

**MEETING**

**CONSTITUTION AND GENERAL PURPOSES COMMITTEE**

**DATE AND TIME**

**THURSDAY 6TH JANUARY, 2022**

**AT 7.00 PM**

**VENUE**

**HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ**

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
11	TEMPORARY RECRUITMENT TO POST OF ASSISTANT DIRECTOR, DEVELOPMENT AND ECONOMY	3 - 14

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	<p align="center"><b>Constitution &amp; General Purposes Committee Meeting</b></p> <p align="center"><b>6 January 2022</b></p>
<p align="center"><b>Title</b></p>	<p><b>Temporary Recruitment to Post of Assistant Director, Development and Economy</b></p>
<p align="center"><b>Report of</b></p>	<p>Director of Growth</p>
<p align="center"><b>Wards</b></p>	<p>All</p>
<p align="center"><b>Status</b></p>	<p>Public</p>
<p align="center"><b>Urgent</b></p>	<p>No</p>
<p align="center"><b>Key</b></p>	<p>No</p>
<p align="center"><b>Enclosures</b></p>	<p>Appendix A – Updated JD</p>
<p align="center"><b>Officer Contact Details</b></p>	<p><b>Stephen McDonald, Director of Growth</b> 020 8359 2172 – <a href="mailto:Stephen.McDonald@barnet.gov.uk">Stephen.McDonald@barnet.gov.uk</a></p>

**Summary**

This paper seeks committee approval to advertise and recruit to an Assistant Director - Development and Economy post for a period of up to 12 months to backfill for the secondment period of the postholder.

- Officers Recommendations**
- 1. That the Committee authorises: the advertisement of and recruitment to on a temporary contract of up to 12 months of an Assistant Director – Development and Economy post within the senior management team, as set out in this report.**
  - 2. That authority to decide on the appropriate salary point in the grade of Level 6 £90,866- £111,178 to be delegated to the Director for Growth.**

## 1. Why this report is needed

- 1.1 This paper sets out proposed changes to the LBB staffing structure to backfill this key post whilst the postholder is undertaking a secondment to the post of Brent Cross Director which is also key to the business continuity of the organisation.
- 1.2 To recruit for on a temporary fixed term contract of up to 12 months to the post of Assistant Director – Development and Economy, which reports to the Director of Growth.
- 1.3 The Assistant Director – Development and Economy leads and manages regeneration, town centres, business recovery (post-COVID) and economic development; employment and skills; and have client responsibility for planning and housing.

## 2. Reasons for recommendations

- 2.1 This approach is being recommended because we are seconding the current AD– Development and Economy to the post of Director, Brent Cross Programme, which becomes vacant at the end of January, leaving a vacancy. It was felt that the most appropriate way to fill this key role was to appoint from Barnet’s own senior personnel, on the basis that this will: guarantee we appoint an appropriately skilled and experienced successor; and speed the replacement, and thereby allow for effective handover with the outgoing director. As Members will be aware, Brent Cross is complex and challenging and proper management of the programme is a key risk mitigation. The secondment to this role will continue until a permanent recruitment can take place.
- 2.2 However, seconding the AD– Development and Economy, in turn, creates a vacancy to this senior role, which has lead responsibility for:
  - Implementing the Council’s Growth Strategy (aside from the Brent Cross Development)
  - Driving the Council’s programme for supporting local economic recovery (post COVID)
  - Actively redressing the decline of the borough’s major town centres, and leading work to reinvent and reinvigorate them
  - Overseeing Re’s development and delivery of the Local Plan, and delivery of the Council’s planning service and estate regeneration programme
  - Commissioning initiatives that deliver council and community priorities at pace, including a pipeline of future estate and urban regeneration projects; town centre SPDs, etc.
  - Leading regeneration and planning delivery teams, directly and through our strategic partnerships with Barnet Homes and Re
  - Overseeing the Council’s housing responsibilities, maintaining a strong relationship with our strategic housing partner, Barnet Homes

- Ensuring that Council's growth ambitions are reflected in the Council's wider strategies and plans across all service areas, and that the Growth Strategy is directly contributing to wider council corporate priorities
- Seeking to exploit income-generating opportunities through commercially-savvy implementation of the Council's Growth Strategy and thereby materially contributing to the MTFS
- Leading the Council's approach to digital infrastructure and Smart Cities to support residents, business growth, investment, and the Council's income objectives
- Co-ordinating the Council's service requirements to ensure a 'one council' approach to the design and delivery of regeneration projects and programmes • Anticipating and managing risks and issues relating to all aspects of the service.
- Developing internal and external networks in promotion of the Council's growth agenda
- Pro-actively engaging stakeholders – foremost members – in relevant strategy and policy develop

### **3. Alternative options considered and not recommended**

- 3.1 Do nothing: The Constitution and General Purposes Committee could choose to leave the AD – Development and Economy vacant, subject to permanent recruitment of a replacement Brent Cross programme director, but this would result in a lack of sufficient leadership capacity within the Growth team to maintain delivery of the Growth Strategy.

