

# City Of Westminster

<b>Cabinet Urgency Committee</b>	<b>Date</b> 9 December 2003	<b>Title of Report:</b> Reorganisation of Departmental Responsibilities.
<b>Classification:</b> For General Release		<b>Report of:</b> Chief Executive Head of Human Resources
<b>Wards Involved</b>	All Wards	
<b>Policy Context</b>	Supporting the development of effective management and service delivery in the City Council.	
<b>Officer Contact</b>	Jonathan Evans, Head of Human Resources	

## 1. Summary

- 1.1 The recent resignation of the Director of Planning & Transportation has provided an opportunity to consider management portfolios across the City Council and determine the best arrangements for the future delivery of City wide services.
- 1.2 The Licensing function has recently transferred from the Planning and Transportation Department to the Department of Legal and Administrative Services. The Licensing Act 2003 proposes radical changes to the nature of licensing and the transfer will optimise the prospects for a successful transition to the new regime.
- 1.3 This report proposes the transfer of the Transportation, Building Control and Emergency Planning functions to the Environment & Leisure Department; the transfer of the Parking function to the Customer Services Department, and the creation of a new Planning and City Development Department formed from the remaining services of the Planning and Transportation Department. Responsibility for the cross department Finance and Business Services Team will also transfer to the Environment & Leisure Department.
- 1.4 This report also presents proposals for new management structures in respect of these changes. Detailed proposals for officer structures that are required to complete the planned transfers, will be reported to individual Cabinet Members in due course. It is proposed that the new management structures take effect immediately, and that revised officer structures for the Environment and Leisure and the Planning and City Development Department be in place no later than 31 March 2004.

## **2. Proposed Decisions**

- 2.1 That the proposed creation of a new Planning and City Development Department and other changes to departmental responsibilities set out in this report be approved and adopted with immediate effect.
- 2.2 That the post of Director of Planning and Transportation (currently vacant) be deleted with immediate effect.
- 2.3 That the post of Head of Development Planning Services be deleted with effect from 31 January 2004.
- 2.4 That the post of Head of Directorate and Special Projects be deleted with effect from 31 January 2004.
- 2.5 That the post of Secretary to the Director of Planning and Transportation be deleted with effect from 31 January 2004.
- 2.6 That the post of Director of Planning and City Development be created at a grade to be determined by the Head of Human Resources with immediate effect.
- 2.7 That the senior management structure for the former Planning and Transportation Department set out in Appendix A be deleted and replaced with the management structure for a new Planning and City Development Department set out in Appendix B with grades to be determined by the Head of Human Resources where appropriate.
- 2.8 That the senior management structure for the Environment and Leisure Department set out in Appendix C be deleted and replaced with the management structure set out in Appendix D with grades to be determined by the Head of Human Resources where appropriate.
- 2.9 That the senior management structure for the Customer Services Department set out in Appendix E be deleted and replaced with the management structure set out in Appendix F.
- 2.10 That detailed officer structures be presented to Cabinet Members for approval in the new year and implemented by 31 March 2004.
- 2.11 That should it not be possible to re-deploy staff affected, they be declared redundant at a date to be agreed by the relevant Director and the Head of Human Resources and paid benefits in accordance with the procedures approved by the Policy and Resources Appointed Members Panel on 29<sup>th</sup> January 1993; and the Finance and Support Services Committee on 3<sup>rd</sup> February 1997
- 2.12 That the appropriate approved budgets from the existing Planning and Transportation Department be identified and transferred with immediate effect.
- 2.13 That revisions to the schedules of functions delegated to the Director of Environment and Leisure, the Director of Customer Services and the Director of Planning and City Development be dealt with in a separate report to follow.

