

## City Of Westminster

<b>Cabinet:</b> URGENCY COMMITTEE	<b>Date:</b> 4th February 2003	<b>Title of Report:</b> Reorganisation of the Planning & Licensing; Transportation & Infrastructure; Environment & Leisure Departments
<b>Classification :</b> For General Release		<b>Report of :</b> Chief Executive Director of Planning & Transportation Director of Environment & Leisure
<b>Wards Involved</b>	All Wards	
<b>Policy Context</b>	Supporting the development of effective management in the City Council.	
<b>Financial Summary</b>	No additional costs.	
<b>Officer Contact</b>	Carl Powell, Director Planning and Transportation, Joe Duckworth, Director Environment and Leisure.	

### 1. Summary

- 1.1 The Annual Council meeting on 15 May 2002 was informed of the revised portfolios for Cabinet Members notified by the Leader and established Overview & Scrutiny Committees with terms of reference to reflect these. In November 2000 the Policy & Resources Committee had agreed to divide the functions of the Planning & Transportation Department and create two separate departments: Planning & Licensing and Transportation & Infrastructure. The reorganisation of the Planning & Licensing division, involving the transfer of 61 posts to the Community Protection Department, has been provisionally implemented but still needs to be formally agreed. There are no further changes proposed to the Planning and Licensing divisions except for one additional post in the Licensing Client Group to deal with the preparation for the new liquor licensing responsibilities. The reorganisation of the Transportation & Infrastructure division was held pending a number of officer and member changes and was never implemented.
- 1.2 This report sets out new officer structures to align departmental activities with the recently revised Cabinet Member portfolios. The detailed proposals for officer structures that are required to complete the previously planned reorganisation of departments within Highways and elsewhere will be

reported to individual Cabinet Members in due course. It is proposed that the new structures take effect immediately, and that detailed officer structures be reported in the new year.

## **2. Proposed Decisions**

- 2.1 That the changes in departmental responsibilities set out in the report be adopted with immediate effect.
- 2.2 That the senior management structure for the Planning and Transportation Department set out in Appendix A be deleted and replaced with the management structure set out in Appendix B with grades to be determined by the Head of Personnel where appropriate.
- 2.3 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 Personnel where appropriate.
- 2.4 That 61 posts in City Standards & Licensing be transferred to the Community Protection Department as indicated in Appendix E and the new structure for the licensing client and process teams set in Appendices F and G be approved.
- 2.5 That detailed officer structures be presented to Cabinet Members for approval at the earliest opportunity.
- 2.6 That revisions to schedules of functions delegated to the Directors of Environment and Leisure, Planning and Transportation and Community Protection be dealt with in a separate report to follow.

## **3. Background**

- 3.1 The revised portfolios for Cabinet Members were reported to the Annual Council meeting which in turn agreed revisions to Overview & Scrutiny Committee and their terms of reference Officer responsibilities and departmental structures need to be reorganised to become more closely aligned with the changed portfolios. Currently the Director of Planning and Transportation has within his department divisions reporting to the Cabinet Members for City Development, Transportation & Infrastructure, and Finance and Support Services
- 3.4 An earlier Policy and Resources Committee decision to create separate Transportation and Infrastructure and Planning and Licensing departments was not implemented pending the appointment of a Director of Transportation and Infrastructure. Revised structures and responsibilities within the Planning & Licensing divisions were approved and have been implemented. However, a parallel reorganisation of the Transportation and Infrastructure divisions was not implemented because of the changing member responsibilities.
- 3.5 The post of Director of Transportation & Infrastructure was deleted as part of the proposals for the creation of the Community Protection Department in

July 2002. It is now proposed that the ultimate responsibility for Traffic & Transportation, Parking, and Engineering and Projects will remain with the Director of Planning & Transportation and that Highways Management will report to the Director of Environment and Leisure. In addition the transfer of staff from the Licensing service to the Community Protection department and the new structure for Licensing services remaining within the Planning and Licensing division need to be formalised.

3.6 To reflect the new Cabinet Member portfolios and Overview and Scrutiny Committees terms of reference the following changes in Departmental structure are recommended.

#### 3.6.1 Highways Management.

- (a) Highway management undertakes the maintenance and minor improvements of transport infrastructure including carriageways and footways lighting and street furniture. This function passes to the Cabinet Member for Street Environment, except for lobbying for charges in areas such as street works, and it is therefore proposed that this team be moved to the Environment and Leisure Department. The current and proposed structure of Environment and leisure is set out in Appendices C and D.
- (b) Highways Licensing deals with the licensing of structures and other obstruction on the highway such as scaffolding and builders skips, as well as administering the considerate contractor and considerate roadworks schemes. Highways licensing is partly undertaken under the Babbie Contract, which also facilitates the majority of highways management activity. Operationally there are arguments for transferring this to the Environment and Leisure Department with highways management, or for retaining it in Transportation under Planning & Transportation. Given current arrangements for providing this service, it is recommended it transfers, with Highways Management, to the Environment and Leisure Department.

