

**Report for:** **CHIEF OFFICERS’  
EMPLOYMENT PANEL**

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**Date of Meeting:** 10 March 2022

**Subject:** Restructuring of Community  
Directorate Senior Management  
posts

**Responsible Officer:** Dipti Patel Corporate Director  
Community Directorate

**Exempt:** No

**Wards affected:** All

**Enclosures:** Appendix 1a&b New Structure  
Appendix 2 Role Profiles

# Section 1 – Summary and Recommendations

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This report presents the future capacity, skills and ambition required at Director level within the Community Directorate, following a consultation process to restructure the Director/senior management tier, to ensure the Community Directorate is resilient and fit for purpose.

## Recommendations:

That

1. The remuneration packages for the posts of the Director of Environment, Director of Inclusive Economy Leisure & Culture, Director of Sustainable Housing and Director of Regeneration & Sustainable Development all at D2 grade (£109,785 - £123,588) be approved.
2. It be noted that the roles of Divisional Director Environment & Culture, Divisional Director Commissioning & Commercial, Divisional Director Housing, Divisional Director Regeneration & Planning and Head of Economic Development will be deleted.
3. The new role profiles for the four new Director posts as set out in the report at Appendix 2 be noted.
4. The role profile noted and remuneration package for the Chief Planning Officer at D1 grade (£87,807- £103,527) be approved.

## Section 2 – Report

### Background

The Localism Act 2011 requires Local Authorities to agree and publish an annual Pay Policy Statement.

Ministry of Housing Communities and Local Government (MHCLG) guidance ('Openness and accountability in local pay: Guidance under section 40 of the Localism Act 2011') states that that full Council should be asked to determine whether it wishes to vote on any remuneration package or payment on termination of employment amount to £100,000 or greater.

The statutory guidance states: 'Remuneration includes salary, expenses, bonuses, performance related pay, as well as contractual arrangements involving possible future severance payments. Authorities are required to take account of this guidance when preparing their pay policy statements.'

The Council delegates authority to the Chief Officers' Employment Panel for determination of any remuneration package of £100,000 or payment on termination of employment amount to £100,000 or greater. Council also agreed that a summary of any remuneration packages or payments on termination of employment amounting to £100,000 or greater approved by the Chief Officers' Employment Panel be reported for information to full Council.

Over the past three years roles have evolved within the Community Directorate, and there are currently four interim Directors who are employed on an external agency contract basis, and one other temporary Director who is acting up from a substantive post within the Council.

## **Current Situation**

The current roles (interim/act-up) reporting to the Corporate Director are detailed below:

- The Interim Divisional Director Environmental Services
- The Acting Director Economy and Culture
- The Interim Director of Commercial Development
- The Interim Director of Housing
- The Interim Director of Regeneration
- The Interim Chief Planning officer

## **Established Structure Prior to Restructure**

2.1 The established senior management structure for the Community Directorate prior to the restructure was:

- Corporate Director
- Divisional Director Environment and Culture
- Divisional Director Housing
- Divisional Director Commercial
- Divisional Director Regeneration, Enterprise and Planning

## **Interim Structure Prior to Restructure (Appendix 1a)**

2.2 Over the past 3 years and prior to the Director tier restructure, roles evolved with the following interim and acting up Directors reporting to the Corporate Director.

- Interim Director Environmental Services
- Interim Director of Housing
- Interim Director of Regeneration
- Interim Director of Commercial Development
- Acting Director of Economy & Culture

## **Why a change is needed**

2.3 To ensure business continuity and resilience, it is imperative that the Community Directorate has a robust and permanent Director structure, with the right people in the right place and at the right time, and with the right resources to drive and deliver the strategic agenda.

2.4 Following the permanent appointment of the Corporate Director Community and commencement in September 2021, attention on the senior management structure across the Community Directorate was initiated.

The Corporate Director has considered the strategic priorities, objectives, and challenges with a view to ensure the Community Directorate senior management structure is fit for purpose for the future.

