

Report for: Staffing & Remuneration Committee

Title of Report Senior Management Restructure Update: Housing, Regeneration & Planning

Report authorised by Zina Etheridge, Chief Executive and Head of Paid Service

Lead Officer: Dan Hawthorn, Director of Housing, Regeneration & Planning

Ward(s) affected: All

Report for Key/ Non Key Decision: N/A

1. Describe the issue under consideration

- 1.1 The Staffing & Remuneration Committee received a report from the Chief Executive on 26th March 2018 setting out details of the restructure and reorganisation of the Council's senior Management team to better meet the significant challenges and opportunities faced by the Council and create stability at a senior management level.
- 1.2 It was recognised at that time that structure changes to the areas of Regeneration, Planning and Development should be deferred until there was more certainty around the new administration's priorities within this area. With the benefit of over a year under the new Leadership, and following the appointment of a new Director of Housing, Regeneration and Planning, this report outlines the new structure of the Housing, Regeneration & Planning service.
- 1.3 This report provides a summary of the outcomes of the consultation, the details of the new structure and an outline of the approach to recruitment and selection. Two posts are to be directly assimilated under the Restructure Policy as the posts are substantially unchanged and the number of post holders is the same as the number of posts. The new structure is set out at appendix 1.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

- a) That the Committee notes the content of this report

4. Reason for decision

- 4.1 This paper is designed to inform members of the Staffing & Remuneration Committee of the changes to the senior structure within the Housing, Regeneration & Planning service. The restructure has been carried out in line with the Council's restructure policy.
- 4.2 The agreed structure better aligns responsibilities to achieve maximum efficiency and eliminate duplication while recognising the need to build a confident and stable approach to Housing, Regeneration and Planning, especially in light of the new Borough Plan priorities. It will also allow the Council to achieve a simpler, more transparent structure based on equivalent and comparable senior positions whilst ensuring that the best use is made of all the skills available to the Council.
- 4.3 For the roles of Assistant Director of Planning & Sustainability and Assistant Director of Regeneration & Economic Development, direct assimilation under the Restructure Policy was used as the posts are substantially unchanged and the number of post holders is the same as the number of posts.

5. Alternative options considered

- 5.1 No alternatives are presented, as the report is for noting.

6. Background information

- 6.1 The current structure for Housing, Regeneration and Planning dates from 2016, when the service was titled Regeneration, Planning & Development. At this time, the role of senior management was designed to focus and maintain strategic oversight of partnerships created to drive growth and development in the borough, most obviously the Haringey Development Vehicle (HDV). The 2016 restructure aimed to facilitate necessary change to successfully implement the HDV and was based on a view that the Service's focus was not on direct delivery.
- 6.2 In July 2018, the decision was formally taken by the new Cabinet to discontinue the process of setting up the HDV. The new administration has made it clear that it recognises the importance of providing access to housing and jobs, but with different priorities and emphasis within that overall ambition. The Council wants to move to a structure where it is able to both deliver more services directly and to control the delivery of its social objectives more clearly through this approach.
- 6.3 Alongside the change in the political leadership, there were a number of staffing changes corporately on a management level. The Chief Executive implemented a senior management restructure in early 2018 which was reported to the Staffing & Remuneration Committee at its meeting of 26th March 2018. Following this restructure, the service was retitled to Housing, Regeneration & Planning (HRP).
- 6.4 Following appointment of the new Director of Housing, Regeneration & Planning, a restructure proposal was developed and formal consultation

commenced on the 11th of February 2019 for a period of 30 days. The consultation was undertaken in line with the Council's Restructure Policy.

6.5 The formal consultation process included:

- issuing of consultation documentation to affected staff including the new senior proposed structure;
- 1:1 meetings with impacted staff as required;
- Written feedback on proposals from impacted staff

All those who responded to the consultation have received a formal response.

6.6 Consultation Feedback summary

6.6.1 A total of three feedback responses were received, one from each directly affected member of staff. Overall feedback was supportive of the proposals and recognised that the structure changes are necessary to move ahead with a more concise, effective senior management team.

6.6.2 As part of the consultation process, all job roles were reviewed, updated and re-evaluated where appropriate to ensure they were fit for purpose and met the future needs of the role. All pay grades of existing posts remain unchanged.

6.7 Trade Union comments:

The Trades Unions representatives were all presented with copies of the consultation documentation and no comments were received.

6.8 Proposed new structure

6.8.1 It is proposed that the structure of HRP will be amended to comprise four core functional areas, each to be led by an Assistant Director (AD) reporting to the Director of Housing, Regeneration & Planning:

6.8.2 Planning & Sustainability

This unit would retain all Planning and Development functions as currently, and would also take on responsibility for Carbon Management and the management of the hosting arrangements for the London Stansted Cambridge Consortium.

The current AD for Planning has been assimilated into the role of AD for Planning and Sustainability following a development interview in line with the Restructure policy. The purpose of the development interview was to identify any future development needs. No assimilated employee is deselected as a result of this interview.

6.8.3 Housing

The function of Housing will be managed by a new post of AD for Housing, retaining the existing function of Housing Strategy and Commissioning but also creating a new team to deliver the current administration's priority of delivering new Council homes. It is proposed to delete the post of Director of Housing & Growth, which is currently vacant.

