

**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**

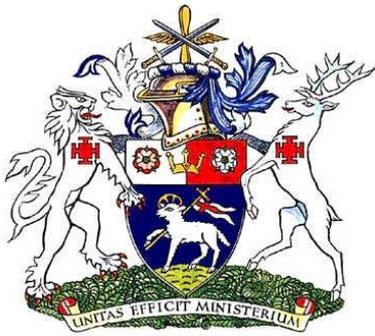
Dear Councillors,

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
12	POST CREATION - ASSISTANT DIRECTOR GROWTH & CORPORATE SERVICES: ASSISTANT DIRECTOR: DEVELOPMENT DELIVERY	3 - 16

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# Constitution & General Purposes Committee Meeting

AGENDA ITEM 12

## 6 January 2022

<b>Title</b>	<b>Post Creation – Assistant Director Growth &amp; Corporate Services: Assistant Director: Development Delivery</b>
<b>Report of</b>	Director of Growth
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	Appendix A – Job Description
<b>Officer Contact Details</b>	<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> <p><b>Chris Smith, Assistant Director of Estates.</b> 020 8359 2987 – <a href="mailto:Chris.Smith@barnet.gov.uk">Chris.Smith@barnet.gov.uk</a></p>

## Summary

This report seeks approval for the creation of a new post of Assistant Director – Development Delivery and to recruit to the post. The existing post of Head of Development Delivery will be deleted.

## Officers Recommendations

**That the Committee:**

- 1. Approve the creation, advertisement (if necessary) of, and recruitment to a new post: Assistant Director: Development Delivery;**
- 2. Approve the grading of the new Assistant Director post to be Level 6;**
- 3. Delegate the decision on what salary point within the Level 6 grade to appoint the candidate on to the Director of Growth;**
- 4. Note the resulting change to Growth Senior management team structure as set out in this report.**

### 1. Why this report is needed

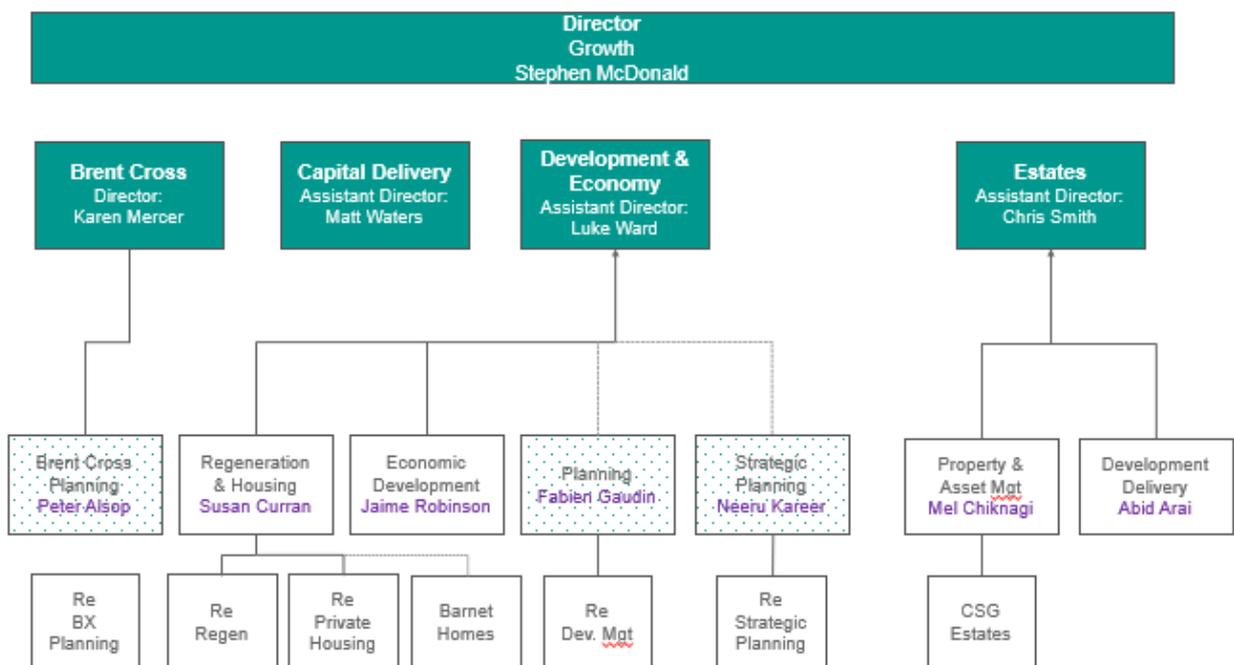
- 1.1 This paper sets out proposed changes to the LBB staffing structure to create a new Assistant Director – Development Delivery post, which will report into the Director of Growth.
- 1.2 Currently, the Head of Development Delivery reports into the Assistant Director – Estates, who, in turn, reports into the Director of Growth. This structure proved to work well as the various housing development schemes were conceived and initiated. But, as they progress to the point that planning applications are submitted and contractors / development partners appointed, the level of responsibility associated with the management of these schemes (including the Hendon Hub), through delivery, is significantly greater than Head of Service level. It is therefore a logical and appropriate step for a new Assistant Director – Development Delivery role to now be created to replace the Head of Service role. Along with the creation of the new role, the line management structure must necessarily be amended such that the new post will report direct into the Director of Growth.
- 1.3 The additional benefit of this organisational change is that it will free up capacity within Estates, to better manage the existing and developing estate over the next five years. Namely: Build to Rent housing, a long-term town centre strategy, an asset management strategy for the leased-out asset portfolio, CSG / RE contract review and the sustainability agenda.
- 1.4 The responsibilities associated with the new Assistant Director – Development Delivery role are:
  - Driving forward the council's major physical development proposals, as well as bringing a commercial approach to their land and property assets.
  - Sponsoring and overseeing the delivery of new General Fund, funded, Council owned developments, including the Hendon Hub.

