

**Report of Head of HR**

**Report to Director of Environment and Housing**

**Date: 8th February 2016**

**Subject: Directorate Senior Management Review**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**Summary of main issues**

1. In response to the Council's financial challenges the senior management structure of the Environment & Housing Directorate was reviewed in 2011 and resulted in significant savings being realised. The Directorate has faced a number of other changes over recent years, involving the transfer of the ALMOs back into the Council, the realignment of services and the establishment of a number of breakthrough projects being led within Environment & Housing. This has resulted in the development of broader senior roles and changing portfolios, and a number of temporary arrangements. This review of the senior management structure across the Directorate seeks to reflect the current reality of demand upon services and deliver the stated priorities of the Council. In particular the review provides capacity to deliver work on domestic violence, the city centre, housing growth and carbon reduction. A number of changes to grade are proposed in line with significant changes in responsibility. The proposals have been costed to fall within the existing financial provision.
2. The review has identified a number of recommendations, which are detailed in section 3.3 of this report.

**Recommendations**

3. Having reviewed the senior management structure within the Directorate, the Director of Environment & Housing is recommended to approve the proposals set out in section 3.3 below.

## **1 Purpose of this report**

- 1.1 This report sets out the proposed review of the senior management team within the Environment and Housing Directorate

## **2 Background information**

- 2.1 Since 2010 the Council has faced an unprecedented financial challenge which will result in a reduction of more than £180 million by the end of the financial year 2016/17. Whilst the detail following the recent CSR announcement is being worked on in terms of the financial impact for Leeds, further significant savings need to be made over the next 4 years
- 2.2 In response to the Comprehensive Spending review in 2010, the Environment and Housing Directorate reviewed the senior management structure in 2011 and implemented a new structure, which saw a reduction of 12 JNC posts saving circa £700k.
- 2.3 Over recent years the Directorate has also faced a number of changes, including the transfer of the former ALMOs back into the Council and the realignment of services across Directorates resulting in further economies of scale in the senior management cohort.
- 2.4 Since the 2011 restructure, realignment of services and senior management review resulting from the transfer of Housing Management back in to the Council, has resulted in a further reduction (excluding the Director post) from 43 JNC posts to 32.5 FTEs, which equates to a saving of approximately £850k at grade maxima. To place senior management provision in context, the department employs over 3000 staff in a wide range of service disciplines.

## **3 Main issues**

- 3.1 The Directorate remains committed to continually improving and developing the services it provides by working more collaboratively and integrating service delivery where possible to ensure a more cohesive approach to delivering the Council's priorities.
- 3.2 The changing shape of the Directorate has meant that some senior roles have developed, with portfolios growing in line with service priorities resulting in a broader set of accountabilities. The delivery of the Council's breakthrough projects also requires additional senior leadership capacity within the Directorate. In this context it is pertinent to review and reshape the senior management structure to ensure it is fit for purpose for the future.
- 3.3 Proposal
  - 3.3.1 Having reviewed the senior management structure the proposed changes are detailed below. Appendix 1 to this report is the new proposed structure chart
  - 3.3.2 Housing Growth

Following the development of the Housing Growth Breakthrough project, a multi-disciplinary team was placed under the responsibility of the Head of Housing Partnerships, whose role also includes responsibility for private housing and relationships with registered providers. The Head of Housing Partnerships is retiring in March 2016. It is proposed that this post is deleted, with responsibilities distributed across a number of posts

The Executive Manager Regeneration will be re-graded from Dir 45% to Dir 52.5% in recognition of the accountability for Housing Growth with effect from 1<sup>st</sup> April 2016. The postholder will remain in the Asset and Regeneration structure within City Development but will have accountabilities across both Directorates.

### 3.3.3 Housing Management

To re-grade the post of Chief Officer Housing Management from Dir 70% to Dir 75%. Since the initial grading of the post, the Chief Officer post for Statutory Housing has been deleted. The postholder has taken on additional accountabilities in relation to the Housing Options Service, along with taking a lead role on specific projects, working with partners, to develop and implement the Council's strategy in relation to housing support for asylum seekers. It is intended that responsibility for private sector housing will also be accommodated within the housing management portfolio from 1<sup>st</sup> April 2016.

