's financial regulations, and enabling the effective scrutiny of services and decisions.
20. Ensure effective and proactive communication to, from and within Services and in collaboration

with the communications team to commission the development and delivery of an effective media, communication, and marketing strategy.

Equalities

21. To promote equal access to opportunity in service delivery and employment

Selection Criteria - Knowledge, Skills and Experience

1. A proven track record and significant demonstrable experience of the strategic leadership, management of environment &/or equivalent services and significant transformation of relevant services and team(s) at a senior level.
2. Detailed knowledge and understanding of the areas of legislation, government guidelines, regulations, codes of practice, industry standards relating to the functional area
3. Knowledge and understanding of leading a complex and interrelated set of services and with a track record of integrating services to deliver better outcomes. Ability to prioritise, make decisions and provide clear leadership for staff
4. Knowledge of innovate approaches to engage residents and businesses and a track record in co-designing services with residents and supporting community-led services
5. Demonstrates a high level of political acumen and the ability to provide responsive, impartial advice to councillors, Scrutiny Committees & panels, Cabinet (Portfolio) members, MPs
6. Ability to think, plan and act strategically and corporately, with a creative approach to problem solving and delivering in testing circumstances with competing priorities alongside sound operational experience
7. Demonstrated experience in delivering efficiency and value for money and sound financial management
8. Proven track record of creating and sustaining effective strategic partnerships, enable collaborative working across boundaries and empower others to achieve outstanding results
9. Display exceptional communication and presentation skills with the ability to communicate successfully at all levels & varied audiences.
10. Ability to exercise prudent judgment within constrained timescales and resources in the light of competing pressures.
11. Enthusiastic, determined, robust and resilient enough to cope with the demands of the role
12. Passionate about equality, diversity, and inclusion both in the workplace and in service delivery and can evidence and track record of delivery

Qualifications

Role Requirements	Job Specific Examples	Essential	Desirable
Educated to degree level or equivalent or has the equivalent relevant work experience.		✓	
Other Requirements Able to work flexibly in response to the service needs of a 24/7 local council business and to participate in Duty standby rotas as required.			

Job Title	Chief Planning Officer
Pay Grade	D1
Directorate	Communities Directorate
Division	Regeneration & Sustainable Development
Reports to	Director of Regeneration & Sustainable Development
Location	Dependant on the Line Manager
<p>Role Purpose</p> <p>Chief planning officer role responsible for overseeing and leading the council strategic planning policy, development management, enforcement and building control. As the senior expert planner providing advice on policy, strategy and complex planning matters and the delivery of the statutory functions of the local planning authority.</p> <p>To lead and direct the Planning and Building Control teams to enable the achievement of professional, customer service and staff leadership standards, ensuring that these are consistently maintained, to facilitate achievement of all relevant service and business objectives, in compliance with legislation, policy and Government regulations.</p> <p>To represent the Council in discussions and negotiations with developers and partners on development management issues, including in relation to major development schemes of significance to the Council.</p> <p>Responsible for the development, examination, adoption and implementation of the local neighbourhood plans elements of the statutory development plan (Local Plan) and implementation of the regional element (London Plan).</p> <p>To lead on the preparation, implementation and update of the Infrastructure Delivery Plan and Community Infrastructure Levy (CIL) charging schedule</p> <p>To advise the Council's Regeneration and strategic development partnerships as necessary in relation to the planning and development management aspects of the Council's regeneration programme and potential strategic redevelopment sites.</p> <p>To fully develop the commercial potential of the Development Management and Building Control teams, working proactively to develop, manage and provide a range of income-generating services to the development industry.</p>	
<p>Job Context (Key outputs of Team/role)</p> <p>The Chief Planning reports to the Director Regeneration and Commercial Development. The Chief Planning Officer will be responsible for:</p> <p style="padding-left: 40px;">Revenue budget of £4M Capital, grant budgets of up to £10M Oversee deployment of CIL/S106 and CIL spend Direct management of 5 reports and responsible for circa 55 staff.</p>	
<p>Generic Duties</p> <ul style="list-style-type: none"> • Implement and champion, through service and staff development, the Council's Health and Safety, Equal Opportunity and Information Security Policies. • To ensure that the post holder complies with their responsibilities as laid out in the council's health and safety policy and takes an active role in promoting a positive health and safety culture. • Promote and ensure participation in the Council's individual performance appraisal and development initiatives and information management best practice. • To support the operation and general elections when requested by the returning officer. 	

