



City of Westminster

Meeting or Decision Maker:

Cabinet Member Report

Cabinet Member for Public Protection and Licensing: Councillor Less

Cabinet Member for City Management and Air Quality: Councillor Dimoldenberg

Cabinet Member for Climate Action, Regeneration and Renters: Councillor Noble

Date:

14/02/2023

Classification:

General Release

Title:

Restructure of Public Protection and Licensing Directorate

Wards Affected:

Policy Context:

No policy context

Key Decision:

Non-key

Financial Summary:

The proposed structure will be funded from the available 2023-24 agreed budgets

Report of:

Nicky Crouch Interim Director of Public Protection and Licensing

1. Executive Summary

As a result of the new administration's priorities, a fairer Westminster growth investment has been secured in February 2023 to reverse a proportion the previous savings requirement. An investment of £2.3M has been secured, leaving a requirement to make £700k efficiency savings through this change process, and deliver the strategy and manifesto commitments.

The restructure of Public Protection and Licensing is necessary to formally implement a directorate structure in line with the updated salary budget and Fairer Westminster vision and priorities.

2. Recommendations

Agreement to delegate authority to consult with staff and to implement the new structure following consultation, to the Director of Public Protection and Licensing.

3. Reasons for Decision

The directorate needs to implement a structure and deliver on its commitments under the Fairer Westminster Strategy. This is required at pace in order to deliver for the financial year 2023/24.

4. Background

Public Protection and Licensing were committed to budget savings as part of the Medium-Term Financial Plan agreed at Cabinet in February 2021. The savings were phased over three years, with £700k removed from the budget in 2021/22, £900k in 2022/23 and £1.4M 2023/24, totalling £3M by April 2024.

In May 2022 the Labour Party became the majority party for Westminster, changing the priorities for the council and the directorate. The Fairer Westminster Strategy and Manifesto Commitments placed additional demands on the directorate, in areas such as waste management, housing regulation and crime and disorder. It also committed to increase the number of city inspectors and ensure noise and environmental health teams were not compromised.

As a result of the new administration's priorities, a fairer Westminster growth investment has been secured in February 2023 to reverse a proportion the previous savings requirement. An investment of £2.3M has been secured, leaving a requirement to make £700k efficiency savings through this change process, and deliver the strategy and manifesto commitments.

The restructure of Public Protection and Licensing is necessary to formally implement a directorate structure in line with the updated salary budget and Fairer Westminster vision and priorities.

Vision and priorities

The vision for the service is to ensure that every resident, business, and visitor of Westminster is able to thrive in a clean, safe, and quiet city.

The Public Protection and licensing service plays a vital role in delivering a Fairer Westminster, as outlined below

- **Fairer Communities** – to ensure poverty and inequality are reduced, and the city is a safe place where everyone feels welcomed.
- **Fairer Housing** – to ensure our private rented sector homes are well managed, protect renters and tackle poor-quality lettings.
- **Fairer Economy** – to ensure businesses in our city are safe and well managed, supporting them to thrive at the heart of our communities.
- **Fairer Environment** – To ensure Westminster's streets are clean and well managed, tackling on street dumping and enforcing against those who are responsible. We are fully committed to working with residents, businesses and communities to deliver on our climate emergency action plan, to deliver a cleaner, greener and healthier Westminster.
- **Fairer Council** – to actively engage with residents and businesses and invest in digital solutions to allow residents to report concerns with the assurance that the right team will respond at the right time, providing transparency in the process.

Culture change

To achieve our vision, we need to deliver a culture change across the service to embed Westminster Way values and behaviours. This will be delivered by being clear on our culture and values and investing in leadership and staff development, in six pillars

- **Improved customer service**, service that is responsive to customer needs, dedicated to **tackling issues first time** and **continually improving** our response.
- Building a **stronger leadership culture** in managers through an **integrated leadership approach**, where managers can learn and develop.
- Developing a **culturally competent, inclusive, anti-discriminatory and anti-racist workforce** that can identify with our community and consistently model positive values and behaviours.
- Encouraging '**Everyone is a Leader**' mindset and developing skills which initiates career development and growth.
- Investing in our workforce to improve excellence and consistency through **a targeted training and development offer**.