2.5 The purpose of the Director tier restructure was to enhance the impact of the Directorate

through enhanced integration of related services. The Directorate encompasses operational services and activities, services which focus on the long-term built environment of the borough and services that need to engage closely with residents and communities to be effective. It is therefore essential to establish the strategic leadership and management to support the ambitions of Harrow Council defined by the Borough Plan and future aspirations.

- 2.6 The Community Directorate leads the place shaping agenda for Harrow, delivering the ambitious regeneration and home building programme; responding to the climate challenge; overseeing a wide portfolio of frontline services that touch the lives of every one of our 240,000 residents, through to shaping the local economy to make it fairer and stronger. This would be an ideal opportunity to rename the Community Directorate as the Place Directorate emphasising the focus for Harrow and its priorities as the place.
- 2.7 It was essential to review and establish a new permanent senior management structure for the Directorate, which reflects Harrow vision and future aspirations. The review was conducted with support from Members at a recent informal meeting of the Chief Officers' Employment Panel.
- 2.8 It is imperative that the strategic management arrangements, including the tiers and spans of control to support the organisations strategic direction and outcomes, particularly under recent unprecedented circumstances, are robust and resilient. As a result, there are opportunities for further consolidation and synergies across Communities.

The reasons for the change for each functionality within the Community Directorate are set out below.

## Main Options

- 2.9 The new structure for the Community Directorate as set out at **Appendix 1b** includes four new roles which are:
- Director of Environment
  - Director of Sustainable Housing
  - Director of Inclusive Economy Leisure & Culture
  - Director of Regeneration & Sustainable Development.
- 2.10 All four roles have been evaluated and via the Hays job evaluation process and all of the Director roles have been evaluated at D2 grade.
- 2.11 In addition, the Chief Planning Officer has also gone through the job evaluation process, and this has been graded at D1.
- 2.12 The formal consultation with relevant staff has taken place on the changes to the structure and the consultation process has concluded. The points raised during the consultation process have been considered and evaluated and these points did not change the original proposals.
- 2.13 As the remuneration packages of the new Director posts are above £100,000, these changes need to be considered by the Chief Officers' Employment Panel (COEP).
- 2.14 The costs for the proposed changes can be managed within current proposals as set out under Financial Implications within this report.
- 2.15 The new senior management structure for the Community Directorate following the restructure is:

- Director of Environment
- Director of Sustainable Housing
- Director of Inclusive Economy Leisure & Culture
- Director of Regeneration & Sustainable Development

In addition, a permanent post of Chief Planning Officer within the Regeneration and Sustainable Development Division is to be established.

### **Director of Environment**

- 2.16 The Director of Environment will focus on the strategic and operational management of services where the Council will seek ongoing efficiencies and reform, benefit from economies of scale, optimise external contracts, maximise digital solutions and deliver responsive customer services. The span of service functions retained within the remit of Environment Services includes all street cleansing and waste services, waste strategy, trade waste services, grounds maintenance, transport strategy, traffic & highways infrastructure maintenance, environmental health, private sector housing, licensing & enforcement, parking operation and commercial services. The Director will provide exemplary strategic leadership across these services and the whole Community Directorate.
- 2.17 The functions under the Director of Regeneration and Sustainable Development are focused on long term sustainable built environment including all commercial assets and future investment. Therefore, the Assets and Facilities Management services will transfer the management reporting line to the Director of Regeneration & Sustainable Development as clear synergies across this new department.
- 2.18 The strategic policy and direction for parks and open spaces has strong synergies with the leisure and sports services under the proposed Inclusive Economy Leisure and Culture Department and therefore it is proposed that the strategic direction and policy function are transferred to the management of the Director of Inclusive Economy Leisure and Culture. Ground maintenance of parks and open spaces are to be retained within Environment Services.

