



Constitution & General Purposes Committee Meeting

6 January 2022

Title	Post Creation – Assistant Director Growth & Corporate Services: Assistant Director: Development Delivery
Report of	Director of Growth
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A – Job Description
Officer Contact Details	<p>Stephen McDonald, Director of Growth 020 8359 2172 – Stephen.McDonald@barnet.gov.uk</p> <p>Chris Smith, Assistant Director of Estates. 020 8359 2987 – Chris.Smith@barnet.gov.uk</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

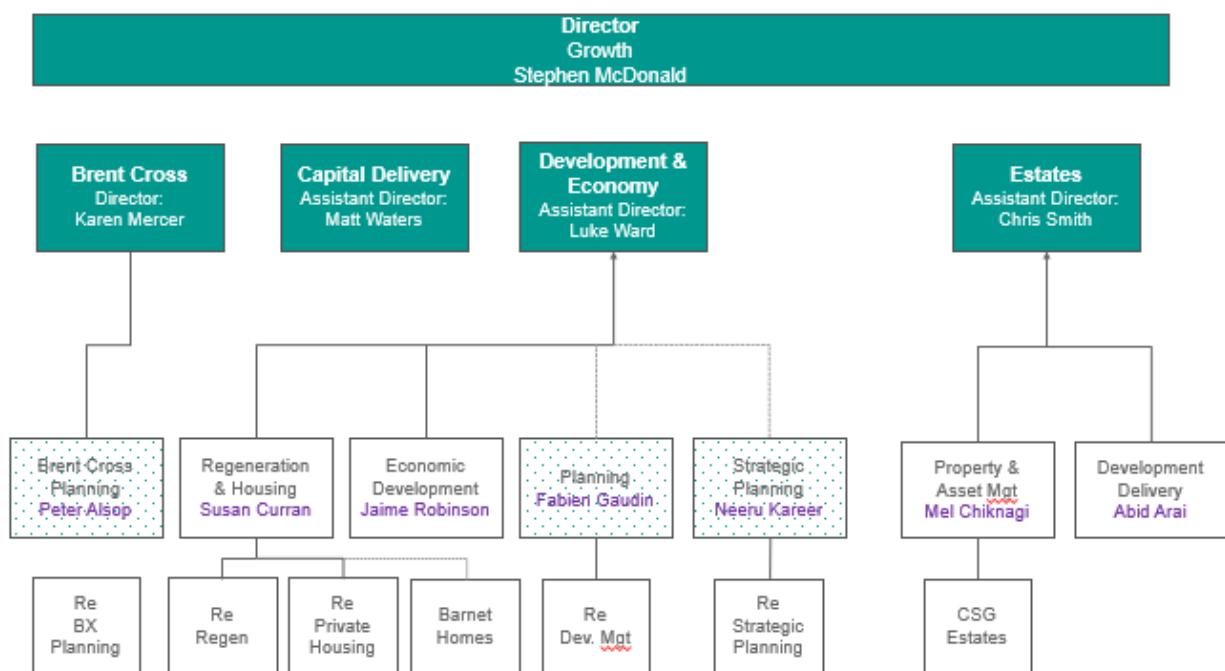
- 1.1 This paper sets out proposed changes to the LBB staffing structure to create a new Assistant Director – Development Delivery post, which will report into the Director of Growth.
- 1.2 Currently, the Head of Development Delivery reports into the Assistant Director – Estates, who, in turn, reports 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.

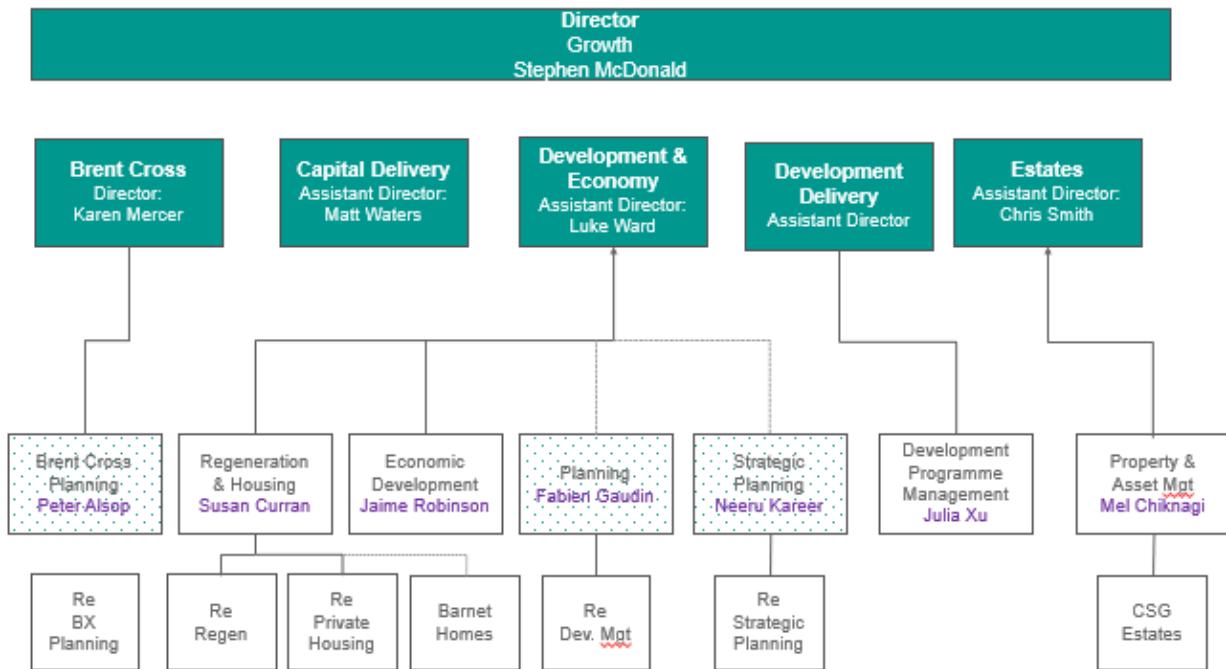
1.6 The existing structure of the Growth Directorate is:

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:

Who	Clearance Date	Name
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