



Classification	Item No.
Open	

Meeting:	Cabinet
Meeting date:	21 July 2021
Title of report:	Business Growth and Infrastructure Department
Report by:	Councillor O'Brien, Leader of the Council and Councillor Clare Cummins, Cabinet Member for Housing Services
Decision Type:	Key Decision
Ward(s) to which report relates	None

Executive Summary:

The purpose of this report is to seek approval to the next stage of development of the Business Growth and Infrastructure (BGI) department. The report explains the role of the department and how this has changed since it was created in 2017/18.

The next stage of development of the department is then broken down into three sets of proposals:

- (a) Priorities for the role of Executive Director of Place and Housing for the next two years.
- (b) Policy and structural changes to provide the skills and capacity needed for the Council to lead the delivery of the new Housing Strategy.
- (c) Structural changes to the regeneration and development functions of the department following the appointment of two Assistant Directors earlier this year.

Recommendations

1. That the Council's housing functions be organised within the Business Growth and Infrastructure department, as set out in this report.
2. That the post of Director of Housing and Development be deleted.
3. That a new post of Assistant Director of Housing be established. The post has been evaluated at Chief Officer (Band C).
4. That the structural changes to housing functions, as detailed in section 4 of this report be approved.
5. That the structural changes within the regeneration and development functions of the Business Growth and Infrastructure department in, detailed in section 5 of this report be approved.

1. Context

- 1.1. The Business Growth and Infrastructure Department (BGI) was created in 2017/18. Since then, the overall departmental structure of the Council has changed; the Let's Do It strategy has been adopted and a new Housing Strategy has been agreed.
- 1.2. The Government's levelling up priorities have seen the scale and scope of the department's regeneration interventions increase significantly. The department has also played a major role in supporting business through the Covid pandemic; activities which will continue as the Borough's economy moves into recovery.

2. Background

- 2.1. The original purpose of the BGI department when it was created in 2017/18 was to operate as a master developer to generate income streams for the Council from regeneration and housing development. The Chief Executive reported to Cabinet on 16 December 2020 that the original purpose of the department placed too much emphasis on income generation through commercial activity at the expense of the Council's place shaping objectives.
- 2.2. Since 2018 the structure and resources of the department have been developed as follows.
- 2.3. A report to the Human Resources and Appeals (HRA) Panel on 7th September 2018 placed the BGI department within a new five department structure for the Council and Bury Clinical Commissioning Group. On 23rd September 2019 a report to the HRA Panel completed the details of the five departmental structure with specific realignment of teams and associated savings in senior management costs. Following consultation, the proposals were then approved by Cabinet on 13th January 2020. The BGI department was given responsibility for the key economic and housing projects; managing the Council's land and property asset portfolio; and business development and planning functions that promote the growth of the Borough.

- 2.4. A range of more operational functions were transferred from BGI to other departments and the role of Executive Director of BGI was deleted. The department was then headed by two Directors – a Director of Housing Growth and Development and a Director of Regeneration and Capital Growth.
- 2.5. The HRA Panel and Cabinet on 10th and 16th December 2020 respectively subsequently re-established a role at Executive Director level (Place and Housing) in recognition of the need for strategic expertise to lead delivery of the new Housing Strategy and the opportunities for external bidding that have been created by the Government’s Levelling Up agenda. Since February, the post has been filled on an interim basis and section 3 of this report sets out proposed priorities for the role once it is filled on a permanent basis.
- 2.6. The post of Director of Housing Growth and Development became vacant during 2020. Despite this, progress was made on the development of the new Housing Strategy which was approved by Cabinet on 24th March 2021. At the same time the Interim Executive Director of Place and Housing has reviewed the Council’s housing functions, including the relationship with Six Town Housing. Proposals for the housing role and structure are set out in section 4 of this report.
- 2.7. Following the approval of the Council wide structure by Cabinet in January 2020 the departmental management team was tasked with bringing forward a new detailed departmental structure. Accordingly on 30 June 2020 the Director of Regeneration and Capital Growth presented a report to the HRA Panel to restructure the senior level of the regeneration and development side of the department by deleting several roles and creating two new Assistant Director roles, one for Strategy, Planning and Regulation and the other for Regeneration Delivery. Two fixed term roles of Major Projects Managers were also created. These proposals were approved and have been successfully implemented. Section 5 of this report includes proposals for detailed structural changes below the two Assistant Directors.

3. Priorities for the Executive Director of Place and Housing

- 3.1. At its meeting on 16th December 2020 Cabinet approved the creation of a post of Executive Director of Place and Housing. The post was created for two reasons. Firstly, there had been a change in the purpose of the BGI department since the previous Executive Director post had existed. The original purpose of the department established in 2017/18 was to operate as a master developer to generate income streams for the Council from regeneration and housing development. The new Executive Director role was created to reflect the much broader place shaping role as set out in the Let’s Do It strategy. Secondly the Government’s levelling up agenda has moved the focus of regeneration funding from city regions to towns and from allocations to competitive bidding and the Council needs an Executive Director level role to take full advantage of these opportunities.

- 3.2. Cabinet also agreed in December 2020 to fill the post on an interim basis in order to secure the professional advice needed to advise on the structure, skills and partnership relationships the department will need going forwards to deliver its overall role and its housing role in particular. The interim Executive Director has now completed that work and the proposed role of the Executive Director as a permanent role is set out below. A detailed job description has now been prepared on this basis and the role will now be advertised and filled.
- 3.3. The Executive Director of Place and Housing role will have three areas of focus:
- (a) To be the Council's senior officer to implement the place elements of the Let's Do It strategy.
 - (b) To be the Council's lead officer for Housing.
 - (c) To oversee and support the Director of Regeneration and Capital Growth with particular reference to the overall place shaping role of the department. The Director of Regeneration and Capital Growth will remain a member of the Executive Team.

