

<b>Meeting name:</b>	Cabinet
<b>Date:</b>	22 July 2024
<b>Report title:</b>	Housing Department Senior Management Structure
<b>Cabinet Member:</b>	Councillor Helen Dennis, New Homes and Sustainable Development
<b>Ward(s) or groups affected:</b>	All
<b>Classification:</b>	Open

## **FOREWORD: COUNCILLOR HELEN DENNIS, CABINET MEMBER FOR NEW HOMES AND SUSTAINABLE DEVELOPMENT**

An affordable, decent home is the foundation for a good life – essential for health, stable work and education. Having a good home is the starting point for everything. Without a stable and safe home, children can't stay at school with their friends, families can't hold down steady jobs, and people suffer ill health. Housing is consistently raised by residents as their most important issue and be a key strand of our Southwark 2030 plan.

The current housing crisis is hitting people hard and far too many people in Southwark and across London lack a good home, with too many people living in overcrowded properties, paying excessive rents to private landlords or facing homelessness. It is a scandal that 1 in 23 children in the capital is now living in temporary accommodation, and tackling this issue must be at the forefront of any new government agenda.

In Southwark, we are committed to using our powers and resources to most effectively play our part in addressing the housing crisis and to work hand in hand with residents to transform housing in our borough. As the biggest council landlord in London, managing 55,000 properties, we have a significant role to play in ensuring that our residents have decent, safe and well-maintained homes, and with over 17,500 people on our waiting list, we need to ensure we are responding to housing need, through building new homes and managing allocations in a way that is fair and transparent.

The proposals in this report are designed to enable the delivery of these objectives by ensuring the council's housing department benefits from the best possible leadership structure and team and in particular these proposals will increase the capacity within resident services and housing solutions to deliver services strategically and effectively.

## **RECOMMENDATIONS**

### **Recommendations for the Cabinet**

1. That the Cabinet note the creation of a new Director of Housing Needs and Support.
2. That the Cabinet note the deletion of an existing, vacant senior management post, the Director of Major Estates, meaning the creation of the new director post is not an additional cost.
3. That the Cabinet note the proposal to create a new Assistant Director of Planned Maintenance.
4. That the Cabinet note the proposal to delete an existing senior management post, Senior Strategic Business Manager, meaning the creation of the new Assistant Director post is largely offset by the saving achieved from deleting the Senior Strategic Business Manager post.
5. That the Cabinet note the proposals in this report directly affect a small number of employees and are therefore subject to consultation with those employees and their trade union representatives.
6. That the Cabinet delegate authority to the Strategic Director of Housing, to finalise and implement the proposed changes once consultation with directly affected employees and their trade union representatives has been completed and all consultation responses have been taken into account

### **REASONS FOR RECOMMENDATIONS**

7. The recommendations in this report are intended to ensure the housing department has the necessary leadership capacity and capability to achieve the council's ambition of decent homes for all.
8. Southwark continues to have one of the largest council house building programmes in the country. Of 2,234 council homes started nationally in 2021-22, 897 were in Southwark, more than double the number delivered by the next largest council home builder, Haringey.
9. Furthermore, Southwark is the largest council landlord in London, and the fourth largest in the country, with responsibility for some 55,000 homes.
10. Our Southwark 2030 housing goal is to deliver decent homes for all our residents. This includes our intention to improve the standards of council, social and private-rented homes; increase the number of genuinely affordable homes; and reduce the number of people who are homeless or living in overcrowded accommodation.

11. The council is working with residents to transform the borough's housing, putting residents at the heart of all our decisions and investing £1 billion over the next decade to ensure that everyone has a good home.

## **ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

12. The council could maintain its existing senior management structure. However, this would adversely impact on the council's work to ensure that everyone lives in a safe and well-maintained home. Therefore, this option is not recommended.

## **POST DECISION IMPLEMENTATION**

13. Subject to Cabinet approval of the recommendations in this report, the timeline for implementation will run as follows:

<b>Key activity</b>	<b>Target completion date</b>
Consultation with directly affected employees and their trade union representatives	commenced on 08 July 2024 and anticipated to conclude on 31 July 2024
Strategic Director of Housing to finalise the proposed changes, ensuring all consultation responses are taken into account	31 July 2024
Appointment to new posts	October 2024 onwards

## **BACKGROUND INFORMATION**

14. Housing services across the country are under intense pressure and scrutiny – not least because of the new powers assigned to the Regulator for Social Housing, the Housing Ombudsman and the Building Safety Regulator. The impact of these changes is magnified in Southwark given the scale and range of the council's housing stock, which includes Victorian tenement buildings, 19th century terraced houses and 1960s tower blocks.
15. The council's new Strategic Director of Housing, Hakeem Osinaike, has completed a review of senior management capacity and capability within the housing department. His findings have resulted in the proposals set out in this report.