- Building strong networks and connections to investors and funders to drive forward new growth and development.
- Leading the work on converting masterplans and site plans into commercial development propositions.
- To represent the London Borough of Barnet on the Inglis Consortium Board of Directors for the development of Millbrook Park. A joint venture development with Annington Properties and St Modwen's plc.

1.5 The responsibilities amount to significantly more than can legitimately be asked of a Head of Service, hence the need to create a new, Assistant Director – Development Delivery role. This relatively minor restructuring in Growth will create a more appropriately graded role for the level of responsibility associated with delivering the many development schemes that are currently planned. Plus, it will add more strategic capability to the Directorate when planning further housing development schemes. Equally importantly, the creation of this role will flatten-out the Growth line-management structure and free up capacity within Estates, to better manage the existing and developing estate over the next five years.

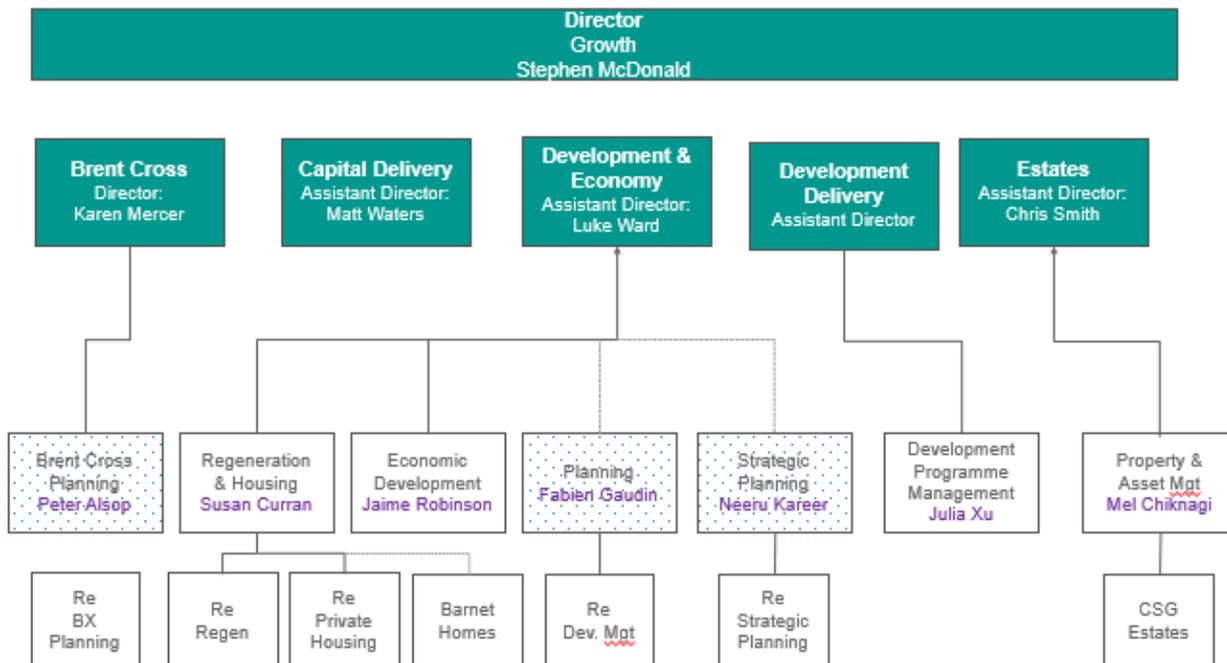
1.6 The existing structure of the Growth Directorate is:

## Barnet's Growth Directorate



1.7 The proposed structure of the Growth Directorate is:

### Barnet's Growth Directorate



## 2. Alternative options considered and not recommended

Do nothing: The Constitution and General Purposes Committee could choose to maintain the existing Growth Senior Management Team. However, this is not recommended because of the risks that that would introduce to the management of the existing estate and to the delivery of the various housing development schemes that are planned to be delivered over the next 3 to 5 years.