4. The Future of Housing Services

4.1. Background

- 4.1.1. Following a report to Cabinet in April 2019, it was agreed that all housing functions, apart from housing development, should transfer to Six Town Housing. A new management agreement was approved with details of the functions to be transferred and the delegations required. The purpose was to create savings for the Council and to allow the BGI department to generate new income streams through residential development, helping to reduce reliance on Government funding.
- 4.1.2. In 2017 an interim Director of Housing was appointed within the BGI department with a focused remit to build houses on sites owned by the Council and through market sales, produce surpluses and develop affordable housing to be managed by Six Town Housing. A further consideration to help facilitate this was to establish a Council owned housing development company in which profits and assets would be held.

4.2. **Current position**

- 4.2.1. There have been several challenges to implementation of the decision that all housing functions apart from development would transfer into the Six Town Housing. Operational decisions have been made in light of a series of unforeseen complexities including some statutory issues and a lack of clarity around how savings could be generated simply by transferring functions to Six Town Housing.
- 4.2.2. The Director of Housing role has been vacant since 2020 and in the interim several managers have been acting up and the Director of Regeneration and Capital Growth and the Deputy Chief Executive have covered the vacant Director of Housing post on a caretaker basis. The current managers and staff have continued impressively to deliver a mainly reactive service under very challenging circumstances.
- 4.2.3. The development of new homes has been limited especially with the turnover of staff at a senior level and the creation of a housing company has stalled. The Council has successfully applied to Homes England to become a delivery partner and is part of a consortium which has enabled it to build a number of affordable homes. The Council has also been successful in accessing GMCA funding for brownfield site residential development and remediation works are on site in Radcliffe, with another due to start shortly.
- 4.2.4. However, the risks surrounding development for sale have given cause to re-think the strategy, especially in light of a number of Local Authority Housing Companies being in difficulties across the country.

4.3. **Current Policy Context**

- 4.3.1. Several drivers for change have influenced the thinking on how the Council should take forward its housing functions and responsibilities since the last Cabinet report in April 2019.
- 4.3.2. The Let's Do It strategy and the new Housing Strategy have provided a fresh analysis of what the Council needs from its housing services and how a coherent set of housing functions within the BGI department can best deliver these needs.
- 4.3.3. Following the tragic fire and subsequent events involving Grenfell Tower, the Government has responded to the widespread concerns that tenants were not listened to and that the landlord, the Royal Borough of Kensington and Chelsea was too distant from its tenants. A Housing White paper in November 2020 set out the Government's response in order to help address these issues. Amongst other things, the White Paper will require all stock owning Councils to have a nominated responsible and accountable officer for its Landlord function. The legislation will also introduce consumer regulation which the Council must ensure it is able to comply with. Without a proper and fully supported senior oversight of Six Town Housing there is a substantial risk to any individual nominated by the Council. The Council will

have approximately 18 months to respond to this and the regulator has already set out some expectations relating to Councils with an Arm's Length Management Organisation (ALMO) primarily to reinforce the client/contractor role ensuring a more robust oversight and accountability for ALMO's.

4.3.4. The Housing White Paper will re-set the relationship with Six Town Housing. Whilst this should not disrupt the services delivered by Six Town Housing it means the Council will have to be much more engaged with achieving assurances on service delivery and performance, especially around health and safety.

4.4. **Options**

4.4.1. In this new context two main options for the future have been considered:-

- (a) Carry on as is and implement the transfer of functions to Six Town Housing and grow residential development via a Council owned housing development company; or
- (b) Retain the ALMO and strengthen the Council's strategic housing and housing client management function within the BGI department utilising a broader residential development capacity through partners and the private sector.

4.5. **Principles of a redesigned housing service**

4.5.1. Before approaching the practicalities of each option, it is important to understand and agree a set of guiding principles in terms of what Bury needs to achieve in the context of Let's Do It and the Housing Strategy. The following principles have been developed:-

- Ensure that housing is engaging with local communities to deliver what is needed.
- To make the Council more visible and accountable for leading on Housing.
- Create effective delivery actions in order to make the Housing Strategy meaningful and capable of making change happen, in particular building new homes.
- Create efficiencies in housing operations that enable more to be done with an agreed savings target, currently £250,000.
- Broaden the Council's housing partnership and collaboration approach to all relevant housing organisations.
- Improve the Council's evidence-based analysis of housing related performance especially in relation to the client function of its Arms Length Management Organisation (ALMO) and Tenant Management Organisation (TMO).
- Ensure that the Council's housing related statutory responsibilities are fulfilled.

4.6. **Option 1: Carry on as is with transfer of all Housing functions apart from development to Six Town Housing (STH)**

4.6.1. This option has been considered and rejected for a number of reasons:

- The current policy context; Let's Do It; the new Housing Strategy; and the Housing White Paper.
- The low performance of residential development by the Council.
- The unique nature of the proposal and risk i.e., there are no other ALMO's that have taken on this scale of service in one single transfer
- An underlying lack of understanding around ALMO performance and cost
- The Housing Revenue Account is coming under pressure and it is vital that the Council is able to take a more proactive role in developing its HRA 30-year Business Plan than it has done to date in order to ensure any investment decisions are affordable.

4.6.2. For these reasons, it is recommended that all proposals relating to transferring staff and housing functions to Six Town Housing be stopped. The current ALMO Business Plan presents the opportunity for specific service areas to be jointly reviewed with the Council. As ALMO/Council business improvement plans are concluded and where, as a result, services can demonstrably be improved and/or savings achieved by transferring functions and/or staff to Six Town Housing, decisions can be taken at that point.