#### 3.6.2 Corporate Property.

This team deals with the management of the Council's property assets including operational property; investment property; acquisitions and disposals. The Facilities team under Corporate Property deals with the procurement of a wide range of services including printing, post room, security, porters and telephony. Corporate Property currently reports to the Director of Technical Services within the Planning & Transportation Department. The Director of Technical Services is currently the line manager for Highways Management (including Highways Licensing), Engineering & Projects and Corporate Property. It is proposed that this post and its secretarial support (x1) moves to the Environment and Leisure Department with the Highways Management and Corporate Property functions. It is recommended that the Property team also moves to the Environment and Leisure Department together with Highways Management staff and the Director of Technical Services. Close links with the Chief Executive will be maintained as before. The responsibility for resource and financial matters for

the Property team will be retained by the Cabinet Member for Finance and Support Services.

### 3.6.3 Transportation.

Currently the functions of Parking, Transport Policy and Transportation Schemes and Projects exist as discreet service areas. Despite the obvious synergies and physical links between the areas, the findings of the best value reviews of parking and transportation delivery identified that communication across the services and externally need strengthening.

With the transfer of approximately 120 parking staff to the CSi there is a need to restructure the parking service to integrate the residual services not transferring and to establish a client function for the CSi.

The transfer of the Highways Management and Highways Licensing functions to Environment and Leisure provides an opportunity to bring the three discreet functions of Transport Policy, Parking and Transportation Schemes and Projects together within a single directorate. It is therefore proposed to establish a Transportation Division reporting to the Director of Planning and Transportation. Details of the proposed new structure for the Transportation Division are set out below and attached at Appendix B.

The Transportation Division will be structured into three service areas, Parking, Policy and Projects and Schemes supported by a dedicated Finance Team. Dealing briefly with the proposed functions of each service in turn :

#### Parking

An outline structure for the Parking service is set out in Appendix B1. The Parking service will comprise the following functions :

Customer Services – A new Customer Services group will be established following the transfer of the majority of this function to the CSi. The group will be developed as a client team for CSi to manage the transition and support Vertex SW1 during the early months of the Vertex contract. The group will take responsibility for the statutory element of parking representations and appeals and those customer relations activities that deal with high profile and confidential complaints and queries. This area would also deal with the Stage 2 & 3 complaints, co-ordinate all internal correspondence and contact with Members and other Council departments for the whole Transportation Division.

Service Development – This new function will draw together the existing resources for Business and Service Planning together with the skills of project managers to oversee the letting of contracts. The groups primary focus will be to translate policy initiatives into operational reality and to work with the contracts team to empower contractors to innovate in service delivery. This group is seen as the creative research and development group for the new Transportation Division and will be pivotal in ensuring communication systems are effective within and external to the services. The service development

group will be organised around the management of Continuous Improvement Plans (CIPs – both areas have recently been subject to Best Value Review) and will ensure the sharing of ideas and open discussion of projects across the range of Transportation services.

Contracts Group – This is to be the contract management team for all the on street contracts. These include, Enforcement – PCN issuing, clamping and removals, Permit Fraud Investigation, Suspensions Operation, Meter Maintenance, Equipment Supply and pound management. In a change to existing arrangements, it is proposed that this group also take direct responsibility for managing the Sign and Lines contract. The current management arrangements of these contract through Babbie are not effective to meet the needs of Parking and have had an adverse impact on parking revenues. The new enforcement contract (April 2003) will demand that all parking signs and lines are maintained to a high standard at all times for the attendants to maximise their effectiveness. For this reason it is proposed to centralise the management of the lines and signing contracts within Parking to better co-ordinate and monitor the work of the contractors.

Car Parks – The service is currently undergoing a full independent review as part of the Parking BV review. Recommendations on the future of the Car parks service and officer structures will be made once the review has concluded and presented its findings.

### Transport Policy

An outline structure for Transport Policy is set out in Appendix B2. This covers the existing policy group and functions and also includes Highway Planning and Road Safety (crossing patrols). As well as dealing with all Parking and Transport policy they will inform and work with the service development group to ensure that all contracts, projects and service improvements are carried out line with established policy. The Highways Planning function with Policy will be structured to reflect the best practice within Development Planning Services, North, Central and South Team to ensure dedicated support to the planning service on highway matters and to support the s106 process. The group will be responsible for Transport Policy matters, support the preparation of statutory Highways orders and ensuring that Highways management has clear policy guidance which leads to the delivery of the Councils Transport Policy.

### Projects and Schemes

An outline structure for the Projects is set out in Appendix B3. It is proposed to merge the current functions of engineering and scheme development under a new group, Projects and Schemes. The group will additionally include the Parking Operations Group that manages on street Traffic Regulation Orders and the maintenance of the GIS system. This will allow closer working with the parking projects and schemes and will facilitate the more regular and timely update of the GIS system as various parking and traffic schemes are introduced.

The large engineering capital schemes will continue to be developed and implemented through this group and they will liaise closely with the service development team who will report progress and assist with non-technical projects.