- Improving our **equality and equity of opportunities** across the service through a transparent offer of all development prospects.

5. Financial Implications

No financial implications from delegating decision making to Director of Public Protection and Licensing.

The proposed structure will be fully funded from the 2023-24 agreed budgets. The increased salary budget has been approved as part of the council's medium-term plan agreed at Cabinet on 13th February 2023, which will be formally adopted at Full Council in March 2023.

6. Legal Implications

The Cabinet Members considering this report have delegated authority for staffing matters which may affect the functions of those to be considered in the proposed restructure under their current Terms of Reference. The proposed delegation of authority to the Director of Public Protection and Licensing is made under paragraph 12.3(c) of the Leader and Cabinet Procedure Rules within the Constitution

7. Carbon Impact

There are no direct Carbon implications arising from the decision to delegate authority

8. Equalities Implications

There are no equalities implications from the decision to delegate authority.

An equalities impact assessment will be part of the formal consultation process with staff affected by the restructure.

9. Consultation

No consultation is necessary to delegate authority.

Early engagement work has started with staff and the Unions to help shape the future service, and this consultation and engagement will continue throughout the reorganisation process. The resulting reorganisation will be managed in line with Westminster's Organisational Change Policy and HR processes.

As part of the formal consultation process, views will be sought from staff on the proposals and structure set out, allowing them to input into the decision. At the close of the consultation period, all feedback received will be reviewed and a revised final version of the structure document will be issued.

We will work with the Cabinet Member for Public Protection and Licensing to ensure that elected members are informed about the changes to the structure for Public Protection and Licensing and timelines for implementation.

If you have any queries about this Report or wish to inspect any of the Background Papers, please contact:

Nicky Crouch - Interim Director of Public Protection and Licensing

Claudia Hemsley - Head of Service Public Protection and Licensing

APPENDICES

BACKGROUND PAPERS

NB: For individual Cabinet Member reports only

For completion by the

Cabinet Member for Public Protection and Licensing: Councillor Less

**Cabinet Member for City Management and Air Quality: Councillor
Dimoldenberg**

**Cabinet Member for Climate Action, Regeneration and Renters: Councillor
Noble**

Declaration of Interest

I have <no interest to declare / to declare an interest> in respect of this report

Signed: _____ Date: _____
NAME: _____

State nature of interest if any:

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State nature of interest if any:

(N.B: If you have an interest, you should seek advice as to whether it is appropriate to make a decision in relation to this matter)

For the reasons set out above, I agree the recommendation(s) in the report entitled

Restructure of Public Protection and Licensing Directorate Cabinet Member Decision and reject any alternative options which are referred to but not recommended.

Signed: _____

Cabinet Member for

Date: _____

Signed: _____

Cabinet Member for

Date: _____

Signed: _____

Cabinet Member for

Date: _____

If you have any additional comment which you would want actioned in connection with your decision you should discuss this with the report author and then set out your comment below before the report and this pro-forma is returned to the Secretariat for processing.

Additional comment:

If you do not wish to approve the recommendations, or wish to make an alternative decision, it is important that you consult the report author, the Director of Law, City Treasurer and, if there are resources implications, the Director of People Services (or their representatives) so that (1) you can be made aware of any further relevant considerations that you should take into account before making the decision and (2) your reasons for the decision can be properly identified and recorded, as required by law.

Note to Cabinet Member: Your decision will now be published and copied to the Members of the relevant Policy & Scrutiny Committee. If the decision falls within the criteria for call-in, it will not be implemented until five working days have elapsed

from publication to allow the Policy and Scrutiny Committee to decide whether it wishes to call the matter in.