

<b><u>MEETING</u></b> <b>GENERAL FUNCTIONS COMMITTEE</b>
<b><u>DATE AND TIME</u></b> <b>MONDAY 15TH JANUARY, 2018</b> <b>AT 7.00 PM</b>
<b><u>VENUE</u></b> <b>HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ</b>

Dear Councillors,

Please find enclosed additional papers relating to the following items for the above mentioned meeting which were not available at the time of collation of the agenda.

Item No	Title of Report	Pages
1.	BRENT CROSS CRICKLEWOOD PROGRAMME LEADERSHIP	3 - 10

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**General Functions Committee**  
**15 January 2018**

<b>Title</b>	<b>Brent Cross Cricklewood Programme Director</b>
<b>Report of</b>	Deputy Chief Executive
<b>Wards</b>	Childs Hill, Golders Green and West Hendon
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	Appendix A – BXC Programme Director Role Profile
<b>Officer Contact Details</b>	Cath Shaw, Deputy Chief Executive, <a href="mailto:cath.shaw@barnet.gov.uk">cath.shaw@barnet.gov.uk</a> , 020 8359 4716

**Summary**

This report recommends that the existing post of Brent Cross Cricklewood Programme Director within Regional Enterprise Limited be designated as a Joint Employment Post. Whilst this is not a new post, this decision to designate the post (which sits within the Re management structure) as a jointly employed post does create an additional position above Assistant Director level within the Council’s establishment which requires the approval of the General Functions Committee.

**Recommendations**

1. That the General Functions Committee approve that the post of Brent Cross Cricklewood Programme Director be amended such that the postholder is jointly employed by the Council and Regional Enterprise Ltd.

## **1. WHY THIS REPORT IS NEEDED**

1.1 Brent Cross Cricklewood is a major regeneration programme comprising three separate projects:

- Brent Cross North: doubling the size of Brent Cross Shopping Centre; delivery of significant infrastructure including improvements to the A406 and diversion of the River Brent; and delivery of 800 new homes. To be delivered by Hammerson and Standard Life Investments.
- Brent Cross South: delivery of 6,700 new homes, a substantial new office quarter, green space improvements, schools and community facilities. To be delivered by a joint venture between Argent Related and the Council.
- Brent Cross Thameslink: delivery of an additional new station on the Thameslink Line between Hendon and Cricklewood, and associated infrastructure works. To be delivered by the Council.

1.2 The programme is managed on the Council's behalf by Regional Enterprise Ltd (Re).

1.3 There are a number of posts within Re more widely whereby the postholder has contracts of employment with both Capita and the London Borough of Barnet. These posts are known as joint employment posts. Salaries are paid by Re in accordance with the contract terms.

## **2. REASONS FOR RECOMMENDATIONS**

2.1 Given the unprecedented scale of the programme, its significance to the local community and to the Council, and the risks associated with delivery, it is proposed that the existing post of Brent Cross Cricklewood Programme Director, which currently sits with Re, be re-designated as a joint employment post.

2.2 The postholder would report to the Deputy Chief Executive for the joint employment elements of the role. An evaluation of the job specification has confirmed that it should be graded at LBB5, with a salary in the range £104,000 - £114,000. The job specification is attached at Appendix A.

2.3 Giving joint employment status to the programme director role creates a clear reporting line to the Chief Officer, improving risk management and resilience. It also affords Assets, Regeneration and Growth Committee greater opportunity to delegate decisions and actions to the programme director as it deems appropriate.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 The post could remain as a post wholly within Re. However, as the programme moves from planning to delivery in 2018, it is important that the Deputy Chief Executive has a direct relationship with the Programme Director.

### **4. POST DECISION IMPLEMENTATION**

- 4.1 Subject to the Committee's agreement, the Programme Director Brent Cross Cricklewood will be issued with a joint employment contract, and the Deputy Chief Executive will update her scheme of delegation accordingly.

### **5. IMPLICATIONS OF DECISION**

#### **5.1 Corporate Priorities and Performance**

- 5.1.1 The Brent Cross Cricklewood programme has long been a priority for the Assets, Regeneration and Growth Committee and the Council, making a substantial contribution to the Council's corporate plan, housing strategy and growth strategy, and to the delivery of other infrastructure such as schools, green space improvements and community facilities.

#### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 5.2.1 The Programme Director's salary and on-costs (which might include membership of the Local Government Pension Scheme) are paid by Re. The Programme Director's time is then charged in accordance with the fees and charges schedule to the three projects that make up the Brent Cross Programme, as set out in paragraph 1.1. The schedule is designed to ensure that regeneration staff costs are fully covered, and this would continue under the new arrangement. Thus there is no financial impact to the Council from changing the post to Joint Employment Status.

#### **5.3 Social Value**

- 5.3.1 The Brent Cross Cricklewood Programme creates significant social value, most notably through the creation of thousands of new jobs, predominantly in retail, hospitality and construction. A skills and enterprise plan to ensure provision of apprenticeships and use of local labour is required as part of the planning consent for the scheme.

#### **5.4 Legal and Constitutional References**

- 5.4.1 The HR Regulations state (paragraph 2.1) that 'all new posts at Assistant Director level or above shall be created by committee decision (General Functions Committee, Policy and Resources Committee or Urgency Committee) and not by delegated powers'.
- 5.4.2 While this is not a new post, it is newly introduced into the Council's structure, and therefore appropriate for GFC approval.

5.4.3 As set out in Section 7 of the constitution, the functions of General Functions Committee include 'to decide on a. chief officer salary packages b. salary packages to be offered of £100,000 or more'. Again, although the salary package is paid by Re, it is appropriate that the Committee has visibility of the grading and associated salary for this post.

## 5.5 Risk Management

5.5.1 No issues raised by this report.

## 5.6 Equalities and Diversity

5.6.1 No issues raised by this report.

## 5.7 Corporate Parenting

5.7.1 No issues raised by this report.

## 5.8 Consultation and Engagement

5.8.1 Consultation has been undertaken with the Capita Partnership Director, the post holder, the post holder's line manager, and the Chief Executive. No objections have been raised.

## 5.8 Insight

5.8.1 None relating to this decision.

## 6. BACKGROUND PAPERS

6.1 None.



<b>Job Title</b>	<b>BXC Programme Director (Joint Appointment)</b>
<b>Reports to</b>	<b>Director of Place, Re Partnership Deputy Chief Executive</b>
<b>Service area</b>	<b>Re Partnership</b>

**Purpose of Job:**

To lead the operational project delivery of the BXC regeneration scheme.

Overall operational lead for the BXC delivery across Barnet

Accountable for performance and budget of these functions.

Provide policy advice for BXC, elected members and Partners including on the relative priority of outcomes.

Responsible for articulating the BXC vision across Barnet in the future.

Work collaboratively across a complex, multi-agency environment with a wide range of partners to ensure the Council achieves integrated outcomes for residents of Barnet and driving improvements to resident satisfaction for these services.

Support the Director of Place and Deputy Chief Executive in the delivery of the BXC regeneration scheme.

**Key accountabilities:**

**Change and Improvement**

- Lead the delivery of BXC regeneration programme
- Work with both internal and external stakeholders to the programme, including staff, partners, residents, technical advisers and communications experts to drive up standards of project management in areas identified as needing change and improvement

**Corporate Standards and Communication**

- Work to corporate standards for programme and project management in the line with Council and Re requirements
- Work within the Re Regeneration Service to share learning from the projects and ensure that a common approach is adopted on all projects
- Collaborate in the production, communication, maintenance and continuous review of project documentation

- Represent the Council and promote the council's scheme specific and wider regeneration objectives in a wide range of forums

### **Performance Information Monitoring and Reporting**

- Monitor and report on project performance
- Ensure all relevant information is logged with the Regeneration Programme Office
- Carry out quality checks to ensure good project management practice, share this where applicable and support improvement, where necessary

### **Specific Duties of the Role**

Reporting into the London Borough of Barnet's Deputy Chief Executive and Re Partnership Director for Place, the BXC Programme Director is responsible for:

- Driving forward the delivery workstreams in line with the Council's and Re Partnership requirements. This includes being the main day to day contact for the Council's delivery partners, working jointly to progress the business plan, land assembly, planning, governance, commercial and legal agreements and implementation workstreams to an agreed programme.
- Project Governance and Reporting to LBB and Re Senior Management Teams.
- Ensuring that the Council's and Re Partnership expectations are met and implementing communication and engagement with the delivery partners and other relevant stakeholders at a senior level to ensure that actions and issues are effectively addressed and feedback is acted upon.
- Direct and oversee the Re delivery team delivering BXC providing strategic management and planning, highway and land assembly consultancy advice alongside the appointment of internal and external legal, design services and specialist consultants in the delivery of the individual projects across the programme.
- Proactively develop and manage key relationships and work effectively with Partners, key stakeholders and project team members, including consultants and project support staff at all levels.
- Lead the delivery of effective consultation and engagement with residents and stakeholders across the scheme.
- Budget and financial management of BXC, ensuring strict cost/time management against budgets and maintaining robust audit trails. Secure required budget sign offs, reporting and invoicing.
- Overseeing the Council's regeneration integrated programme management office, ensuring that BXC project risks and issues are identified, assessed, effectively managed and reported on a regular basis alongside all technical and financial planning, administration, documentation and reporting of is achieved. This also includes management of inter-dependencies across the programme so that it is brought forward in a co-ordinated way.
- Offer high level, timely and accurate specialist/expert policy advice, research and project development support to all stakeholders.
- Apply a proactive approach to unblocking problems and barriers, cutting through unnecessary bureaucracy in delivering solutions that keep the project on track.

- Work effectively with the wider BXC project team members including consultants and project support staff.
- Maintain robust audit trails in line with best practice and Capita/ Re and Council systems and procedures.
- Respond to internal/external audit reviews.
- Responsible for change control including negotiating of project changes and variations.

### **Council's Commitment to Equalities**

- Deliver on the council's commitment to equality of opportunity both in the provision of services and as an employer. Promote equality in the work place and in the services the council delivers

### **Essential Qualifications required**

<b>Type</b>	<b>Level required</b>
Professional qualifications/memberships	Project management qualification – Prince 2 or equivalent (desirable) <b>or</b> demonstrable evidence of project management skills
Education	Degree level in related subject (desirable)

### **Technical / Knowledge Requirements**

<b>Type</b>	<b>Description</b>
IT skills	Competent user of Microsoft Office tools and other relevant IT software necessary for the role
Project Management	A good knowledge, practical experience and a record of achievement in applying the principles of effective project and programme management
Regeneration	An understanding of the principles of housing regeneration and the scope and content of current legislation and regulations which affect and impact on the regeneration projects An understanding of a range of areas of public sector policy in relation to regeneration
	Knowledge and understanding of the role of partnerships, the private sector and the external market and the processes to harness resources and deliver completed regeneration projects
	Knowledge of a range of relevant professional/technical skills , i.e. town planning, housing, development finance, construction, procurement etc to support the successful management of a complex regeneration project.

## Behavioural Competencies

Competency	Key to role
Change and Improvement	Has proven competence in identifying the need for improvement and bringing about the necessary changes
	Maintain effective working relationships with colleagues in order to maximise the benefits of project implementation
	Experience of delivering large scale regeneration / development projects
	Has general business awareness and ability to use this in order to support improvement in the programme
	Is able to adapt to change in tasks at short notice
Influencing & negotiation	Strong interpersonal skills with proven ability to support, influence and engage management, peers, stakeholders and partners
	Ability to take responsibility for proactively managing the risks and resolution of issues that may impact on the delivery of the project.
Project Management	Ability to, and proven record of, successfully applying the tools and techniques of effective and robust project management
	Highly self-motivated with a record of achievement in delivering to demanding targets showing creativity and initiative in managing own work, including work on multi-projects
	Ability to apply the appropriate technical and professional skills and experience to effectively manage and deliver complex projects
	Is competent in the use of a range of tools to ensure project quality and delivery
Communication skills	Able to communicate effectively with colleagues and customers at all levels
	Proven ability to develop, manage and maintain strong and sustainable professional relationships with colleagues, partners and stakeholders including the community.
	Excellent written skills with a keen eye for detail; able to prepare complex accurate and intelligible reports to exacting standards and formats.
	Has proven excellent team working skills
Commitment to Equalities	Is able to demonstrate how this role will contribute to the effective delivery of equality of opportunity in both service delivery and employment
Finance	Experience of Financial & Budget management