### Finance & Accountancy

This group will be headed by a Senior Management Accountant to take an over arching view of the transportation services to give appropriate advice with regards to income and expenditure of the PPRA. This will combine the two separate functions of Finance in Parking and Commercial Services and Support from the existing Policy, Projects and Schemes sections. A key role of the group will be to develop and put into place a long-term strategy for managing the income and expenditure from the PPRA and for looking into the Capital spends in projects and schemes. The group will become business focused with the ability to accurately report and project finances for transportation into the future. At a time when there is uncertainty over the system for calculating the fund from Central Government, this role has become more important than ever.

#### 3.6.4 Licensing Division.

The creation of the new Community Protection department involved the transfer of 61 posts from the Licensing service to bring the inspection and enforcement functions under a single department and Cabinet Member portfolio. The licensing client, policy and application processing functions remain within the Planning and Transportation department. Whilst this transfer has already taken place, it has not been formalised. Appendices E, F and G set out the structures of the Licensing service before and after the transfer of staff to Community Protection. This report seeks to confirm the changes that have taken place and approve the revised structures for those licensing services remaining within Planning and Transportation.

## **4. Senior Management Changes**

### 4.1 Technical Services

The Director of Technical Services (DTS) is currently the line manager for Highways Management; Highways Licensing; Engineering & Projects and Corporate Property, and reports to the Director of Planning and Transportation. Given the above proposed changes in departmental responsibilities, it is proposed that this post moves to Environment and Leisure with Highways Management; Highways Licensing; Corporate Property; and one secretarial support post.

### 4.2 Property

A new Head of Property has been appointed to replace the former Corporate Property Controller following his appointment as Director of Technical Services. The Chief Executive has, in recent years, taken a special interest in property issues, and these links will be maintained under the new arrangements.

### 4.3 Transportation

It is proposed that the existing post of Head of Traffic and Transportation be re-designated as Assistant Director of Transportation to reflect the wider responsibilities of the post. This new post will provide a clearer focus for all transportation issues and will ensure that closer links are established between policy, scheme development and operational delivery. The post will also ensure that effective communication and liaison systems are in place with the Highways Management services within Environment and Leisure.

It is proposed that the existing Head of Parking post be re-designated as Head of Parking Management. The post will be responsible for the management of all parking related services and act as the CSi client for parking activities transferred to Vertex.

- 4.4 Reporting lines and management responsibilities between the Assistant Director of Transportation and other staff will be revised and reported to the Cabinet Member in due course. The Director of Technical Services will cease to have involvement in Engineering and Projects, with the exception of participation on the LTVA project board as required, and dealing with any final account issues in Hungerford Bridge.

As reported at the time approval was given to the setting up of the new Community Protection Department, there is no longer a requirement for a Director of Transportation and Infrastructure. This role, with the exception of Highways Management, Highways Licensing and Property, is retained by the Director of Planning & Transportation

## 5. **Financial Implications**

- 5.1 No financial implications arise directly from this report. Savings associated with the deletion of the Director of Transportation and Infrastructure post have already been reported.
- 5.2 Operational budgets associated with the services transferring are, for the most part, already separately identified within the Performance Plan. Where budgets are shared, for example common support costs, these will be apportioned to each Department accordingly.

## 6. **Staffing Implications.**

- 6.1 This report proposes the transfer of services between departments to align departmental structures with Cabinet Member portfolios. Senior Managers affected by these proposals have been consulted and are in agreement. A meeting with the Trade Union has been held and they have confirmed their support to the proposed changes. Consultation will be ongoing with the staff and Trade Union as detailed proposals for structures are developed.

## **7. Performance Plan Implications**

- 7.1 There are no performance plan implications arising from this report. The Performance Plans have already been separated to reflect changing Cabinet and Overview and Scrutiny Committee portfolios.

## **8. Legal Implications**

- 8.1 There are no legal implications arising from this report.

## **9. CSi Implications**

- 9.1 There are no CSi implications arising from this report. The proposed structures take account of the services which have or are due to transfer to the CSi.

## **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 The proposed changes will align officer responsibilities more closely with Cabinet Member and Overview and Scrutiny Committees responsibilities and allow the Director of Planning and Transportation to concentrate on services within the City Development and Transport and Infrastructure portfolios. The Director of Environment and Leisure and Director of Technical Services will, in turn, concentrate more closely on issues within the City Management and Street Environment portfolios. The changes will also strengthen contract monitoring and thereby service delivery.
- 11.2 There will be no requirement for a Director of Transportation & Infrastructure, as this role, with the exception of Highways Management, is retained by the Director of Planning & Transportation.
- 11.3 More detailed changes in officer structures set out in Appendix B1 to B3 will be reported to individual Cabinet Members for approval.

If you have any queries about this report or wish to inspect any of the background papers please contact Kevin Goad, Planning & Transportation on 020 7641 2645 or [kgoad@westminster.gov.uk](mailto:kgoad@westminster.gov.uk)

**BACKGROUND PAPERS**

Report to Cabinet Urgency Committee establishing Community Protection  
Department –

FOR COMPLETION BY CHIEF OFFICER

Decision: .....
Signature: .....
Designation: .....
Date: .....
Time: .....