

Report – Establishment Committee

Senior Officer Recruitment – Environment Department

To be presented on Thursday, 10th March 2022

*To the Right Honourable The Lord Mayor, Aldermen and Commons
of the City of London in Common Council assembled.*

Summary

This report seeks decisions relating to the organisational design of the Environment Department, in line with the City Corporation's Target Operating Model ("TOM").

The report proposes the creation of two new roles within the Environment Department structure.

- a) Strategic Director of Natural Environment, and
- b) Assistant Director Policy & Projects

As these posts are at Grade I or above, their creation is submitted to this Honourable Court for approval.

The full Environment Department structure has been approved, under urgency by your Open Spaces and City Gardens Committee, Licensing Committee, Property Investment Board, Corporate Asset Sub Committee, Epping Forest and Commons Committee, Hampstead Heath, Highgate Wood and Queens Park Committee and West Ham Park Committee; by your Planning and Transportation Committee and Port Health and Environmental Services Committee and by your Establishment Committee.

RECOMMENDATIONS

The Court of Common Council is **recommended** to:

- a) Approve the creation of a new Strategic Director of Natural Environment at Grade J; and
- b) Approve the creation of a new Assistant Director Policy and Projects post at Grade I.

Main Report

Background

1. The Court of Common Council, on 3 December 2020, agreed the governance and timetable for the approval of the Target Operating Model (TOM) and Organisational Design Principles (OD). This included the creation of an

Environment Department which brought together the previous Department of the Built Environment, Port Health and Public Protection (part of the former Department of Markets and Consumer Protection) and Open Spaces, headed up by a new Executive Director, who joined in August 2021.

2. The department TOM proposals were approved by Establishment Committee on 19 January 2022, and subject to staff consultation until 27 February 2022.
3. The Environment Department is the largest and most complex in the Corporation. The TOM gave the Executive Director, Environment the opportunity to create a Department that is fit for purpose and fit for the future.
4. Consultation and agreement of these confidential proposals was undertaken during December and January with nine Committees (listed below). For Port Health and Environmental Services, delegated authority was given to the Chair and Deputy. For Planning and Transportation delegated authority to the Chair and Deputy was also given but with Committee members having initial sight of the report and being able to feed back to their Chair and Deputy prior to them making their decision. For the other seven Committees, CoL members received their relevant confidential committee report and appendices, and feedback was curated and circulated to the respective Chair and Deputies. An informal meeting of these Chairs and Deputies was held and final approval granted under urgency as it was not possible to present the reports to full committee within the tight timescales available. This has provided a fair and equitable way for Members to consider our proposals so voices can be heard and captured.

Under urgency:

Open Spaces and City Gardens Committee
Licensing Committee
Property Investment Board
Corporate Asset Sub Committee
Epping Forest and Commons Committee
Hampstead Heath, Highgate Wood and Queens Park Committee
West Ham Park Committee

Under delegated:

Planning and Transportation
Port Health and Environmental Services

Current Position

5. The Chief Officer role of Open Spaces Director has been deleted following the retirement of the previous postholder.
6. There is no person or team to lead the ongoing development and delivery of the Corporation's Transport Strategy, Road Danger Reduction Plan and numerous projects & programmes to ensure the City's streets, spaces and transport are fit for purpose and designed & managed in line with organisational objectives.

Proposals

7. Creation of a new Strategic Director of Natural Environment. This post is a critical senior leadership position and its role and responsibilities have been assessed internally within the Department and considered to form an important and key part of the Environment Department.
8. Creation of a new Assistant Director Policy and Projects. This post will form a key position within the City Operations division, ensuring the City's streets, spaces and transport are fit for purpose and safely designed & managed in line with organisational objectives.
9. The Executive Director, Environment will be involved in the recruitment and interviews for the Assistant Director Policy and Projects. In line with HR policies this post will be recruited internally to reduce the impact of redundancy.