## 3. Post decision implementation

- 3.1 Should the Constitution and General Purposes Committee approve the proposed creation of the new post of Assistant Director- Development Delivery post, job description will be finalised, and a recruitment exercise will be undertaken. The post of Head of development Delivery will be deleted and the post holder ringfenced to the new post. If the postholder is unsuccessful it will be necessary to advertise the post.

## **4. Implications of decision**

### **4.1 Corporate Priorities and Performance**

- 4.1.1 The Growth Directorate is the main corporate engine for the Thriving priority in the Barnet Plan. The Growth Directorate manages the council's regeneration, planning, housing, and estates services. The creation of this role, de-risks and future-proofs the delivery of substantial housing development schemes that are a critical contributor to delivering against this priority.
- 4.1.2 As a result of this organisational change, the Assistant Director – Estates, in addition to routine estate management functions, will be better able to focus on:
- a) The management of the Build to Rent housing developments at Watling Car Park, Bunns Lane Car park and Northway / Fairway, all of which will need a dedicated management company, contracted to an LBB owned housing company, staffed by LBB Estates Officers
  - b) Developing and implementing (in close collaboration with town centre teams) a long-term town centre strategy, requiring asset acquisitions, land assembly and careful long-term asset management, across the borough
  - c) Developing and implementing an asset management strategy for the leased-out asset portfolio
  - d) Conducting the CSG / RE contract review and implementing decisions arising from it
  - e) Continuing to develop and implement programmes and projects, as part of the sustainability agenda

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

- 4.2.1 The post will be funded from the Development Portfolio capital budget and will be offset by the deletion of the Head of Development Delivery role.
- 4.2.2 Assuming the current Head of Development Delivery post holder is successfully selected, his current salary will be maintained.

### **4.3 Legal and Constitutional References**

- 4.3.1 The HR Regulations in the Council's Constitution (Section 2.1) require all new posts at Assistant Director level or above shall be created by Committee decision (the Constitution and General Purposes Committee, Policy and Resources Committee or Urgency Committee) and not by delegated powers.
- 4.3.2 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.

### **Insight**

N/A

#### **4.4 Social Value**

N/A

#### **4.5 Risk Management**

- 4.5.1 The new Assistant Director role is currently funded. However, should housing schemes and associated capital budgets reduce in future, the post will be reviewed to confirm necessity and affordability

#### **4.6 Equalities and Diversity**

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

- 4.6.2 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.

- 4.6.3 The broad purpose of this duty is to integrate considerations of equality and day to day business and keep them under review in decision making, the design of policies and the delivery of services.

- 4.6.4 The job description for the Assistant Director role has been evaluated within normal HR practice.

#### **4.7 Corporate Parenting**

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

#### **4.8 Consultation and Engagement**

N/A

#### **4.9 Environmental Impact**

- 4.9.1 There are no direct environmental implications from noting the recommendations.

### **5. Background papers**

## Report Clearance Checklist

*(Removed prior to publication and retained by Governance Service)*

*Note: All reports must be cleared by the appropriate Committee Chairman, Chief Officer, Legal, Finance and Governance as a minimum. Report authors should also engage with subject matter experts from other service areas where this is required (e.g. procurement, equalities, risk, etc.). The name and date that the chairman or officer has cleared the report must be included in the table below or the report will not be accepted.*

**Legal, Finance and Governance require a minimum of 5 working days to provide report clearance. Clearance cannot be guaranteed for reports submitted outside of this time and your report is likely to be withdrawn from the agenda and deferred to the next scheduled meeting.**

**Author to complete table below:**

<b>Who</b>	<b>Clearance Date</b>	<b>Name</b>
Committee Chairman	24/12/2021	Cllr Melvin Cohen
Chief Officer	14/12/2021	Stephen McDonald
HB Public Law	29/12/2021	Jessica Farmer
Finance	04/01/2022	Nicholas Stylianou
Governance	20/12/2021	Andrew Charlwood

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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 Delivery</b>
<b>Grade:</b>	Level 6 £90,866-£111,178
<b>Reports to:</b>	<b>Director of Growth</b>

**1. Purpose of Job:**

Reporting to the Director of Growth, the post holder will take lead responsibility for Development Delivery. This includes:

- Within the context of the Council’s Growth Strategy, directly lead the delivery of specific, often complex development projects, from feasibility stage through to business planning, master planning, procurement and implementation, to ensure viable, vibrant and sustainable mixed-use developments. (Capital receipts are initially expected to be in the region of £4.5m, with further significant capital receipts of £7m to £10m per site and revenue receipts of circa £800k pa, subject to the commercial deals to be done on each site.)
- Define project outputs, outcomes, risks and issues, and performance measures.
- Actively manage development risk.
- Develop commercial delivery strategies to secure high-quality delivery partners to drive best value.
- Maintain good and effective relationships with development partners, contractors and stakeholders.
- Work collaboratively with internal colleagues to ensure a ‘one council’ approach.
- Procure and manage consultants to support project delivery, ensuring compliance with Corporate Policies and Procedures.
- Maintain budgetary responsibility for key areas of directorate spend with a Gross Development Value approaching £1 billion, managing and planning for expenditure over the annual horizon, providing support and intelligence to influence future resources and budget requirements for developments including
  - DPP
  - Hendon Hub
  - Modular Programme £5m Capital expenditure
  - Management of x 3 Turnkey strategic Build to Rent developments worth £600-700m
  - Letting Estate Management contracts, to operate and manage a suite of rental properties, under a build-to-rent model, for a 40 year period deriving forecast net revenue benefits of £73m and lump-sum receipts of £12m.
- Provide visible leadership and motivation to staff to ensure that delegated responsibilities are achieved, and effective communication maintained, including ensuring on-going performance management.
- Support and maintain a culture of continuous improvement and operational excellence, contributing to corporate priority themes and the organisation’s overall delivery aims.
- Actively contribute to the corporate management and strategic direction of the council.
- Maintain an up-to-date knowledge of technical competency areas and take a proactive approach to self-development and performance improvement.

**2. Key accountabilities/duties/responsibilities:**

**Leadership**

- Focused on delivering the Council’s vision; showing leadership through agenda setting, persuasion and influencing.
- Initiate and lead development projects and programmes.
- Drive pace of delivery.
- Own and be accountable for the delivery of the development agenda.
- Manage multiple contractors across various work streams supporting the delivery of the developments within the role’s remit.
- Along with the Director of Growth, act as the key contact for development within the Council and in the Council’s external interactions.
- Work autonomously as well as within a matrix management structure.
- Ensure the effective management of budgets.
- Contribute positively to the effective management of the Growth directorate.
- Nurture talent within the development team and be a role model for junior staff.
- Be regarded as a leading authority on development within the Council.

**Strategy, policy development and commissioning**

- Lead the development of the Council’s development strategy, alongside that of The Barnet Group.
- Oversee the delivery of relevant plans and strategies.
- Responding to the Council’s strategic objectives, initiate relevant development projects.
- Work collaboratively both internally and externally to support the commissioning of key priorities.

**Contract Management**

- In recognition of the significant requirement for external expertise in delivering a complex development programme, effectively appoint and client specific commissioned services.
- Contribute to contract reviews, as required.

**Personnel Management**

- Responsible for the management of the Development Portfolio Programme Manager, and any additional staff as required.
- Ensuring resources are regularly reviewed and adjusted, in order to work 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.
- Make decisions in line with the scheme of delegation, and within the Council’s governance structures (e.g. CSB, Development Governance Board and Property Review Programme Board).

**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 the Director of Growth. 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 workplace 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 Delivery</b>
<b>Grade:</b>	6
<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>		
Degree level qualification in a relevant discipline, e.g. Surveying, Estate Management, Project Management, or equivalent by experience.	Essential/	Application/Interview
Professional membership of appropriate body desirable, e.g. RICS or equivalent.	Desirable	Application
Extensive post qualification experience and demonstrable track record of managing large and complex property development and/or regeneration projects, from inception through to completion.	Essential	Application/Interview
<b>Experience &amp; Knowledge</b>		
	Essential/Desirable	Application/Interview
Experience of operating at a senior level with partners, colleagues and Members.	Essential	Application/Interview
Knowledge and understanding of housing development, including experience of relevant legislation, statutory frameworks and the implications of this in a local government setting.	Essential	Application/Interview
Experience of using property to lever regeneration and economic development benefits.	Desirable	Application/Interview
Experience of securing funding from external sources where appropriate.	Desirable	Application/Interview
Significant experience and knowledge of property development financial analysis and appraisal, using industry standard techniques e.g. Argus, and a strong understanding of funding mechanisms.	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
Exceptional presentation and written communication skills.	Essential	Application
Excellent commercial negotiating and influencing skills.	Essential	Application/Interview
<b>Values &amp; Behaviours</b> (only include those that are relevant to the role)		
<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	Desirable	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

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