4.7. **Option 2: Retain a strategic housing and housing client function within the Council under a single department and refresh and support a joint approach to residential development on Council owned land**

4.7.1. This is the recommended option for the following reasons:

- The changing policy context, especially the Housing White Paper and the responsibility it will place on the Council.
- The appointment of an experienced senior housing leadership within the Council will provide focus for the service and for other partners including the ALMO.
- The appointment of an experienced Assistant Director (Regeneration Delivery) in BGI has opened the route to better enable the Council to deliver residential growth through partners and the private sector whilst generating receipts.
- A strengthened intelligent client function will enable a clearer understanding of performance in both the ALMO and in housing services.
- A comprehensive housing service allows depth in housing knowledge to join up both physical and people-based strategies across public services.
- It allows a focus on residential development across all tenures and sectors and enables a much broader base of partners to be engaged.

- By enabling residential development rather than direct delivery, the service will lever external funding and skills and places risk in the right places.

4.7.2. Following the publication of the Housing White Paper there is an expectation that the Council will take a lead role in ensuring that its landlord responsibilities are met, with a senior post within the Council identified and named as the accountable officer. It is critical that the Council strengthens its client role with Six Town Housing in relation to monitoring performance, ensuring effective engagement with its tenants, and ensuring that all health and safety requirements are being adequately met.

4.7.3. The most effective and practicable option for implementation of housing development at pace will be for the Council to become a commissioning body working with a range of delivery partners including Registered Housing Providers (RHP's) to deliver a pluralist housing offer; accessing the resources it needs from a variety of third parties including Homes England and GMCA. The Council will still be able to capture land and other receipts e.g. Section 106 funding from successful private housing development to support the implementation of affordable and social housing. In addition, Council Tax receipts will increase together with New Homes Bonus. Harnessing the development and delivery capacity of partners will be a much more efficient and faster way of delivering the type of development which meets community priorities than trying to create a development capacity through an arm's length development company.

4.7.4. Whilst broadly all the relevant housing functions are being delivered in the current service, it is missing experienced senior leadership with a Director post held vacant and the related housing services are not benefiting from cross service synergy and the direction of resources into priority areas. There is an opportunity to create a broader housing service with crossovers and support. The current job description for the Director post is not fit for purpose and describes a role specifically around residential development and establishment of a development company. The job description has now been revised, including the title, Assistant Director Housing and grade (See Appendix 1) to reflect the broader skills set needed to lead a retained housing service within the BGI department with a line management into the Executive Director of Place and Housing who will take overall responsibility and accountability for the Councils Housing functions. The Assistant Director Housing will take responsibility for briefing the Cabinet Member for housing on all matters relating to housing strategy, policy and performance, including the ALMO and the Private Rented Sector.

4.8. **Structure of Housing Services**

4.8.1. The current and proposed structure below the Assistant Director of Housing is set out in Appendix B, with detailed information set out below.

4.8.2. Housing Needs and Options Service

4.8.2.1. The detailed restructure of the current housing needs and options service is subject to a current consultation on a new structure. If approved, the changes will deliver:

- An integrated structure across all emergency accommodation.
- Savings of £200kpa.

Integrated housing data and analysis across all three housing heads of service.

The proposed changes will allow greater opportunities for staff development; greater resilience and assurance that the totality of staffing and property resource is fully aligned with delivery of the Homelessness Prevention Strategy

4.9 Housing Strategy

4.9.1. The Unit Manager of Housing Strategy, Policy and Performance will be established and replace the Principal Strategy Officer. The post holder will be responsible for developing housing strategies and policy across the housing services and linking them into the Council's key strategic priorities. The post will be responsible for a housing research and analysis function to support good strategy and policy making and will be responsible for performance management of housing delivery, including Six Town Housing. The post will also play a key role in partnership working with other housing providers, both public and private and seeking to maximise non-council resources to help achieve strategic goals.

4.9.3. Within the Housing Strategy and Policy team there is clearly a gap in resources to fulfil the roles required. The key role identified is a Housing Research & Policy Officer which will be essential to keep abreast of the external housing policy environment and will be key to researching information and drafting the Council's responses to a range of housing policy issues including homelessness; private rented sector; home ownership; older people; climate change; and retained housing stock amongst others. This post replaces the current Policy & Development Officer – Energy.

4.9.4. There is also a risk in maintaining the current arrangements around supporting affordable housing activity. The current Affordable Housing Officer is established on a temporary basis and is creating a good income stream for the Council which more than pays for the post. Future demand for affordable home ownership options is only increasing and therefore this role is going to continue to be in demand. It is proposed that the post is established on a self-financing basis.

4.10. Private Sector Housing

4.10.1 The Private Sector Housing team (previously part of Urban Renewal under Adaptions and Energy) will primarily focus on the climate change agenda through reduced carbon emissions from residential property across Bury. It will also help and advise Six Town Housing on residential carbon reductions. Operationally it will continue to manage and deliver Disabled Adaptations in private sector housing and be responsible overall for the Adaptations capital

budget. It will also assist the Planning Officers in developing energy standards for new homes in the Borough. The team will also take responsibility for developing any Private Rented Sector Strategy, working closely with the Unit Manager of Strategy, Policy and Performance, the Unit Manager of PRS Enforcement and the Head of Homelessness & Housing Options

- 4.10.2. The current Unit Manager Adaptions and Energy will become Unit Manager Private Sector Housing with responsibility for enabling and delivering the Council's residential carbon reduction strategy across all tenures but in particular the private rented sector where specific statutory standards need to be met by landlords. The post will be responsible for developing residential carbon reduction strategies, bidding for funding and identifying the means of delivering practical measures to achieve residential carbon emissions. The post will manage the delivery of all disabled adaptation grant programmes and ensure that the Council fulfils its statutory obligations in this respect. The post will be responsible for managing the Council's overall response to the growth of the private rented sector and its attendant issues including the development of a private rented strategy.