### **4. Post decision implementation**

- 4.1 Should the Committee approve the proposed creation of the new post, it will be advertised, and the recruitment exercise will be undertaken. The post is expected to be offered based on a fixed term contract of up to 12 months.

### **5. Implications of decision**

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

- 5.1.1 [The Barnet Plan](#) details the council's strategic approach. The Growth Directorate is the main corporate engine for the Thriving priority in the Barnet Plan. Growth brings together the council's regeneration, planning, housing, and estates services, and is responsible for developing council infrastructure, such as schools and leisure centres. In addition, the directorate facilitates the delivery of skills and employment programmes, fosters economic development, and provides business support.
- 5.1.2 The [Growth Strategy](#) responds to expected economic, social and environmental trends to 2030, including a growing population, changes in the employment market and how we work, changes in how we use our high streets, as well as environmental concerns. It sets out how we will offer greater local opportunities, create better places, encourage more active lifestyles and over time increase the health and well-being of Barnet's

residents.

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

5.2.1 The Assistant Director – Development and Economy is funded from the existing growth budget allocation following from the H&G Committee approval of the Growth Strategy in January 2020.

## 5.3 **Legal and Constitutional References**

5.3.1 In accordance with Article 7 of the Council's Constitution, the Constitution and General Purposes Committee has responsibilities for staffing matters other than those within the remit of the Chief Officer Appointment Panel.

5.3.2 The HR Regulations state: Section 2.1 Officer Employment Procedure Rules Sections 2.1.3 to 2.1.5 are subject to the following restriction: No vacant posts at Assistant Director level or above shall be advertised or recruited to without prior Committee approval.

5.3.3 Under the terms of reference of this committee it must approve chief officer salary packages of over £100,000. Although this is not a chief officer post it is appropriate that this should still be approved by the Committee and is in line with government guidance issued under s.40 of the Localism Act (Openness and Accountability in Local Pay) which refers to member approval for salary packages over £100,000.

## 5.4 **Insight**

N/A

## 5.5 **Social Value**

5.5.1 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic, and environmental benefits. The Assistant Director – Development and Economy role has been expressly created to enhance the ability of the Council to secure wider economic

## 5.6 **Risk Management**

The Assistant Director role is currently funded.

## 5.7 **Equalities and Diversity**

5.7.1 The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

5.7.2 A public authority must, in the exercise of its functions, have due regard to the need to:

- a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) Foster good relations between persons who share a relevant protected

characteristic and persons who do not share it.

## 5.8 Corporate Parenting

5.8.1 The changes have no direct impact on looked after children or care leavers

## 5.9 Consultation and Engagement

N/A

## 5.10 Environmental Impact

5.10.1 There are no direct environmental implications from noting the recommendations. Implementing the recommendations in the report will lead to a positive impact on the Council's carbon and ecology impact, or at least it is neutral.

## 6. Background papers

6.1 <https://barnet.moderngov.co.uk/documents/s59529/Creation%20of%20Assistant%20Director%20Economy%20and%20Development%20Post.pdf>

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<b>Service:</b>	<b>Growth and Development Department</b>
<b>Location:</b>	<b>Colindale, flexible</b>
<b>Job Title:</b>	<b>AD – Development &amp; Economy</b>
<b>Grade:</b>	<b>6</b>
<b>Reports to:</b>	<b>Director of Growth</b>

### 1. Purpose of Job:

The creation of this post in mid-2020 was in response to two significant changes. Firstly, the adoption of Barnet’s ambitious Growth Strategy in January 2020, and secondly the pandemic and its far-reaching impacts on the economic life of the borough, demand for council services, and the role of the council itself.

