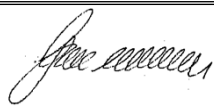


## LONDON BOROUGH OF WALTHAM FOREST

Meeting / Date	<b>Cabinet</b> <b>23<sup>rd</sup> February 2023</b>	
Report Title	<b>Neighbourhoods &amp; Environment – Proposed Structural Change</b>	
Cabinet Portfolio	Councillor Grace Williams, Leader of the Council	
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Wards affected	All	
Public Access	OPEN	
Appendices	None	

### 1. SUMMARY

- 1.1 This report details a proposed structural change to the Strategic Leadership Team (SLT), with the temporary creation of a new Directorate area, to be known as 'Neighbourhoods & Environment' Directorate. Under this proposal the services and staff working broadly under the Corporate Director of Community Safety & Resilience, the Corporate Director of Neighbourhoods, and the Corporate Director of Regulatory Services & Contingency Planning Services will move to this area.
- 1.2 This proposed change will also see the creation of a temporary Strategic Director role to provide the increased integrated leadership, who will also be part of the Senior Leadership Team.

### 2. RECOMMENDATIONS

- 2.1 Cabinet is recommended to:
  - 2.1.1 Agree the creation of a new temporary directorate area, to be called 'Neighbourhoods & Environment' and,
  - 2.1.2 Agree the creation of a temporary role, 'Strategic Director of Neighbourhoods & Environment' to provide the necessary integrated leadership for this area.

### 3. PROPOSALS

- 3.1 The Council has an aspiration to create '15 Minute Neighbourhoods' across the borough, ensuring that residents have access to a range of services and amenities and feel connected to and able to influence their local area.
- 3.2 The Council's new Corporate Framework is organised around 15 Minute Neighbourhoods. This has the support of residents who are enthusiastic about 15 Minute Neighbourhoods and have co-designed this work. It provides a new approach to delivering more inclusive, fair, accessible, vibrant and healthy neighbourhoods in Waltham Forest and responding to the huge challenges we face.
- 3.3 The implementation of Phases 1 and 2 of the Senior Management Restructure in 2022 facilitated the organisation to work in a more effective and joined up fashion, allowing us to further develop the 15 Minute Neighbourhood concept.
- 3.4 Further integration is now required to bring together and further realise synergies across a number of service areas, including community safety, enforcement, neighbourhood management, regulatory services, highways and the public realm.
- 3.5 This proposal will also help the council positively address the challenges we will be facing in this area, and the expectations of our residents. It will give us the basis to better maximise opportunities with these services and reduce duplication in delivering our 15 Minute Neighbourhood agenda for the benefit of residents.
- 3.6 The creation of a new temporary Strategic Director (for up to 12 months) will provide the organisation with increase leadership capacity to realise these benefits and better resilience to oversee delivery of this agenda.
- 3.7 The Council will also be transitioning to a new Chief Executive. The current Chief Executive has taken a direct role in driving this area due to his professional background. It is considered necessary to reinforce this area during this period of change and expansion. This proposed change is temporary so as not to constrain any future Directorate arrangements or development of new target operating models developed by the new Chief Executive in consultation with the Leader.
- 3.8 The changes at executive level will increase the number of Strategic Leadership Team (SLT) members by one, for up to 12 months.

Created Posts			
Post Name	Grade	FTE	Status
Strategic Director of Neighbourhoods & Environment	SD2	1.00	Fixed-Term (up to 12 months)

- 3.9 Within the new area it is proposed that there will be three Corporate Director positions, reporting to the temporary Strategic Director of Neighbourhoods & Environment.

#### **4. OPTIONS & ALTERNATIVES CONSIDERED**

- 4.1 The alternative option is to retain the existing structure. This option would not enable the Council to progress positively, and with the amount of expected change and transition from our current Chief Executive would present a real risk to progress. The council would also not benefit in bringing these resources and functions together for increased joint working and integration.

#### **5. SUSTAINABLE COMMUNITY STRATEGY PRIORITIES (AND OTHER NATIONAL OR LOCAL POLICIES OR STRATEGIES)**

- 5.1 The Deputy Chief Executive Directorate will retain responsibility for the Council's Change, Strategy, Communities, Climate and Communications functions which all play a key role in the delivery of strategic priorities (including those related to sustainability) as well as community participation and engagement.

#### **6. CONSULTATION**

- 6.1 Any Chief Officer whose role is proposed to be affected by this process (for example change of line management) will be consulted on the proposal in accordance with provisions of the Council's HR Policy for Managing Change.
- 6.2 Appointment to the new role of Strategic Director of Neighbourhoods & Environment will be made by an appointments sub-committee of the Staffing Committee.

#### **7. IMPLICATIONS**

##### **7.1 Finance, Value for Money and Risk**

- 7.1.1 The creation of this new Strategic Director post will require an investment of up to £152k (SD2) for 2023/24, but will be mitigated by savings as we will be inviting internal candidates and it is unlikely to warrant full backfill depending on the appointed candidate.
- 7.1.2 The Chief Executive is confident that the proposed new structure is robust and able to give proper leadership and stewardship for reporting functions. The span of control is reasonable and the realignment provides the opportunity to allow existing and new Corporate Directors to take greater responsibility for the services they manage and group functions in a more logical and complementary way.

##### **7.2 Legal**

- 7.2.1 Changes to the Senior Leadership Structure is a Cabinet decision, if agreed the Senior Leadership Structure set out in Part 11 of the Council's Constitution will be updated accordingly.

- 7.2.2 The Council has power under s.112 of the Local Government Act 1972 to employ staff on such terms and conditions of employment as it sees fit. The Council has delegated authority for the exercise of its powers under s.112 to the Staffing Committee in respect of the appointment of Chief Officer roles. The Council has discretionary power to employ staff to discharge its functions and on such terms and conditions as it sees fit (section 112 of the Local Government Act 1972). It must do so within the framework of statutory employment law and its contractual obligations. Decisions relating to the Council's most Senior Management structure is an executive function to be determined by the Cabinet whereas decisions relating to service structure for Tier 3 and below are non-executive functions decided by the Chief Executive or other relevant officers in accordance with the Council's constitution and scheme of delegation.
- 7.2.3 As set out in the report affected Chief Officers will have been engaged on the proposals.
- 7.2.4 Considering the temporary nature of the role and the Council's approach to providing opportunities to existing employees, the temporary role will initially be offered to existing Directors from the 2<sup>nd</sup> and 3<sup>rd</sup> tiers of chief officers, including Corporate Directors as a secondment or fixed term appointment.
- 7.2.5 Appointment to the new Strategic Director of Neighbourhoods & Environment post will be made by an appointments sub-committee of the Staffing Committee as is required for all Chief Officer roles.
- 7.3 Equalities and Diversity**
- 7.3.1 The proposal outlined in this report have no impact on the Council's equality duty.
- 7.3.2 In relation to any staffing implications, the proposed changes will be managed in line with the relevant policies and procedures.
- 7.4 Sustainability (including climate change, health, crime and disorder)**
- 7.4.1 The new Directorate will include oversight of the Council's response to crime and disorder and will ensure that the organisation is better placed to take a coordinated approach to addressing these issues.
- 7.5 Council Infrastructure**
- 7.1.2 There are no direct infrastructure issues. Officer support for recruitment to the new Corporate Director posts will be provided by existing resources.

**BACKGROUND INFORMATION (as defined by Local Government (Access to Information) Act 1985)**

Not applicable