### 3.3.4 Property and Contracts

To re-grade the post of Chief Officer Property & Contracts from Dir 70% to Dir 75% in recognition of the additional responsibilities arising from the realignment of the Council's in-house commercial trade arm resulting in the development of a single internal construction service. This represents a significant increase in responsibility since the original grading of the role.

The Head of Leeds Building Services is currently in receipt of an honorarium in recognition of the additional responsibilities in relation to the management of the in-house construction arm, which will be consolidated. The number of staff employed has doubled and the turnover grown from £22m to approximately £59 million this year. This represents a significant increase in responsibility since the original grading of the role.

It is also proposed to re-grade the Head of Strategy and Investment from Dir 52.5% to Dir 60% in recognition of the requirement to deliver the increased Capital Programme, which has moved from £55m to £80m per annum with commensurate increases in responsibility for staff.

Phase 2 of the realignment of the former Property Maintenance Service will result in the transfer of the Corporate Property Management team with effect from 1st April 2016. The Head of Corporate Property Management, Dir 45% post will transfer as part of the realignment process and form part of the Directorate senior management team. The current post holder is being considered for ELI and the proposal would be to reconfigure the responsibilities of this role as part of the LBS service re-alignment in Property and Contracts along with the review of

responsibilities undertaken by the current Head of Maintenance Operations which will be amalgamated into the role of Head of Repairs and Maintenance.

The Programme Manager PFI Contracts post was established on 2013 on a 12 month temporary basis. This arrangement has subsequently been extended for a further 2 years. The PFI contract at Swarcliffe has a further 20years duration while the Holbeck/Beeston Hill & Little London contract has a further 18years duration. The current annual expenditure for these contracts is approx. £5m. A robust project management process has been developed to ensure value for money is achieved from a financial perspective as well as ensuring quality of service delivery and customer satisfaction levels are improved over the life of these contracts. In light of the above it is proposed to make this role permanent on the Property & Contracts structure and consolidate the current postholder into this post on a permanent basis.

### 3.3.5 Environmental Action

To re-grade the Chief Officer Environmental Action from Dir 65% to Dir 70%. Since the post was originally graded, the post holder has taken responsibility for a single integrated environmental service, incorporating former housing staff, working within Locality Teams. The new approach to the operational management of the City Centre also results in the postholder being jointly accountable for the overall management of the City Centre across all operational disciplines. The postholder will also hold the most senior responsibility for statutory environmental health functions.

The operational management of the City Centre currently sits across two Directorates; both Environment and Housing and City Development. A review of the existing structures has highlighted an opportunity for service reconfiguration and more collaborative working across a number of services to deliver a more cohesive and integrated approach to the development and operational management of the City Centre.

It is proposed that a new City Centre Locality Manager post is established graded Dir 60%. This post will report to both the Chief Officer Environmental Action and the Chief Officer Economy and Regeneration in City Development. The postholder will be required to lead and coordinate the operational management and development of Leeds City Centre across a variety of disciplines including; street cleansing and environmental enforcement, business liaison, street licensing and regulation, parking, parks and open spaces and community safety. The post will support the city centre breakthrough project.

As a result of the City Centre Management proposal, the role of Head of Environmental Health and Car Parking is being deleted. An Environmental Health Manager, Dir 45%, will directly manage the function, reporting directly to the Chief Environmental Action Officer.

### 3.3.6 Parks and Countryside

A temporary joint post between Parks and Countryside and Environmental Action was formed to oversee one Locality and manage Parks. In recognition of the additional responsibilities across two service areas the postholder was paid an honorarium to Dir 52.5%. This arrangement resulted in a 0.5 FTE reduction in the Environmental Action Locality structure. This arrangement is proving effective and will be sustained long term. It is therefore proposed to consolidate this arrangement and create a new post to fulfil the major development role in Parks formally covered by the postholder in Parks.

A new post of Major Projects Manager, Dir 45% will be established in the Parks and Countryside management structure to provide additional capacity within the management team to lead major service based projects, with a particular view to improving the Council's income. Initially, the postholder will be responsible for overseeing the decant of remaining services from the Redhall site, and manage the establishment of the new nursery. The Development and Natural Environment Manager will pick up the additional responsibility for managing Forestry and the Natural Environment, which currently reports directly to the Chief Officer.