4.11. Residential Growth

- 4.11.1. Residential development will shift from a position of purely building the Council's own houses for sale and affordable homes to a more mixed economy of enabling, commissioning and partnership. Bury has developed strong joint commissioning arrangements in the past with the town's Registered Housing Providers and they have all indicated their desire to resurrect what was a very successful arrangement which led to significant affordable housing development. This arrangement will reduce the Council's financial risk and enable significant external funding to be levered into the Borough whilst increasing development rates.
- 4.11.2. Two existing housing residential development posts Housing Growth & Development Manager and a seconded post from Six Town Housing Growth & Development Project Manager, have been effectively operating within the Regeneration and Capital Growth Division of BGI under the Assistant Director (Regeneration Delivery). Under the Assistant Director's direction, the posts will help prepare sites for either market disposal, affordable housing programmes or a mix of the two. This will include preparing bids for brownfield funding, resolving title issues, undertaking technical surveys where needed and for preparing and agreeing planning briefs. The Assistant Director (Regeneration and Delivery) and the team will work closely with the Assistant Director of Housing to ensure that sites are utilised in the best possible way to achieve the Council's objectives. If appropriate and feasible, consideration will still be given to developing Council owned affordable housing stock for retention and management by Six Town Housing. In order to help strengthen further the development capability and capacity of the Regeneration and Capital Growth service, it is proposed as part of this restructure to create an additional Major Projects Manager post under the

Assistant Director (Regeneration Delivery), details of which are set out in section 5.13. of this report.

4.12. Private Rented Sector

- 4.12.1. The current team of enforcement officers that forms the other part of the Urban Renewal team, under the Unit Manager - Policy & Development is insufficient to deliver anything more than a reactive service in the Borough. Creating a larger standalone Private Rented Sector (PRS) enforcement team in housing would be an expensive option and probably challenging in recruiting sufficient professional qualified staff. Rather than create additional new posts within housing, it is proposed that the enforcement function of the service be transferred into the Operations Department alongside the Council's wider enforcement team. By working within a wider pool of professional enforcement officers, more effective joining up of operations and focusing resources on priorities can be achieved and create more capacity for the PRS team to broaden their strategic role. The Unit Manager – Policy & Development will become Unit Manager – Private Rented Sector and the team will move along with PRS enforcement and empty homes officer position into Operations. This will leave the PRS strategy and empty homes strategy and policy within the strategic housing service. Strategy and policy teams will work closely with Operations to ensure strong practical links are maintained and that the Cabinet Member for Housing has a single point of contact for all PRS policy and strategy issues.
- 4.12.2. Cabinet agreed on 29 July 2020 to approve a civil financial penalty policy, enabling the Council to impose fines to landlords and letting agents where standards need to improve. There is the opportunity to utilise future income from Civil Penalty Charges back into the enforcement team in order to grow its capacity beyond the current proposal, details of which would be subject to a separate report.
- 4.12.3. It is further proposed that a new post Private Rented Sector (PRS) Development Coordinator is established in order to work positively with PRS landlords with the intention of identifying accommodation which the Council can use and to encourage better relations with good landlords. A post will be transferred into this service from former accommodation team in housing options, to provide capacity for wider PRS leadership and development, in support of housing strategy delivery. As this post works positively with landlords with the intention of developing mid to long term access for Council nominations, it is proposed that this post is based in the Private Sector Housing Team rather than an enforcement team. Teams will work collectively to ensure that where poor landlords and accommodation are identified, the Council does not nominate anyone to the landlord.

5. Regeneration and development

- 5.1. The first stage of a restructure of the regeneration, development and statutory elements of the BGI department (the non- housing side) was approved by the Human Resources and Appeals Panel on 30 July 2020 and led to the creation of two new Assistant Director roles. These were important new roles as they provided a much stronger focus on our statutory planning and regulatory capabilities and our capacity to deliver development and regeneration schemes.
- 5.2. The restructure also saw the creation of an interim Major Project Manager roles to lead our large area-based regeneration programmes in Bury and Radcliffe, to add to the existing post already in the structure for Prestwich.
- 5.3. The next phase of the restructure is designed to amend and align service areas under each of the new Assistant Directors to help drive forward the key objectives of the department.
- 5.4. In addition, the proposed restructure will bolster high-level capacity and capability to:
- Secure more discretionary resources from regional and national Government as well as a range of public bodies who issue grant funding.
 - Develop and implement a strategic transport plan for the Borough and to secure investment to deliver transport interventions the highway and on public transport.
 - Drive forward the delivery of new housing on brownfield sites in the Borough.
- 5.5. There are several more minor proposals contained within the report designed to strengthen the BGI department. These are in summary:
- To build the capability of the current Head of Development Management to engage in our major regeneration proposals at a pre-planning stage.
 - To refocus the critical role of Head of Land and Property to provide stronger management of our existing asset portfolio and to drive a transformational change through this team.
 - To improve the stability of the Building Control Team and ensure it is properly equipped to deal with the demands on the service.
 - To increase our capacity to deliver on key town centre planning work in Ramsbottom and Bury Town Centre.
- 5.6. The detailed changes proposed under each Assistant Director are set out below.
- 5.7. **Strategy, Planning & Regulation**

5.7.1 The Assistant Director for Strategy, Planning & Regulation will be responsible for five teams:-

- Transport Strategy
- Strategic Planning and Infrastructure
- Economic Development & Projects
- Development Management
- Building Control

5.7.2. It is proposed that the current Strategic Planning and Economic Development (SPED) service ceases to exist as a combined service area and that the current Head of Service post for SPED (currently vacant) is deleted.

5.8 Strategic Transport Lead

5.8.1 A new fixed term post is proposed which will play a critical role constructing our Borough wide transport strategy and for leading discussions with TfGM and other major transport partners (such as Highways England). The objective of the post holder will be to translate our strategic objectives into a viable pipeline of proposed transport investments. The postholder will be charged with building a strategic relationship with TfGM, ensuring we benefit from the capacity which is vested at the regional level, to build capacity and capability at a local level.