### **Director of Sustainable Housing**

- 2.19 The Director of Sustainable Housing will focus on strategic and operational management of all housing services where the Council will seek ongoing efficiencies and reform, optimise external contracts, maximise digital solutions and deliver responsive housing customer services. The span of services includes allocation of council homes & void management, sustainable housing estates development, Housing Revenue Account (HRA), repairs & assets management programme, fire and safety, provision of temporary accommodation, services to alleviate homelessness, private sector standards and influence provision, tenant and leaseholder participation & consultation and estate management. The Director will provide exemplary strategic leadership across the services and the whole Community Directorate

### **Director of Inclusive Economy, Leisure & Culture**

- 2.20 The Director Inclusive Economy Leisure and Culture will focus on those services where outcomes are best delivered through close working with individual residents and businesses, such economy, employment, and skills. Services under this director will seek ongoing efficiencies and reform, benefit from economies of scale, optimise external contacts, maximise digital solutions, and deliver responsive customer services. The span of services includes economic growth & development, Adult Community Learning, skills and employment, Cultural services, sports & leisure; libraries; parks and open spaces, community and business

engagement, Arts & Heritage and Harrow Music Service. In addition, lead on behalf of the Directorate community engagement to ensure delivery of outcomes and aspirations. The Director will provide exemplary strategic leadership across the services and the whole Community Directorate.

### **Director of Regeneration and Sustainable Development**

- 2.21 The Director of Regeneration and Sustainable Development will focus on services responsible for strategic and operational management of the regeneration, sustainable development commercial and planning services across the council. Focus on the strategic and long-term success and sustainable vision for the Borough's built environment. The span of services including regeneration, strategic development partnership (HSDP), sustainable development, statutory and spatial planning, development management, building control, planning enforcement, commercial property development and/or investment and Council's corporate landlord model. The Director will provide exemplary strategic leadership across the services and the whole Community Directorate.
- 2.22 In summary, the Directors will provide exemplary strategic leadership across the services and the whole Community Directorate and promote a cohesive culture and vision supporting the ambitions of Harrow Council and its future aspirations.
- 2.23 In addition to the four Director posts outlined above, it is proposed that a permanent **Chief Planning Officer** role responsible for overseeing and leading the council strategic planning development management, enforcement and building control be established. As the senior expert planner, the postholder will provide advice on policy, strategy and complex planning matters. This role will report to the Director of Regeneration and Sustainable Development.

## **Legal Implications**

In accordance with the Constitution, this Panel is required to approve a remuneration package of £100,000 or over for a Council Post.

The Panel is required to report back to Council for information purposes on all such approved remuneration packages.

Harrow Council's Pay Policy Statement 2019 provides that: 'All employees, including Chief Officers, are normally appointed on the lowest pay spine column point for their job evaluated grade. In exceptional circumstance, employees may be appointed at a higher point within the evaluated grade. The Council may apply market supplement payments to jobs with recruitment or retention difficulties.'

## **Financial Implications**

Based on the D2 salary grades for the four new Director roles and D1 for the Chief Planning Officer, the total cost of these five new roles is £823k.

Funding assumptions are made for the following posts.

- Director of Sustainable Homes, 95% (or £162k) of the cost being met from HRA
- Director of Regeneration and Sustainable Development, 55% or (£94k) of the costs to be met from the new Regeneration budget.

The salary budgets for existing posts listed in paragraph 2.1 in General Fund and HRA are £676k and £136k respectively.

To fund the new structure, which includes these four new Director roles and Chief Planning Officer role, the budgets required are:

- General Fund £568k
- Regeneration Budget £94k
- HRA £162k

There is therefore an increase in cost of £26k in the HRA, and a budget provision has been set aside within the HRA to support this in 2022/23.

## Risk Management Implications

If the COEP do not agree to the appointment of permanent Director posts, then there is a high risk to the Council that the strategic leadership and drive to deliver key expectations, will remain at high risk of failure under continuing interim and temporary arrangements.

The Community Directorate needs a permanent Director tier to provide strategic leadership, to shape the present and future delivery models and deliver the strategic agenda for Harrow.