### 3.3.7 Waste

In 2014 a temporary Head of Service Waste Collection Operations, Dir 60% was established to provide additional leadership capacity across the Service to deliver a programme of major organisational and cultural transformation aligned to the roll out of a redesigned, efficient collection service. This arrangement has proved very effective resulting in significant improvements in service delivery. It is therefore proposed to make this temporary arrangement permanent and consolidate the current postholder into this post.

### 3.3.8 Safer Leeds

Following the transfer of the signpost service to Children's Services the role of Head of Localities and Safeguarding has been deleted. The post is currently vacant so there are no workforce implications arising from this deletion. However, there remains a need for senior role to support the work within the Directorate on the Domestic Violence breakthrough project. It is therefore proposed to establish a new Head of Domestic Violence post graded Dir 45% within the Safer Leeds structure.

The JNC post supporting the Council's Prevent Programme is being transferred to the Citizens and Communities Directorate, to align the work more closely with the Council's wider support for community cohesion. It is proposed to join CCTV operations with anti-social behaviour and combine the Intelligence and Partnership support roles. No changes to grades of JNC staff are proposed.

### 3.3.9 IM&T and Strategy & Resources

The Chief Officer who oversaw the support services function in the department has transferred to fulfil a cross departmental commissioning role in Public Health.

The Head of Finance is currently in receipt of an honorarium from Dir 52.5% to Dir 60% in recognition of the additional responsibilities they are undertaking in

relation to head up both the IM&T and Strategy and Resources functions. This arrangement is working well and will be sustained longer term rather than creating a full time senior role to lead these functions. It is therefore proposed that the honorarium payment is consolidated. The Head of Finance will continue to sit within the Strategy and Resources structure and be responsible to the Chief Officer Finance with additional accountabilities in relation to Directorate IM&T and Strategy and Resources functions.

3.4 Overall these proposals result are neutral in the number of staff on the senior management structure.

### 3.5 Workforce Implications

3.5.1 Unless otherwise stated all re-grades and consolidation of existing temporary arrangements set out above will be effective from 1<sup>st</sup> February 2016.

3.5.2 The following posts will be recruited to in accordance with the Council's recruitment and selection processes including the checking of the talent pool and maximisation of flexible deployment opportunities where available:

City Centre Management, Dir 60%

Environmental Health Manager, Dir 45%

Head of Domestic Violence, Dir 45%

Major Projects Manager, Dir 45%

## 4 **Corporate Considerations**

### 4.1 Consultation and Engagement

4.1.1 The Director of Environment and Housing and the Director of City Development have discussed these proposals with all affected staff. Feedback has been taken on board and a number of changes have been made to the original proposals. In the main these have been the re-designation of roles to accurately reflect responsibilities and accountabilities and the continuation of current arrangements within the Waste service.

4.1.2 The detail of the proposals was shared with the Trade Unions at a meeting on 6<sup>th</sup> January 2016. Trade Union colleagues requested an extension to the consultation period until after 26<sup>th</sup> February 2016. The Director Of Environment & Housing advised this was not practical due to the need to progress the recruitment process for a number of key critical roles The consultation period was extended to 5<sup>th</sup> February 2016 but no feedback has been received from the Trade Unions.

4.1.3 All appropriate Executive Members have also been consulted and are supportive of the proposals set out in this report.

### 4.2 Equality and Diversity / Cohesion and Integration

4.2.1 Due regard has been given to equality and diversity and the equality impact assessment screening has been completed and is attached as appendix 2 to this report.

4.3 Resources and value for money

4.3.1 The detailed costs associated with the proposals set out in section 3.3 are detailed in appendix 3. These proposals will be funded from within existing budget provision.

#### **4.4 Legal Implications, Access to Information and Call In**

4.4.1 Not applicable.

### **5 Recommendations**

5.1 The Director of Environment & Housing is recommended to review the senior management team within the Environment and Housing Directorate and approve the specific proposals set out in section 3.3.

### **6 Appendices**

Appendix 1 Proposed Senior Management Structure Chart

Appendix 2 Equality Impact Screening Document

Appendix 3 Financial Implications