- To motivate, train, develop and performance manage staff to maintain an effective workforce capable of meeting its objectives.
- To manage the function **or team** so that the services provided are responsive to customer requirements, accessible to all areas of the community and provide value for money
- To develop the structures, systems and policies necessary to support effective service delivery.
- To formulate annual operational plans and budgets for the function **or team** so that there are clear priorities and appropriate resources are allocated to their achievement.
- To resolve the most complex and high level operational issues so that they are resolved effectively and precedents are set for the resolution of similar issues.
- To develop **or contribute to** longer term (2-3 years) plans for the services managed so that they are developed in line with Council and Government priorities and customer requirements.
- To ensure services link effectively with related service provision, within or external to the Council, so that coherent and value for money services are provided. Where appropriate, and in conjunction with other service providers, to undertake joint planning of service delivery and/or for the closer integration of service provision.
- Prepare monitor and control the service budget to ensure that expenditure is in line with the agreed business plan.
- To manage the teams and service provided in a way that promotes the Council's approach to diversity.

Main Accountabilities

- Providing clear, well-informed technical and professional advice to the Council, developers and partners on all matters relating to development management
- Managing the Development Management and Building Control teams, including overseeing the assessment of planning and building regulations applications, site inspections, consultations and recommendations
- Servicing the Planning Committee, including provision of advice at Committee meetings, providing training and expert advice to Members and leading Member site visits
- Taking delegated Planning and Building Regulation decisions in line with the scheme of delegation and overseeing delegated decisions of area team leaders within the section
- Management of the Planning Enforcement and Appeals service
- Ensuring that the Council's Development Management and Building Control teams are resourced to deal with the requirements for growth and development in Harrow
- Meeting the targets set for the service through the service and divisional improvement plans
- Ensuring efficient and cost effective service delivery that meets customer requirements and delivers high quality outcomes
- Ensuring that effective promotion of the Planning and Building Control service is secured to assist in the reliable management of fee income and a balanced budget
- Securing continuous improvement by involving and empowering staff at all levels, encouraging innovation, 'ownership', loyalty and commitment
- The establishment and maintenance of all contacts necessary to enable and ensure effective and efficient service delivery and development, to include delivery of Government and Local Initiatives/Agendas/Policy and the development of effective strategic and operational partnerships
- Providing expert guidance, support and assistance to all officers within the service and ensure that consistent high quality responses are provided to complaints, correspondence and queries received by the service
- Deputising for the Director of Regeneration and Commercial Development as necessary