5.8.2. The post holder will play a senior role within the department and have overall day to day management accountability for:

- Development and implementation of the Borough's Transportation Strategy.
- Transport policy development, feasibility and development of options in relation to highway and public transport improvements, parking, cycling, walking, freight, motorcycling and taxis.
- Proactively identifying regional and national funding opportunities for delivering transportation schemes.
- Leading on the Council's input into the Greater Manchester Combined Authority and TfGM Local Transport Plan Strategic Vision (2040) and associated delivery plans.
- Ensuring that the development of local strategies and options take into account the various sub-strategies of the GM Transport Strategy including Streets for All, Made to Move and the Bee Network and Change a Region to Change a Nation and Bus Reform/Local Bus Strategy.

5.9. Strategic Planning and Infrastructure

5.9.1. The key functions and responsibilities of the Strategic Planning and Infrastructure service will be to:

- Fulfil the statutory requirement for a Development Plan (Strategic and/or Local Plan), including its preparation, consultation, monitoring and review.
- Develop comprehensive and robust evidence to support the preparation and implementation of the Development Plan, including studies, plans and strategies for the delivery of associated infrastructure.
- Create the policy framework for the determination of planning applications, including the preparation and review of supplementary planning documents.
- Provide specialist advice on planning policy matters to feed into the development management process and wider plans and strategies.
- Undertake information monitoring and research to support the needs of the service, together with managing the maintenance of databases and information systems.
- Oversee the monitoring of S106 Agreements/developer contributions.

5.9.2. A new Service Manager – Strategy Planning & Infrastructure will have overall responsibility for the service delivery and team within. The current Unit Manager post of Development Plans will be deleted.

5.9.3. The Data Management and GIS Officer and Assistant Data Management will be moved under the Strategic Planning and Infrastructure Service, under existing job descriptions and person specifications.

5.10. Economic Development & Projects

5.10.1. The key functions and responsibilities of the Economic Development service will be to:

- Lead the strategic implementation of development, economic and regeneration projects and initiatives, including developing visions, masterplans and delivery strategies for key town centres and development sites across the Borough (e.g. Bury Town Centre Masterplan and Radcliffe Strategic Regeneration Framework).
- Initiate, manage and implement key environmental projects across the Borough, including those associated with green and blue infrastructure, the natural and built environment, active travel and flood risk.
- Co-ordinate programmes and initiatives to raise the profile and maintain and enhance the strength of the Borough's town and district centre (e.g. Town Centre Boards, Purple Flag, Business Improvement Districts etc.).
- Identify potential external funding streams and opportunities for income generation to support physical economic development proposals and environmental projects and to support the preparation of business and investment cases and applications for funding bids.
- Work with key stakeholders to help develop and deliver economic and environmental strategies, plans and programmes in the Borough.
- Manage and oversee the Town Centre Boards .

- Support the development of people focussed economic development strategies to compliment the physical regeneration works in town centres.

5.10.2. A new Service Manager Economic Development & Projects will be created with responsibility for identifying and securing external public funding from national and regional government as well as from agencies and other public bodies. The post holder will also co-ordinate area based regeneration programmes in the five townships and provide a direct lead for work in Whitefield and Ramsbottom, which are areas not supported by a Major Projects Manager.

5.11. Development Management

5.11.1. The proposal is to establish a Team Leader role in the Development Management service to replace the Principal Planning Officer to reflect the required need for resilience and cover for the Head of Service.

5.11.2. The Team Leader post will both deputise and assist the Head of Service in running the Development Management Service area. This will include attending and leading the Planning Control Committee. The post of Principal Planning Officer will be deleted.

5.11.3. The increased responsibility will provide capacity to the Head of Service for Development Management to focus on strategic regeneration projects before they come in as formal planning applications (utilising their expertise to develop and shape strategic projects to ensure that they reflect planning requirements/asks – helping the delivery process). This will be particularly important in the context of key development and regeneration proposals emerging through the town centres proposals.

5.11.4 Building Control

5.11.5. The Building Control team fulfil a vital function on behalf of the Council ensuring that built structures and construction site are safe.

5.11.6. Whilst there are no structural proposals in building control, there have been issues in recruiting to vacant posts, due to competition in private sector. There is the potential for market rates supplement be required for these posts and that this would be subject to approval by the Cabinet Member for Finance and Corporate Affairs and Director of People and Inclusion, in line with Council policy.

5.12. Regeneration Delivery

- 5.12.1. The Council appointed a new Assistant Director for Regeneration Delivery with an explicit objective of driving forward the delivery of regeneration schemes on the ground.
- 5.12.2. Regeneration Delivery has the job of not only driving forwards the Council's major regeneration programmes in Bury, Prestwich and Radcliffe it also will provide a stronger link between the proposed Business and Investment team and our land and property assets.
- 5.12.3. The economic resilience of the district will be intrinsically linked to the ability to attract new (and seize upon existing) investment opportunities that create new jobs, open the door for employment growth, facilitate upskilling, deliver much needed housing and fortify our regeneration programmes.
- 5.12.4. The Council needs to refocus resources to be more outward looking, cultivate a business-to-business attitude and solidify relationships with private sector partners. The Council cannot continue to try to regenerate on its own – it needs to cement all its programmes with complementary private sector investment.
- 5.12.5. Another key objective is to drive major transformation and change through the Land and Property team. This team manages all the Council's surplus land and property assets, it manages our investment properties and out-of-town portfolio as well as smaller public inquiries along with valuation and viability advice to other services.