Corporate & Strategic Implications

10. The appointment of the Strategic Director of Natural Environment post, a senior specialist professional post, is critical to delivering the transformation of Open Spaces into the future Natural Environment division, which is fit for the twenty-first century.
11. The appointment of the Assistant Director Policy and Projects, a key specialist professional post, is critical to the process of redefining how policy, programmes and projects are delivered to enhance the City's streets & spaces. They will lead and provide a strategic overview of the City's Transportation Strategy and be the Senior Responsible Officer for road safety. It therefore has a critical strategic role in the City maintaining its international standing and ensuring a flourishing economy.
12. **Corporate and Strategic Implications** - The Environment Department plays a central role in helping to deliver the Corporate vision through all facets of its work. Ultimately, the creation of these two posts will support the successful delivery of the Environment Department's Business Plan. Furthermore, the proposal will support the vision set out within the City Corporation's Corporate Plan ("CP") for 2018 – 23 and reinforces CP outcomes **1, 2, 3, 4, 9, 10, 11, 12**
13. **Financial Implications** – The funding for the two new posts, and the full leadership team, have been approved by the relevant committees. If the proposal is approved, the additional costs for 2022/23 onwards will be built into budgets going forward as part of the corporate annual budget setting process.
14. **Climate implications** – The creation of these two roles will not have any direct climate implications, however, both roles will have a significant role in delivering the objectives of the Climate Action Strategy.
15. **Equalities Implications** – The Executive Director, Environment has conducted a Test of Relevance to comply with the City Corporation's Public Sector Equality Duty 2010.

Conclusion

16. In summary, this report seeks approval for the creation of two new posts a) Strategic Director of Natural Environment at Grade J; and Assistant Director Policy and Projects post at Grade I.

All of which we submit to the judgement of this Honourable Court.

DATED this 19th day of January 2022.

SIGNED on behalf of the Committee.

Tracey Graham
Chair of the Establishment Committee

Appendices

Appendix 1 – Summary of Roles

Appendix 2 – Environment Department Top Level Org Chart

Appendix 1 – Summary of Roles

1. Strategic Director of Natural Environment

Natural Environment

The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes Epping Forest, City Commons, Burnham Beeches and Stoke Common which are registered charities and are funded from City's Cash. They are run at no cost to the communities that they serve, as they are funded principally by the City, together with donations, sponsorship, grants and trading income.

The draft vision for the division is to enhance the City of London Corporation's reputation as a global leader in climate action and sustainability by pro-actively delivering carbon negative solutions and increasing biodiversity, collaborating extensively with the local community to provide outstanding natural environments, and develop self-funding mechanisms over the long term.

Purpose of Post

Reporting to the Executive Director, Environment, the Strategic Director of Natural Environment is responsible for leading the division, establishing and delivering a vision and five-year plan, increasing conservation activities to support the City of London Corporation's Climate Action Strategy, and increasing the visitor numbers and improving the visitor experience. Fundamental to this role is the health and future wellbeing of the ten Open Spaces charities and developing a rolling investment programme to secure the future of these assets. As a key member of the Environment Senior Leadership Team (SLT), the Strategic Director will display a collaborative leadership approach, working cooperatively with other members of the SLT to maximise the strategic impact of the Environment Directorate's activities for the benefit of London, Londoners and the wider community.

2. Assistant Director: Policy and Projects (City Operations)

Purpose of post

Reporting to the City Operations Director this role will lead the development and delivery of the Corporation's Transport Strategy, Road Danger Reduction Plan, Public Realm Strategies, Lighting Strategy and Local Implementation Plan to ensure the City's streets, spaces and transport are fit for purpose and designed & managed in line with organisational objectives. This role will lead the promotion of these strategies and plans to City businesses, residents and relevant London, national and international organisations and to engage stakeholders in delivering related projects and initiatives.

They will lead on, direct and deliver capital programmes & projects affecting the City's streets and spaces, ensuring compliance with corporate governance processes, balancing the needs of developers with the needs of the public, meeting the City's statutory duties and delivering high quality outcomes to enhance the Square Mile.

As the primary City of London contact for TfL, GLA and other external bodies in all transportation and public realm initiatives and projects, they will lead on negotiations, development, sponsorship and planning of programmes and projects delivered by the Corporation and TfL in that context.

They will be responsible for the delivery of effective communication & engagement for this area of responsibility with Members, the department, other sections of the City Corporation, City Police, external stakeholders, businesses, residential groups and the general public.