- Representing the Service, Division or Directorate specifically, and the Council generally, as necessary and appropriate for the purpose of delivering service or objectives or working to support Council or partner objectives for the Borough
- Develop the structures, systems and policies, necessary to support effective service delivery and to enable “continuous improvement”.
- Evaluate the environmental impacts of services and take action to minimise these impacts over time
- Providing clear, well-informed technical and professional advice to the Council, developers and partners on all matters relating to development management
- To provide high quality technical and professional advice on development management issues to the Portfolio Holder (Business, Planning and Regeneration), the Planning Committee and other senior members and officers of the Council. To advise developers, applicants and Council partners on development management issues
- Manage the Planning Policy, Development Management and Building Control teams , including overseeing the assessment of planning and building regulations applications, site inspections, consultations and recommendations, and delivery of the local plan review within statutory timeframes
- Ensure the delivery of a policy framework and analytical/monitoring data to support other Council services and priorities as set out in the Borough Plan.
- Ensuring opportunities are maximised to deliver sustainable development, inclusive growth and public benefits through negotiation and s.106 obligations
- Servicing the Planning Committee, including provision of advice at Committee meetings, providing training and expert advice to Members and leading Member site visits
- Taking delegated Planning and Building Regulation decisions in line with the scheme of delegation and overseeing delegated decisions of area team leaders within the section
- Management of the Planning Enforcement and Appeals service
- Providing comprehensive planning and development management advice to the Build a Better Harrow board or equivalent, to ensure programmes is delivered effectively
- Ensuring that the Council’s Planning policy, Development Management and Building Control services are resourced to deal with the requirements for growth and development in Harrow
- Developing the range of commercial services offered by the Development Management and Building Control teams, to ensure that the service meets challenging income-generation targets
- Ensuring appropriate systems are in place so that the Service fulfil its statutory functions as the local planning authority and local authority building control.
- Lead the on development and implementation of following key strategies:
 - Local Plan
 - Community Infrastructure Levy (CIL)
 - Supplementary Planning Documents
- Ensuring that the Planning Policy, Development Management and Building Regulations secure appropriate integration to deliver priorities
- Providing expert guidance, support and assistance to all officers within the service and ensure that consistent high quality responses are provided to complaints, correspondence and queries received by the service.

Values, Behaviours and Equalities

We want our colleagues to live our values. These values describe what we stand for and how we do things at Harrow whilst inspiring, challenging and guiding us towards the delivery of our organisational ambitions and goals. Our three values are:

Be Courageous, Do It Together and Make It Happen

These values will also help us to achieve our equalities vision of being a proud, fair & cohesive Harrow, a great place to live, work & visit.

Harrow is committed to making our recruitment practises barrier-free and as accessible as possible to everyone. A vital part of this is ensuring we are a truly inclusive organisation that encourages diversity in all respects, including diversity of thinking. This includes making adjustments or changes for disabled people or people with long-term health conditions.

Selection Criteria – Knowledge, Skills and Experience**Role Requirement (Essential)**

Excellent knowledge and comprehensive understanding of service delivery, service development, Government policy, legislative frameworks and key issues, including equalities issues, relevant to urban planning, planning enforcement and building control.

Familiarity with budget management processes and aware of commercial and income-generating opportunities for development management and building control services in local government.

Working knowledge of relevant health, safety & welfare legislation, employment legislation, related approved codes of practice and best practice in staff management.

Working knowledge of performance and quality management processes.

Knowledge of the modernisation and development agenda

Comprehensive range of experience of development management and urban planning in a major city environment. Proven expertise in managing major and complex planning applications.

Demonstrable skills and/or experience of successfully managing large professional teams in a local government context.

Demonstrable comprehensive skills and experience of establishing effective performance measures and a performance culture that has achieved corporate development and service objectives in a comparable organisation.

Demonstrable comprehensive skills and experience of providing and developing services in partnership with other organisations and working co-operatively and proactively across large organisations to achieve shared goals.

Evidence of effective continuing professional development relevant to the post.

Able to demonstrate a high standard of written and verbal communication skills, including report writing and presentation skills.

Able to communicate effectively with a wide range of people, including leading on sensitive and complex negotiations and dealing with aggrieved members of the public and customers.

Able to provide clear guidance on matters related to urban planning, building regulations, service planning and development and customer/user engagement for people within and outside of the service

Must have a clear understanding of the diverse nature of Harrow's communities and the implications for Planning and their impact on Harrow's residents and service users.

Qualifications			
Role Requirements	Job Specific Examples	Essential	Desirable
A degree and or a relevant professional qualification in Planning plus membership of the RTPI.		✓	
Other Requirements Must be able to undertake site visits throughout the borough and beyond the borough boundary to attend meetings nationally, plus be able to attend meetings out of normal office hours (including weekends) with appropriate notice.			