5.13. Major Projects Team

- 5.13.1. The Major Projects Team is a collection of individual Project Managers leading on the four major regeneration programmes being operated by the Council. These are:
- Prestwich Urban Village
 - Radcliffe Regeneration programme
 - Bury Town Centre
 - Brownfield Housing Sites (new)
- 5.13.2. The Council is failing to achieve its housing delivery supply by over 200 homes per annum. The Housing Development team has a chronic skills and resource issue with several officers leaving the council in 2020. The current team includes a seconded officer from Six Town Housing and are under considerable strain.
- 5.13.3. A new post is proposed fixed term Major Project Manager - Brownfield Housing Site which will lead on unlocking housing delivery on Council owned sites such as Wheatfield (Whitefield), Fletcher Fold (Bury), Radcliffe Town Centre / Cams Lane, East Lancs Paper Mill, Wellington Road, Townside Fields, Police Station / Castle Leisure and other Bury Town Centre residential sites. This has the potential to unlock delivery of over 1600 homes.
- 5.13.4. The posts for Bury Town Centre and Radcliffe formed part of the first phase restructure of BGI, the Prestwich post pre-dates this. The posts are on two-

year fixed term contracts. In the case of the Prestwich Urban Village and Radcliffe Regeneration Programme projects it is proposed that these posts be made permanent, as the Council has now secured the land holdings which mean the Council can proceed with its longer-term development plans with the most significant impediment removed.

5.13.5. There is the potential for a market rates supplement be required for some these posts and that this would be subject to approval by the Cabinet Member for Finance and Corporate Affairs and Director of People and Inclusion, in line with Council policy

5.14. Business and Investment

5.14.1. The key functions and responsibilities of the Business and Investment will be to:

- Develop the Borough's Economic Development Strategy, working with Services across the BGI department and corporately to ensure its successful implementation.
- Lead on key elements of the Borough's business engagement and inward investment strategy.
- Work with key businesses to understand their needs and help them thrive (e.g. Bury Business Leadership Group, cement relationship with our biggest employers).
- Support new and existing businesses and key sectors to help them to grow and to realise their potential by facilitating business support services.
- Develop an inward investment strategy, liaising with local inward investment agencies and promoting the availability of land and property opportunities in the Borough.
- Drive a re-focus of Invest in Bury brand, communication and engagement strategy to attract new external investment.
- Encourage Bury's businesses to invest in the skills of their workforce and encourage and support employers to recognise the business advantage of apprenticeships within the workforce.
- Ensure workplace skills agenda is strongly linked to Borough wide skills strategy.
- Coordinate the provision of grant assistance to the Borough's businesses (when available) and seek to maximise uptake of GM business development activities by Bury companies.
- Promote corporate social responsibility under the auspices of delivering the Let's Do It Strategy.
- Support strategies to ensure local Bury businesses benefit from the procurement opportunities being created by the largest public bodies in the Borough (Council, CCG, Colleges, Schools, NHS).
- Develop a health and wellbeing offer to local businesses and promote a healthy workforce.

5.14.2. To deliver these changes it is proposed that a new Service Manager Business and Investment to be created as they will take overall responsibility for the

service delivery and team within. The current Unit Manager post for Economic Strategy and European Policy to be deleted.

5.14.3 All other staff sitting within the current Economic Strategy and European Policy Unit are proposed to be moved into the new Business and Investment service, under existing job descriptions and person specifications.

5.15. Land and Property

5.15.1. The property service manages a £268 million estate whilst also adding value to other services through Regeneration, Housing, Planning and with NHS and social landlord partners. The team of Chartered Surveyors manage the council's land and income producing commercial property portfolio, land disposals, provide viability and valuation advice and maintain land records for the whole district.

5.15.2. There is an acute need to refocus impact away from legacy service functions towards efficiently managing the estate, leading technical aspects of strategic development, unlock housing viability and compliantly dispose of land, property and assets.

5.15.3. The current organisational structure is incomplete, inherited from historic service provision and not fit for purpose. The proposal is to update the focus of the team away from traditional siloed workload to pool resources and to increase output.

5.15.4. The key focus of the team going forwards can be summarised as:

- Manage the Accelerated Land disposal programme – manage inquiries, retain the Agent and manage the transactions.
- Improve the performance of the commercial property portfolio, identifying opportunities to invest capital to secure long-term revenue streams.
- Manage the One Public Estate programme, co-ordinating the future development of the public estate across the Borough and provide options for the future of the Town Hall site.
- Manage the out-of-town investment portfolio, providing options for exist at the point value can be maximised.
- Lead on the development of the Chamber Hall business park and other key strategic industrial landholdings.
- Implement a strategy of the future of Bradley Fold.
- Create outsourcing opportunities to increase performance of the property portfolio.
- Simplify the Council's land and property ownerships, retaining only what is required for operational or regeneration purposes.

5.16.5. To achieve this transformation it is proposed that the current Head of Property & Asset Management be revised and redesignated as to Head of Land & Property , appointed in line with Council policy and process.

5.16.6. There is the potential for market rates supplement be required for this posts and that this would be subject to approval by the Cabinet Member for Finance and Corporate Affairs and Director of People and Inclusion in line with Council policy.

6. Financial Implications

- 6.1 The proposed structure involves an element of growth to the current structure with some of this being fixed term posts. There are a combination of funding requirements including revenue budget, capital receipts, charging to specific capital projects and charging into the Housing Revenue Account (HRA).
- 6.2 This brings with it some complexity which will need careful review and monitoring to mitigate any risk due to changing funding streams to enable a timely response and adaptation of the planned funding should this become necessary. One part of this will be the need for a rolling plan of live capital schemes for the posts which are to be capitalised (or partially capitalised) to ensure that there are programmes or assets for the costs to be charged against. There should also be a regular assessment of the ability of the Housing Revenue Account to afford the charges being made against it and to ensure that this does not reduce the sustainability of the HRA in the longer term.
- 6.3 It is vital that the costs of the posts to be capitalised against specific capital schemes are factored into the development of business cases at the outset to ensure that sufficient funding is made available to allow the project to be successfully completed.
- 6.4 Part of the funding included in this proposal is an amount of £200,000 which was built into the 2021/22 budget as a one-off revenue budget relating to Strategic Transport capacity. Approval will need to be sought to phase this funding over the period of the Strategic Transport fixed term post once recruited to.
- 6.5 Whilst there are savings delivery identified through parts of the delivery of the restructure, the funding is complex and reliant upon various funding streams which include a stretch target within the transformation programme of £200k along with various capital schemes.