## **KEY ISSUES FOR CONSIDERATION**

### **Creation of a Director of Housing Needs and Support**

16. Approximately 3,000 households in Southwark become homeless every year, and the borough now has the sixth largest rough sleeping population in London. The creation of a Director of Housing Needs and Support is required to lead the council's response to these significant challenges. The new director will be responsible for:

- leading the council's approach to tackling homelessness, including preventing households from becoming homeless
  - strengthening cross-sector partnerships and collaboration, especially with the largest housing associations in Southwark
  - developing a whole-system approach to the design and delivery of the council's housing strategy and Housing Revenue Account (HRA) business plan
  - advising the leader, cabinet members, chief executive and senior officers on all matters associated with homelessness and the council's housing strategy.
17. The cost of this new post will be offset by the deletion of an existing, vacant senior management post, the Director of Major Estates. This role was initially established to lead the development of proposals for the Ledbury Estate. In addition, the former postholder also played a significant role in relation to both Tustin and Sceaux Gardens estates. However, this post – now vacant – is no longer required because responsibility for the regeneration of these estates, and the Aylesbury Estate, has been assigned to the Managing Director of Southwark Construction.
18. In addition, the creation of a Director of Housing Needs and Support will increase the strategic capacity in Resident Services by enabling the director of that function to focus solely on the council's landlord services.

### **Creation of a new Assistant Director of Planned Maintenance**

19. The Asset Management directorate has responsibility for maintaining the council's housing stock, which includes compliance with all relevant health and safety standards, including those set out in the Building Safety Act 2022 and by the relevant regulatory bodies. In addition, the Asset Management directorate is responsible for an extensive programme of planned maintenance and investment valued at c.£100m per annum.
20. Cabinet has previously agreed to strengthen leadership capacity and capability in the Asset Management directorate through the creation of an Assistant Director of Building Safety (December 2021) and an Assistant Director of Repairs (December 2023). The Strategic Director of Housing has identified a requirement to establish a further senior management post, Assistant Director of Planned Maintenance. This role will be responsible for delivering the council's complex housing investment programme, which is almost unprecedented in its scale and scope.
21. To ensure there is clarity about the respective role and responsibilities of each assistant director in Asset Management, new job descriptions will be prepared for all three posts (the Assistant Directors of Building Safety, Repairs and Planned Maintenance). Implementation of these job descriptions will be managed in line with the council's agreed HR policies and procedures. This will include consultation with directly affected employees and their trade union representatives.

22. The cost of creating the new Assistant Director of Planned Maintenance will be largely offset by the deletion of the Senior Strategic Business Manager post. This role will no longer be required once the senior management changes outlined in this report have been implemented.

### **Policy Framework Implications**

23. This report refers to essential changes to the council's housing senior management structure. The proposed changes are to reach Southwark's 2030 housing goal. This report has highlighted the following key points:
- I. Southwark 2030 housing goal is to deliver decent homes for all Southwark's residents. This includes the collaborative intention to improve the standards of council, social and private-rented homes; increase the number of genuinely affordable homes; and reduce the number of people who are homeless or living in overcrowded accommodation.
  - II. Southwark continues to have one of the largest council house building programmes in the country. Southwark is the largest council landlord in London, and the fourth largest in the country, with responsibility for some 55,000 homes.
24. All relevant legislations to enable Southwark 2030 housing goal to be delivered will be followed such as the following:
1. Local Government Act 1972
  2. Access to Information Act 1985
  3. Local Government and Housing Act 1989
  4. Urban Development Act 1993
  5. Local Government Act 2000
  6. Employment Act 2002
  7. Equalities Act 2010
  8. Trade Union Act 2016
  9. Building Safety Act 2022
  10. Social Housing (Regulation) Act 2023

### **Community, equalities (including socio-economic) and health impacts**

#### **Community impact statement**

25. The proposals in this report are intended to ensure the housing department has the necessary leadership capacity and capability to achieve the council's ambition of decent homes for all.

#### **Equalities (including socio-economic) impact statement**

26. Under section 149 of the Equality Act 2010, the council has a duty when exercising its functions to have due regard to:
- the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010

- the need to advance equality of opportunity between persons who share protected characteristics and those who do not
  - the need to foster good relations between those who have protected characteristics and those who do not.
27. The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity status, race, religion or belief, sex and sexual orientation.
28. The proposals in this report are not anticipated to adversely impact on any of the duties defined in the Equality Act 2010.

### **Health impact statement**

29. There are no significant health implications arising from the proposals in this report.

### **Climate change implications**

30. There are no significant climate change implications arising from the proposals in this report.

### **Resource implications**

31. Subject to cabinet approval, the proposals in this report will be implemented in line with the council's agreed HR policies and procedures.