6.8.4 Regeneration & Economic Development

It is proposed that Economic Development & Growth functions are moved alongside the Regeneration functions, in order to consolidate the Economic Development work with Socio Economic regeneration and business-facing elements of the area regeneration work in a single cohesive service. The posts of Director of Regeneration and the post of Assistant Director for Economic Development & Growth will be deleted. The impact on the post of Director of Regeneration is the subject of a separate report to this Committee.

Creating this new structure is a large and complex piece of work. It is therefore proposed that the current management structure (under the AD for Economic Development & Growth) is retained for a period of time until final arrangements for structure under the AD for Regeneration and Economic Development can be developed.

The current AD for Area Regeneration has been assimilated into the role of AD for Regeneration & Economic Development following a development interview in line with the Restructure policy. As set out above, the purpose of the development interview is to identify any future development needs and no assimilated employee is deselected as a result of this interview.

6.8.5 Capital Projects and Property

Work is currently being undertaken to establish a robust and effective Council-wide approach to capital projects, building on the work of the existing Major Projects team. The proposal is for this work to be managed by a new unit, led by a new post of AD for Capital Projects and Property. The unit will also cover Property and Asset Management, taking on responsibility for the existing Strategic Property Unit (SPU), in recognition of the strong overlaps in professional skills, and work programmes, between the two elements. However, as above, it is currently proposed that the AD for Economic Development & Growth retain the management of the SPU until the AD for Capital Projects and Property post is filled.

6.9 Impact on posts:

(a) Post to be established (new posts)	
- Assistant Director for Housing	Post to be recruited to
- Assistant Director for Capital Projects Property	Post to be recruited to
- Housing Delivery Programme Director	Post to be recruited to
(b) Existing posts proposed for deletion	
- Director of Regeneration	Post holder to be made redundant
- Director of Housing & Growth	No impact – post currently vacant

- AD for Economic Development & Growth	No Impact – post currently vacant but filled by interim
(c) Posts to be changed:	
- AD for Planning	Post to be re-titled AD for Planning & Sustainability – current postholder to be assimilated
- AD for Area Regeneration	Post to be re-titled AD for Area Regeneration & Economic Development – current postholder to be assimilated

6.9.1 The appointment or dismissal (including by way of redundancy) of Directors and Assistant Directors will require the approval of the Staffing & Remuneration Committee. Approval for such decisions will be sought separately with the Committee as appropriate.

6.9.2 There are further reviews of structures within HRP (below Assistant Director level) scheduled to take place once the senior structure is in place, including in Strategic Property and Economic Development. It may be necessary for other teams to undertake a further review of their own structures to ensure that they are fit for purpose to deliver the key objectives. These will relate to move junior staff and will not require reports to this Committee.

6.10 Recruitment and Selection

6.10.1 Recruitment & selection to all senior management posts will be in line with the Council’s Recruitment Policy. Posts will be ringfenced where appropriate and internally and/or externally advertised. The selection process will be designed to test technical skills and behaviours appropriate to each role and will consist of panel interviews and other assessment activity as deemed appropriate by the senior recruiting manager.

6.10.2 Aside from the two posts being assimilated, it is not anticipated that permanent recruitment of any vacant posts will begin until after the Appeals process within the Restructure Policy has been exhausted related to this restructure. It may be necessary to fill posts on an interim basis pending permanent recruitment.

6.10.3 The permanent appointment of Directors and Assistant Directors will require the approval of the Staffing & Remuneration Committee. Such decisions will need to be brought back to the Committee for consideration as appropriate.

7. Contribution to strategic outcomes

7.1 The restructure as outlined in the report aims to establish a structure which will assist in the strategic leadership of the Council, and in delivery of the priorities identified in the Borough Plan. The Housing, Regeneration and Planning Directorate has an impact across all the five priority areas identified in the Plan, but has a particularly central role in the Housing and Economy priorities.

8. Statutory Officers' comments

8.1 Finance

The proposed establishment changes to the senior structure within the Housing, Regeneration & Planning service will include the creation and deletion of posts and the cost of this new structure will be contained within existing budgets. The redundancy costs relating to the Director of Regeneration will be met from Corporate Budget.

8.2 Procurement

Not applicable

8.3 Legal

8.3.1 The Assistant Director of Corporate Governance has been consulted in the preparation of this report.

8.3.2 In accordance with Part 3 Section E Section 2 of the Constitution, the Director of Housing, Regeneration & Planning may make these changes to the establishment including the creation and deletion of any posts as a result, such changes to be contained within existing budgets and in accordance with agreed procedures and legislative requirements.

8.3.3 The dismissal and appointment of staff as a result of the new structure must comply with the Council's procedures regarding organisational change, together with the legal and constitutional requirements set out at Part 4 K of the Constitution.

9 Equality

The staff restructure EqIA Screening Tool has been completed which identified that a full EqIA was not required due to the relatively small impact upon the profile of the workforce. One employee is at risk of redundancy (subject to member approval).

10 Use of Appendices

Appendix 1 – Structure charts outlining changes

11 Local Government (Access to Information) Act 1985

Staffing and Remuneration report 26 March 2018:

<http://www.minutes.haringey.gov.uk/documents/s100848/urgent%20business%20sheet%20with%20logo%202.pdf>