7. Workforce Implications

7.1 The recommendations have been developed in partnership with the HR Service and grades included have been subject to job evaluation. Trade Union colleagues have been consulted on these proposals. The changes proposed which affect current staff will be subject to a formal 30 day consultation period prior to their implementation in line with Council policy. A detailed workforce impact analysis has been conducted. No redundancies are anticipated as a result of the changes proposed.

8. Conclusion

8.1 The changes proposed are made as the basis for consultation. A period of 30 days consultation will be allowed to take feedback on the proposals and discuss details with affected staff and the Trades Unions, following which the posts will be advertised and the relevant process will be followed to recruit to the posts.

9. Appendices

Appendix 1: Role Description Assistant Director of Housing.

Appendix B: Structure charts: current and proposed.

Other alternative options considered

Options are included in the main body of the report.

Community impact/links with Community Strategy

The proposals in this report are directly aligned with the Lets do it! Strategy, in particular the delivery of the housing strategy which is referenced in the overarching report.

Equality Impact and considerations:

Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

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.*

The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.

Equality Analysis	<i>Please provide a written explanation of the outcome(s) of either conducting an initial or full EA.</i>
The proposals in this report strengthen the Council's leadership of inclusion within the borough, in particular support to the socio-economically deprived people who are defined within our local Inclusion Strategy as a protected characteristic.	

**Please note: Approval of a cabinet report is paused when the 'Equality/Diversity implications' section is left blank and approval will only be considered when this section is completed.*

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation

Consultation:

Proposals are made as a basis for 30 days consultation with affected staff in accordance with the council's restructure procedure.

Legal Implications:

These proposals set out the staffing proposals for Business Growth and Infrastructure and the private rented sector team to align to Operations. The Council will ensure compliance with all legislative requirements in relation to these proposals. All policies and procedures will be complied with in accordance with current Council policy and in conjunction with the employee consultation tool kit. A consultation will

take place with all affected staff , all vacancies will be advertised in accordance with our Council procedures.

Financial Implications:

This represents a key strategic restructure for the Council and the bringing together of a number of key functions and departments. As a consequence of the work that will be undertaken by this Department the funding of different posts will be from a number of recurrent and medium term funding streams, both revenue and capital as appropriate including transformation and capital receipts. There is currently a £200k increase in costs over and above identified funding which the department should be able to generate through transformation and delivery of economic growth and income after a period of approximately two years. In the interim the shortfall will be funded from a combination of slippage in recruitment to new posts and support from the transformation reserve.

Section 4.8 identifies £200k of savings against housing services towards the savings target identified during the 2021/22 budget setting process and approved by Council in February. The additional £50k to achieve the target £250k is then delivered within the overall proposals.

Report Author and Contact Details:

Geoff Little, Chief Executive and Bury CCG Accountable Officer

Email: g.little@bury.gov.uk

Background papers:

None.

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning
PRS	Private Rented Sector
GMCA	Greater Manchester Combined Authority
BGI	Business Growth and Infrastructure
HRA	Human Resources and Appeals Panel
CCG	Clinical Commissioning Group

GM	Greater Manchester
ALMO	Arm's Length Management Organisation

Appendix 1: Job Description for Assistant Director Housing



JOB DESCRIPTION

Post Title: Assistant Director of Housing	
Department: Business, Growth and Infrastructure	Post No:
Division/Section:	Post Grade: Band C
Location: Town Hall, Bury	Post Hours: 37
Special Conditions of Service: None	
<p>Purpose and Objectives of Post:</p> <p>To provide effective leadership on all matters relating to the Council's Strategic Housing role including policy and strategy; homelessness and housing options; private sector housing; disabled adaptations; client for the Council's ALMO and Disabled Adaptations.</p> <p>Take responsibility for ensuring the Council's Housing Strategy is up to date and priorities are delivered, identifying resources and gaps to enable those priorities to be delivered or re-prioritised as necessary.</p> <p>To create a collaborative environment both within the Council and its public sector partners and in the wider housing related field in order to deliver the housing strategy objectives.</p> <p>To build a delivery culture amongst housing teams and partners which get things done and presents an outward facing reputation for Bury as a place that makes things happen.</p> <p>To assist and support the Executive Director of Place and Housing to discharge their responsibilities and accountabilities for housing</p>	
Council Accountable to: Executive Director of Place and Housing	

Immediately Responsible to: Executive Director of Place and Housing

Immediately Responsible for: Head of Homelessness and Housing Option; Head of Housing Strategy, Policy and Performance; Head of Private Sector Housing.

Relationships: (Internal and External)

Internal – Elected Members, Chief Executive, SLT, Senior Managers, Trade Unions.

External – Potential residential investors, Housing Partner Organisations including Six Town Housing - Arms Length Management Organisation (ALMO), Greater Manchester Combined Authority, Funding Agencies such as Homes England and Government Departments.

Control of Resources:

Managers and staff within the Directorate under your control.

Budgets under your control.

Health, Safety and Welfare of staff under your control.

Equipment.

Duties/Responsibilities:

Housing:

The housing teams support the development and implementation of the housing strategy across the Borough, in particular the overall supply including numbers, tenures, affordable housing and supported housing.