### **3. Background**

- 3.1 There is a strong emphasis on corporate and cross-departmental working throughout the Council. This achieves a more comprehensive and innovative pattern of service delivery and development in keeping with the complex needs of residents and other users of Council services, and is one of the fundamental principles behind the Customer Services Initiative. However, it is necessary from time to time to review the balance of functions within departments and ensure that they are in line with overall Council priorities and that key services are given proper recognition and profile.
- 3.2 The recent resignation of the Director of Planning and Transportation has provided an opportunity to take stock, consider recent changes and further consider management portfolios.
- 3.3 The Department of Planning and Transportation has dealt with a number of major issues in recent months. i.e. Congestion Charging, Unitary Development Plan, Golden Jubilee Bridges, LTVA and the re-organisation of Building Control. There remains, however, significant issues to be dealt with around the Parking Service, developing an Economic Development Strategy, and the Planning Delivery Grant.

### **4. Proposals**

- 4.1 Following the resignation of the Director of Planning and Transportation consideration has been given to the department's current structure and to its focus and priorities.
- 4.2 There are considerable opportunities for further development and delivery of the Council's Civic Renewal and other priorities, and new departmental perspectives will enhance the ability to realise these.

#### **Planning**

- 4.3 It is proposed that a Planning and City Development Department be created which incorporates that part of the former Planning and Transportation Department dealing with development control, conservation, design, planning policy, major planning schemes and economic development. The new Department will provide a renewed focus on the complex planning issues facing the City, including regeneration schemes in Paddington and Victoria and the challenges set by new legislation. This includes the Planning and Compulsory Purchase Bill which will increase community participation in the planning process and change the way major projects are handled.
- 4.4 To take account of the name of the new department, it is intended to re-title the Planning and Development Committee, the Planning and City Development Committee (but no changes to its terms of reference are required). This will be formalised through full Council.
- 4.5 An Appointments Sub Committee will be convened to consider the redeployment

of Gordon Chard (currently Head of Development and Planning Services) into the newly created post of Director of Planning and City Development .

### **Transportation**

4.6 That part of the Transportation service transferring to the Environment and Leisure Department is operating to an informal structure intended to be formalised through a proposed reorganisation put to staff in April 2003. It is managed through two Groups, namely the Transport Planning and Policy Group (consisting of Transport Strategy and Special Projects, Highways Planning and Road Safety) and the Engineering and Projects Group (consisting of Traffic and Environment, Bridges and Structures, Engineering Projects and Project Support). The role of the service is to manage and improve the use and safety of Westminster's transport infrastructure. This includes:

- Developing and reviewing transport policy (including parking policy);
- Responding to transport initiatives from Government, the Mayor and other external bodies, including in particular congestion charging and other initiatives seen as threats;
- Providing advice to the Development Planning Service on the transportation implications of planning applications;
- Promoting road safety; and
- Developing and progressing Traffic & Transportation schemes to give effect to the Council's Transport Strategy.

4.7 The service's main reporting line is to the Cabinet Member for Economic Development and Transport. There is also regular reporting to the Leader of the Council (overall strategy), the Deputy Leader (lobbying on congestion charging), the Cabinet Member for Customer Services (planning matters) and the Cabinet Member for Street Environment (highways management policy and streetscape matters). There are already strong links with the Environment and Leisure Department and its Highways Maintenance Group.

### **Building Control**

4.8 The Building Control Group has recently been reorganised and has a changed structure and improved working arrangements. There is synergy between the professional / technical functions of the Building Control Group and other such professional / technical operations within the Environment and Leisure Department such as, for instance, Highways and Property Management.

### **FABS**

4.9 The Finance and Business Services Group (FABS) currently reports to the Director of Planning & Transportation whilst also managing the finances of the Community Protection and Environment & Leisure departments. It is proposed that the FABS Group now report to the Director of Environment & Leisure. However, the Group will retain responsibility for the finances of Community Protection and the new Planning department.

- 4.10 In the short term the Group will also continue to support Parking Services until such time as organisational changes have been put in place to accommodate the support function within the Directorate of Finance.