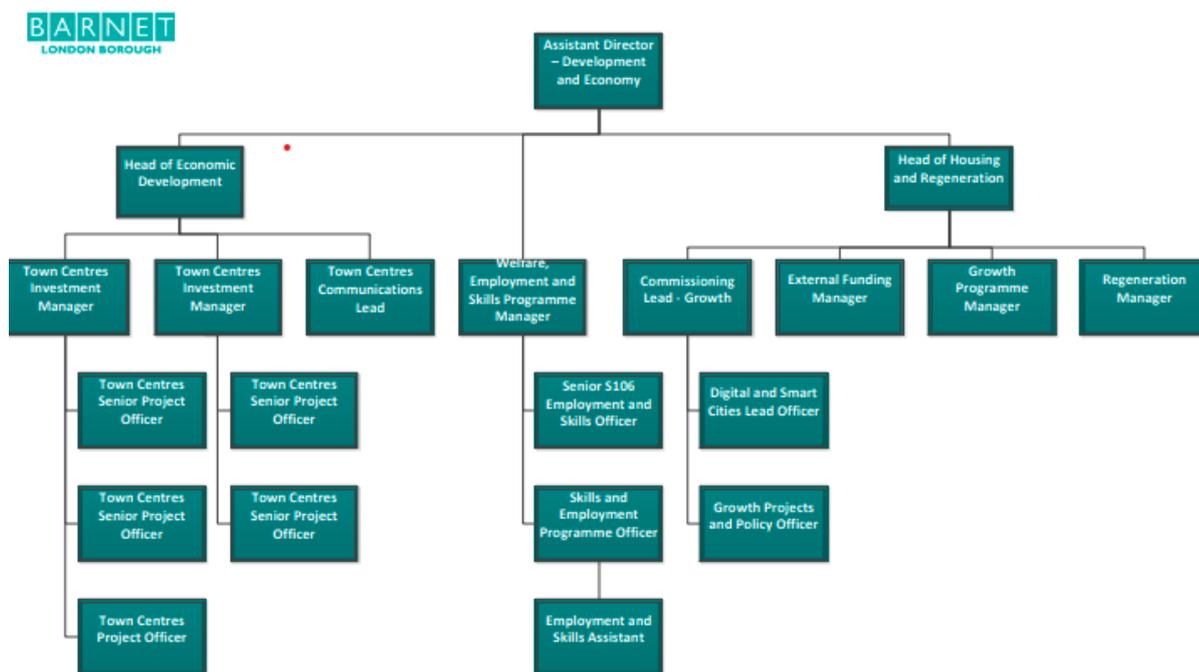
Since then, the Development & Economy Team has seen significant growth from a small economic development function to a far-reaching service covering multiple policy areas and significant budgets (capital and revenue), with growing visibility to members and residents. To continue to respond appropriately to this economic shock as it enters its next phase, we need to ensure that we retain the necessary depth of leadership and breadth of senior capacity within the Growth Directorate.

Reporting to the Director of Growth, the post holder will take lead responsibility for regeneration, planning, economic development, skills and employment, business recovery (post COVID), housing and digital infrastructure. This includes:

- Implementing the Council’s Growth Strategy,
- Overseeing the adoption of the Local Plan in 2022
- Overseeing the pipeline of £23m town centre public realm improvement programme, covering Barnet’s seven “main” town centres and West Hendon.
- Overseeing Re’s delivery of the Council’s planning service and the estate regeneration programme
- Commissioning initiatives that deliver council and community priorities at pace, including a pipeline of future estate and urban regeneration projects; town centre SPDs, etc.
- Leading regeneration and planning delivery teams, directly and through our strategic partnerships with Barnet Homes and Re
- Overseeing the council’s housing responsibilities, maintaining a strong relationship with our strategic housing partner, Barnet Homes
- Defining and initiating the council’s future round of regeneration programmes in Colindale West, Grahame park, Edgware and New Southgate.
- Ensuring that Council’s growth ambitions are reflected in the Council’s wider strategies and plans across all service areas, and that the Growth Strategy is directly contributing to wider council corporate priorities

- Overseeing the development and launch of the new inward investment and business support service, including a fundamental review of how the council engages with businesses “as customers”.
- Seeking to exploit income-generating opportunities through commercially-savvy implementation of the Council’s Growth Strategy and thereby materially contributing to the MTFS
- Leading the Council’s approach to digital access and ubiquitous digital connectivity to support residents, young people, business growth, and the Council’s income objectives
- Co-ordinating the Council’s service requirements to ensure a ‘one council’ approach to the design and delivery of regeneration projects and programmes
- Anticipating and managing risks and issues relating to all aspects of the service.
- Acting as the senior lead for the Strategic Contract Review (SCR) into the councils outsourcing arrangements relating to planning and regeneration.
- Developing internal and external networks in promotion of the Council’s growth agenda
- Pro-actively engaging stakeholders – foremost members – in strategy and policy development to encourage ownership and promotion of the borough’s growth agenda.
- The team structure for the role is illustrated below.

Team structure:



Current as of:

## 2. Key accountabilities/duties/responsibilities:

### Leadership

- Focused on delivering the Council’s vision; showing leadership through agenda setting, persuasion and influencing
- Drive pace of delivery
- Own and be accountable for the delivery of the Growth agenda
- Along with the Director of Growth, act as the key contact for regeneration, planning,

economic development and housing within the Council and in the Council's external interactions

- Provide expertise and make recommendations on new policy direction and commissioning in support of the Council's Growth directorate
- Initiate and lead projects and programmes
- Work autonomously as well as within a matrix management structure
- Ensure the effective management of the
- Contribute positively to the effective management of the Growth team
- Nurture talent within the Regeneration and Development team and provide a role model for junior staff
- Be regarded as a leading authority, particularly on regeneration and economic development.