### **Legal implications**

32. Under the council's constitution, cabinet is responsible for making any decisions regarding the strategic management of the council, including decisions on major reorganisations, major reallocations of functions between departments or chief officers, and the creation of posts at grade 17 or above.
33. Subject to the outcome of the council's job evaluation process, the two new posts that are the subject of this report are expected to be graded as follows:
- Director of Housing Needs and Support: grade 18
  - Assistant Director of Planned Maintenance: grade 17

### **Financial implications**

34. The cost of creating a new Director of Housing Needs and Support is offset by the saving achieved from deleting the vacant Director of Major Estates post.
35. The cost of creating a new Assistant Director of Planned Maintenance is largely offset by the saving achieved from deleting the Senior Strategic Business Manager post.

## **Consultation**

36. The proposals in this report directly affect a small number of employees. As a result, these changes are subject to consultation with affected employees and their trade union representatives.
37. Consultation will be undertaken in line with the council's agreed HR policies and procedures.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Head of Procurement**

38. A response from the Head of Procurement is not required.

### **Assistant Chief Executive, Governance and Assurance**

39. There are no specific legal implications arising from the recommendations in this report. The Assistant Chief Executive – Governance and Assurance will continue to provide advice to officers on any legal and governance issues arising during the implementation timetable set out at paragraph 13.

### **Strategic Director, Finance – REF: [H&M 24/013]**

40. This report seeks cabinet approval of the proposed changes outlined in the body of the report.
41. The new Director of Housing Needs and Support post covers both Housing Revenue Account (HRA) and General Fund activities and will be jointly funded. The funding proportion is to be determined, but is provisionally estimated to be 70:30 in favour of the Housing General Fund, the cost of which will need to be met from the existing budget allocation. Any marginal costs arising from these proposals impacting the HRA will also need to be contained within the 2024-25 HRA cash limit for Asset Management as set out in the HRA Budget Recovery Plan.
42. While the council will seek to avoid any redundancies being made as a result of these changes, the costs associated with any redundancy will result in a charge against the central HRA provision for redundancy & severance.

### **Other Officers**

43. There are none.

## **REASONS FOR URGENCY**

44. There are none.

## **REASONS FOR LATENESS**

45. There are none.

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Employment Act 2002 <b>Link:</b> <a href="https://www.legislation.gov.uk/ukpga/2002/22/contents">https://www.legislation.gov.uk/ukpga/2002/22/contents</a>	Governance and Assurance, 2 <sup>nd</sup> Floor, Hub 3, 160 Tooley Street, London, SE1 2QH	Oluwatosin Apata 020 7525 4947
Equalities Act 2010 <b>Link:</b> <a href="https://www.legislation.gov.uk/ukpga/2010/15/contents">https://www.legislation.gov.uk/ukpga/2010/15/contents</a>	Governance and Assurance, 2 <sup>nd</sup> Floor, Hub 3, 160 Tooley Street, London, SE1 2QH	Oluwatosin Apata 020 7525 4947
Trade Union Act 2016 <b>Link:</b> <a href="https://www.legislation.gov.uk/ukpga/2016/15/contents">https://www.legislation.gov.uk/ukpga/2016/15/contents</a>	Governance and Assurance, 2 <sup>nd</sup> Floor, Hub 3, 160 Tooley Street, London, SE1 2QH	Oluwatosin Apata 020 7525 4947
Social Housing (Regulation) Act 2023 <b>Link:</b> <a href="https://www.legislation.gov.uk/ukpga/2023/36/contents">https://www.legislation.gov.uk/ukpga/2023/36/contents</a>	Governance and Assurance, 2 <sup>nd</sup> Floor, Hub 3, 160 Tooley Street, London, SE1 2QH	Oluwatosin Apata 020 7525 4947
Southwark Council's Constitution – 23 May 2024 <b>Link:</b> ( <a href="https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=425&amp;MId=8048&amp;Ver=4&amp;Info=1">https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=425&amp;MId=8048&amp;Ver=4&amp;Info=1</a> )	Governance and Assurance, 2 <sup>nd</sup> Floor, Hub 3, 160 Tooley Street, London, SE1 2QH	Oluwatosin Apata 020 7525 4947

## APPENDICES

No.	Title
None	



## AUDIT TRAIL

<b>Cabinet Member</b>	Councillor Helen Dennis, New Homes and Sustainable Development	
<b>Lead Officer</b>	Hakeem Osinaike, Strategic Director of Housing	
<b>Report Authors</b>	Hakeem Osinaike, Strategic Director of Housing Oluwatosin Apata, Strategic HR Business Partner	
<b>Version</b>	Final	
<b>Dated</b>	10 July 2024	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Assistant Chief Executive, Governance and Assurance	Yes	Yes
List other officers here	N/a	N/a
Strategic Director, Finance	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>		10 July 2024