### **Emergency Planning**

- 4.11 The events of 2002, which included HM The Queen Mother's funeral, HM The Queen's Jubilee celebrations, the Countryside March and Stop the War, in all totalling over four million participants, have led to the development of successful joined up working between Special Events (currently within Environment & Leisure Department) and the Emergency Planning Group (currently within Planning and Transportation Department). It has also shown that public safety, security, continuity planning and the effects on tourism (now even higher profile issue) had converged and that the Council and external agencies can benefit significantly from the development of a single point of contact within the Council.
- 4.12 It is proposed that the Emergency Planning Group transfer to the Environment & Leisure Department and its organisation and activities be combined with that of the Special Events Team. The present arrangements have served the Council well, however, in light of heightened national security and an increased emphasis on Emergency Planning and Business Continuity it has become necessary to strengthen management arrangements. Furthermore there has been a significant increase in the complexity and frequency of public event planning which draws together the roles of special events and emergency planning.
- 4.13 The present Cabinet Member responsibility for the two groups will remain unchanged, ie Special Events remain within the remit of the Cabinet Member for Customer Services and Emergency Planning remains within the remit of the Cabinet Member for Community Protection.

### **Parking**

- 4.14 It is proposed to transfer the Parking operation to the Customer Services Department for a period not exceeding 6 months.
- 4.15 The Parking Operation is an integral part of the CSI and the development of a new ICT system is critical to the future success of the service. Transferring the parking service to the Director of Customer Service will bring a strong management focus to the development of the technology platform at a critical time in the development of the service.
- 4.16 It is anticipated that once the ICT platform is agreed and the future shape of the service established, the client function for the new service will sit more appropriately with the Director of Finance. It is estimated that this subsequent move may be able to take place mid 2004.

## **5. Financial Implications**

- 5.1 Any costs associated from the revised management structure will be contained within existing departmental budgets. A saving of £80,000 will be made in this financial year with a further saving of £341,000 in the next financial year after salary adjustments. Possible management efficiencies and further savings

resulting from the merger of functions will be reported at the detailed structure stage.

- 5.2 Other posts and responsibilities will be addressed in the subsequent reports. At that time a proper analysis of all costs associated with changes to posts, accommodation, etc will be identified and presented.
- 5.3 Operational budgets associated with the services transferring are, for the most part, already separately identified within Performance Plans. Where budgets are shared, for example common support or policy, costs or resources will be apportioned accordingly. Details of these costs and /or resources will be reported in more detail in the subsequent report to the relevant Cabinet Member.

## **6. Performance Plan Implications**

- 6.1 Any performance plan implications arising from this report will be addressed in the business planning process.

## **7. Legal Implications**

- 7.1 There are no legal implications arising from this report

## **8. CSI Implications**

- 8.1 There are no CSI implications arising from this report. The detailed structures to follow will take account of the services which have or are due to transfer to the CSi.

## **9. Staffing Implications and Consultations**

- 9.1 Limited staff consultation has been carried out at this stage. Staff and Union will be consulted when the details staffing structures are presented to Members as part of the continuing consultation process.
- 9.2 Posts in the new structure will be filled in accordance with the Corporate Personnel Policies. Every effort will be made to redeploy staff affected. However, if this does not prove possible they will be declared redundant and paid benefits in accordance with the procedures approved by the Policy and Resources Committee Appointed Members Panel on 29 January 1993 and the Finance and Support Services Committee on 3 February 1997

## **10. Ward Member Comments**

- 10.1 The services referred to in this report affect all wards, and no individual ward members have been consulted.

## **11. Reasons for Decisions**

- 11.1 Many of the services which are proposed for transfer to the Environment and Leisure Department have close working relationships with the Department already. There are considerable opportunities for further development and delivery of the Council's Civic Renewal and other priorities, and new

departmental perspectives will enhance the ability to realise these. Transferring the Parking Service to the Director of Customer Service for 6 months will bring a strong management focus to the development of the Technology platform at a critical time in the development of the service. The final transfer of the Parking Service to the Finance Department will take place within six months.

**12. For Completion by Chief Officer**

Decision .....

Signed: ....., Chief Executive

Date: .....

Time: .....

**APPENDICES**

- A. Existing Planning and Transportation Structure**
- B. Proposed Planning and City Development Structure**
- C. Existing Environment and Leisure Structure**
- D. Proposed Environment & Leisure Structure**
- E. Existing Customer Services Structure**
- F. Proposed Customer Services Structure**

**If you have any queries about this report please contact:  
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**BACKGROUND PAPERS**

None