### **Strategy, policy development and commissioning**

- Lead the development of the Council's Growth Strategy
- Commission the Council's Local Plan and oversee its delivery
- Oversee the delivery of relevant plans and strategies
- Responding to the Council's strategic objectives, initiate relevant planning and regeneration projects
- Work collaboratively both internally and externally to support the commissioning of key priorities
- Identify gaps in service delivery and/or new commissioning opportunities and engage with Delivery Units to fill these gaps
- Leading lobbying activity with London and national government in relation to the Council's growth agenda
- Develop responses on behalf of the Council to local and national policy in regeneration, planning, economic development and housing areas.

### **Contract Management**

- Clienting commissioned services in Re, i.e. Regeneration and Planning and making decisions relevant to the delivery of Council priorities through the contract.
- Leading elements of the Strategic Contract Review relating to planning and regeneration.

### **Personnel Management**

- Responsible for the management of three direct reports
- Ensuring resources across Economy and Development are fully utilised and working to best effect
- Given the project-based nature of the work programme, actively looking to shift personnel to meet peaks in activity
- Seeking smarter ways of working to increase efficiency and effectiveness, for example through matrix working.

### **Financial Responsibilities**

- Ensure the achievement of objectives within budget
- Focus on value for money in all activities and wherever possible sustainable service improvement

- Making decisions in line with the scheme of delegation, and within the Council's governance structures (e.g. GROB, SPOB, CSB).

### **3. Promotion of Corporate Values**

The post holder will be expected to adhere to and promote the Council's corporate values and ensure they are embedded within the team. Our values: Caring / Learning to Improve / Inclusive / Collaboration

### **4. Flexibility**

The post holder may be required to carry out other reasonable duties commensurate with the grade, as requested by Director. This may involve playing a wider corporate leadership role as required, such as in relation to the Council's COVID 19 response, as well as emergency planning or OD.

This job description is not exhaustive and may change as the post or the needs of the Council develop. Such changes will be subject to consultation between the post holder and their manager and, if necessary, further job evaluation.

### **5. The Council's Commitment to Equality**

The post holder is expected to deliver the Council's commitment to equality of opportunity in the provision of its services. All staff are expected to promote equality in the work place and in the services the Council delivers

**PERSON SPECIFICATION**

<b>Service:</b>	<b>Growth and Development Department</b>
<b>Location:</b>	<b>Colindale, flexible</b>
<b>Job Title:</b>	<b>AD – Development &amp; Economy</b>
<b>Grade:</b>	<b>6</b>
<b>Reports to:</b>	<b>Director of Growth</b>

<b>Criteria</b>	<b>Essential/Desirable</b>	<b>Assessed by:</b>
<b>Professional Membership/Qualification</b>		
Educated to degree level or equivalent, either through relevant vocational qualifications and/or by relevant senior experience	Essential	Application
<b>Experience &amp; Knowledge</b>		
Experience of operating at a senior level with councillors	Essential	Application/Interview
Knowledge and understanding of regeneration, planning, economic development, skills and employment, business recovery (post COVID), housing and digital infrastructure in a complex organisation, including experience of relevant legislation, statutory frameworks and the implications of this in a local government setting.	Essential	Application/Interview
Experience of successfully managing operational services and relationships as well as strong partnership development and management skills .	Essential	Application/Interview
<b>Skill &amp; Ability</b>		
Strong strategic and operational leadership skills.	Essential	Application/Interview
Strong project management skills and experience	Essential	Application
Experience in budget management and savings planning and delivery.	Essential	Application
<b>Values &amp; Behaviours (only include those that are relevant to the role)</b>		
<b>Caring</b>		
Integrity- I work with candidates and colleagues in a way that builds trust.	Essential	Application/Interview

Support- I support my colleagues to deliver excellent services. I focus on resolving any issues and capturing lessons learnt	Essential	Application/Interview
<b>Learning to Improve</b>		
Insight- I regularly rely on evidence and professional standards to support my work and decision making.	Essential	Application/Interview
Agile-I am fully empowered to act within the scope of my role	Essential	Application/Interview
<b>Inclusive</b>		
Champion Diversity- I recognise the advantages and importance of equality, diversity and inclusion in delivering outcomes for residents, and take an active role to ensure they are implemented and integrated in everything I do.	Essential	Application/Interview
<b>Collaborative</b>		
One Team- I actively and purposefully build my network of relationships with people across the Council and with partners. I proactively seek feedback and evidence as a way of learning from and improving the way I work with others	Essential	Application/Interview
Accountable- I accept responsibility for my own actions and decisions, and demonstrate commitment to ensuring these align to what is best for Barnet	Essential	Application/Interview
Outcomes Focused- I adapt my way of working to best suit the outcome we are trying to achieve within the scope of my role and professional standards	Essential	Application/Interview