This includes the lead responsibility for the following tasks:

1. Understand and contribute to planning frameworks to guide and co-ordinate residential development activity;
2. Analysing information on housing market intelligence and housing needs in relation to the Boroughs housing supply and formulating plans and strategies to help deliver good quality housing to meet demand and need, including assessment of the current stock and its suitability in meeting demand and needs;

3. Create collaborative working partnerships with the local Registered Housing providers and other appropriate delivery organisations to enable them to deliver the Borough's housing and neighbourhood priorities;
4. Management of the statutory housing register and oversee the allocations process and to lead on any periodic reviews of the effectiveness of the Council's policy and processes in meeting need and balancing communities.
5. Management of the Councils Homelessness service including prevention of homelessness, rough sleeping and temporary accommodation.
6. Management of a range of housing related services through contract management, in particular the ALMO management agreement and any TMO agreements;
7. Management of the HRA and the housing capital programme, including funding for disabled adaptations across the Borough;
8. Ensure the Council is able to make the best use of its existing housing stock and in particular managing the reduction of long term empty homes in all sectors.
9. Management and delivery of the Boroughs residential carbon reduction implementation plans including enforcement of Government standards and any locally agreed standards.
10. Influencing and supporting the delivery of the Boroughs Private Rented Sector enforcement team to ensure that the Council meets its statutory duties and is enabled to be more pro-active in the sector.

Residential Growth:

The Housing service will work closely with Land and Property teams in the BGI Directorate to enable Residential development to be brought forward.

This includes the lead responsibility for the following tasks:

1. Maintaining an up to date knowledge of the Housing Market in Bury and maintaining a good knowledge of the Housing Needs across all tenures.
2. Applying the knowledge to develop residential accommodation strategies to enable clear development plans to be brought forward on both sites owned by the public sector and private land
3. Identifying public and private sector partners to help deliver residential schemes putting in place enabling processes and supporting funding bids where appropriate;
4. Identifying and targeting government and GMCA funding programmes and loan facilities on priority schemes.

Securing External Funding

1. Understand and interpret existing and future legislation and funding frameworks and, in conjunction with finance colleagues, develop appropriate strategies to maximise residential funding opportunities for Bury.
2. Maintain and develop good working arrangements with key external funding agencies such as GMCA and Homes England and lead on funding bid preparations for appropriate residential funding
3. Project lead, identify and source relevant alternative funding opportunities including Institutional funding, including identification of potential investors.

Growth Senior Management Team

1. Deputise for the Executive Director of Place and Housing as and when required.
 2. Work closely with the Director of Economic Regeneration and Capital Growth ensuring a joined up approach.
 3. Represent Housing and Residential Growth on the Senior Management Team.
-

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4. Contribute and, where appropriate, lead the development and implementation of Bury strategy and policy, liaising with internal colleagues and Elected Members as appropriate.
 5. Promote effective working relationships across Bury and ensure the growth strategy is communicated across Bury and is consistent with the growth objectives and priorities.

Management of Teams

1. Lead, motivate and develop teams carrying out regular 1-1's with direct reports and employee reviews and allocating workloads according to ability, developmental needs and capacity.
 2. Ensure all corporate policies and process are effectively implemented and adhered to including legal, procurement and financial controls.
 3. Ensure all staff within the team are being developed, both professionally and personally.
- As an employee of Bury Council you have a responsibility for, and must be committed to, safeguarding and promoting the welfare of children, young people and vulnerable adults and for ensuring that they are protected from harm.
 - Bury Council is committed to equality, diversity and inclusion, and expects all staff to comply with its equality related policies/procedures, and to treat others with fairness and respect.
 - The post holder is responsible for Employees Duties as specified with the Corporate and Departmental Health and Safety Policies.

Where an employee is asked to undertake duties other than those specified directly in his/her job description, such duties shall be discussed with the employee concerned who may have his/her Trade Union Representative present if so desired. (See paragraph 203 of supplemental Conditions of Service)

Job Description prepared by:	Sign:	Date:
Agreed correct by Postholder:	Sign:	Date:
Agreed correct by Supervisor/Manager:	Sign:	Date:

DEPARTMENT FOR BUSINESS, GROWTH AND INFRASTRUCTURE

Assistant Director of Housing

CORE BEHAVIOURS FOR THE POST (Please tick those relevant)			
Commercial Thinking & Analysis	✓	Planning	✓
Customer Service	✓	Developing Self & Others	✓
Delivering Results	✓	Teams, Networking & Partnerships	✓
Values, Ethics & Diversity	✓	Adapting to Change	✓
Delivering a Quality Service(Continuous Improvement)	✓		

SHORT LISTING CRITERIA	ESSENTIAL	DESIRABLE
Qualifications		
Relevant degree or professional qualification	✓	
Management Qualification		✓
Project management qualification at practitioner level and equivalent experience (e.g., MSP Practitioner or Prince2)		✓

Experience		
Relevant experience or good knowledge of Social Housing management practice	✓	
Relevant experience or good knowledge of all aspects of housing strategy and policy development	✓	
Experience of identifying funding opportunities and successful bidding for funding to external agencies	✓	
Experience of creating and sustaining good collaborative working arrangements with relevant partners which deliver results	✓	
Experience of providing strategic direction and strong leadership to senior managers. Line management or successful matrix management experience in a similar sized, large or complex organisation	✓	
Experience of effectively managing key performance indicators and identification of key strategic and operational risks	✓	
Effectively managing revenue budgets in a constantly changing environment	✓	
Experience of developing and managing capital investment programmes especially in relation to housing investment and adaptations	✓	
Experience of managing team and staff workloads through prioritisation and bidding for additional resources to support desired outcomes	✓	

Knowledge and Skills		
Broad knowledge and understanding of Housing, both public and private.	✓	
Ability to lead by example, coach, mentor, inspire and motivate people to provide excellent, professional, value for money services	✓	
Ability to proactively develop relationships and build effective partnerships delivering excellent services.	✓	
Knowledge of appropriate legislation and funding frameworks	✓	

A good knowledge and understanding of the workings of local government, including its legal, financial, social and political pressures and processes.	✓	
Initiative to work independently, working imaginatively and creatively to solve a range of problems to work through risks and make decisions and/or recommendations as appropriate where a solution may not be immediately be obvious	✓	
Strong interpersonal skills to initiate and develop positive and effective working relationships, both internal and external, influencing and negotiating with others	✓	