Risks included on corporate, or directorate risk register **No**

Separate risk register in place **No**

The relevant risks contained in the register are attached/summarised below.  
**N/A**

## Risk Description Mitigations RAG Status

Risk Description	Mitigations	RAG Status
If the salary packages are not agreed for the posts, then there will be implication for the successful recruitment for all the roles.	<ul style="list-style-type: none"><li>▪ These grades are comparable both externally across London Boroughs for similar roles and in respect of the other Director roles in both People and Resources</li><li>▪ Reduce the reliance on long term interim appointments as a risk to the Council both in terms of stability and cost.</li></ul>	Amber

## Equalities implications / Public Sector Equality Duty

There are no impacts on protected characteristics from this Director reorganisation.

As part of the formal process an EqIA has been prepared, but as there is only one directly affected employee, the identifiability of the affected employee would be exposed if this information was to be shared. Given the sensitivity of the personal information captured as part of the EqIA process, it is not appropriate for this information to be shared in this particular context.



## **Council Priorities**

Please note under the above 'Main Options'

1. Improving the environment and addressing climate change
2. Tackling poverty and inequality
3. Building homes and infrastructure
4. Addressing health and social care inequality
5. Thriving economy

The establishment of new senior management structure including the Director roles will deliver strategic leadership and management to positively support the ambitions of Harrow Council defined by the Borough Plan priorities and future aspirations.

## **Section 3 - Statutory Officer Clearance**

### **Statutory Officer: Chief Financial Officer**

Signed by Dawn Calvert

**Date: 2 March 2022**

### **Statutory Officer: Monitoring Officer**

Signed by Hugh Peart

**Date: 1 March 2022**

### **Chief Officer: Corporate Director, Community**

Signed by Dipti Patel

**Date: 2 March 2022**

Mandatory Checks

**Ward Councillors notified: No as it impacts on all Wards**

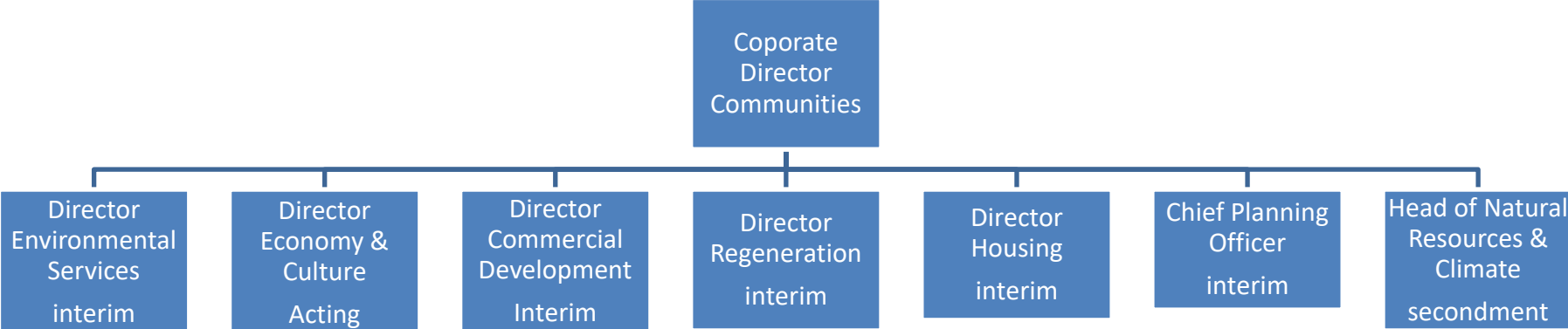
## **Section 4 - Contact Details and Background Papers**

**Contact:** Dipti Patel Corporate Director Community

If appropriate, does the report include the following considerations

- |    |              |     |
|----|--------------|-----|
| 1. | Consultation | YES |
| 2. | Priorities   | YES |

**Appendix 1a Interim existing structure**





# Appendix 1b Proposed Structure

