

MUNICIPAL YEAR 2013/2014 REPORT NO. 181

MEETING TITLE AND DATE:

Cabinet – 12 February 2014

REPORT OF:

Chief Executive

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Agenda - Part: 1	Item: 9
Subject: Reorganisation of the Regeneration, Leisure & Culture Department	
Wards: All	
Cabinet Member consulted: All	

1. EXECUTIVE SUMMARY

- 1.1 Following the retirement of the Director of Regeneration, Leisure & Culture, this report proposes the deletion of the Director of Regeneration, Leisure & Culture post as part of the Council's transformation programme to meet the financial challenges in the next three years.
- 1.2 In line with the organisation design principles and the need to increase management spans of control, the functions under the Assistant Director Policy, Performance & Economic Regeneration and Assistant Director, Leisure, Libraries & Culture will transfer to a new Regeneration & Environment Department and Finance, Resources & Customer Services Department respectively. The respective teams will remain intact and the priorities for the Council will remain unchanged.

2. RECOMMENDATIONS

- 2.1 The post of Director of Regeneration, Leisure & Culture is deleted with effect from 1 April 2014.
- 2.2 Members note the transfer of the Assistant Director, Policy, Performance & Economic Regeneration and their responsibilities to the Environment Department and the Assistant Director Leisure, Libraries & Culture and their responsibilities to the Finance, Resources & Customer Services Department with effect from 1 April 2014.
- 2.3 The post of Director of Environment is renamed Director of Regeneration and Environment to reflect the realignment of functions and illustrate that economic, social and physical regeneration remains a priority for the Council.

3. BACKGROUND

- 3.1 On 24 November 2010 Cabinet agreed the creation of the Department of Regeneration, Leisure & Culture with effect from 2 January 2011. The department has been responsible for all aspects of social, economic and physical delivery, leisure services, libraries, culture and heritage and has been led by Neil Rousell.
- 3.2 On 2 December 2013, Neill Rousell tendered his notice to retire from the Council as Director of Regeneration, Leisure & Culture with effect from 31 March 2014. The creation of this vacancy provides the Council with an opportunity to review the allocation of the Regeneration, Leisure & Culture functions within the Council. Given the financial challenges the Council faces, it is proposed to delete the position of Director of Regeneration, Leisure & Culture and to integrate the responsibilities within other departments. This is in line with the Council's organisation design principles creating wider spans of management control and forms part of the Council's transformation programme.
- 3.3 The deletion of the Director post will save £177k and is consistent with the general trend in London councils to reduce the number of Directors. The London Councils Chief Officer Pay Survey in 2013 identified that from 29 London councils that replied, 14 now have an organisational model of 4 Directors or less. Furthermore, 16 out of the 29 do not have a Director with specific reference to regeneration in their post title. Where regeneration is quoted it is aligned with other functions, 6 with Environment, 3 with Housing, 2 with Enterprise and Skills, 1 with Major Projects and 1 Strategic Planning.
- 3.4 When the Regeneration, Leisure & Culture Department was created, it was recognised that in order to address the considerable regeneration challenges, there needs to be a coherent strategic 'One Council' approach. To deliver this, the organisational structure needs to be appropriately aligned and configured to address key strategic issues, support the delivery of more with less, focus on quality and value for money and help staff clearly understand and empathise with the contributions they can and will make towards improving the lives of residents in the borough. With these principles in mind, the core functions which currently reside in the Regeneration Department will be relocated as detailed below.
- 3.5 The Assistant Director, Policy, Performance & Economic Regeneration and the responsibilities under their portfolio will transfer to the new department with effect from 1 April 2014. The transfer of these responsibilities will facilitate cross departmental working and develop a more holistic approach. The realignment will enable the Council to retain the ability to internally and externally prioritise the regeneration agenda. To emphasise this point, the post of Director of Environment will be renamed Director of Regeneration & Environment.

- 3.6 With effect from 1 April 2014 the Assistant Director Leisure, Libraries & Culture and the responsibilities under their portfolio will transfer to the Finance, Resources & Customer Services Department (which delivers a significant number of customer services and the Customer Contact Centre). There is a strong organisational argument to align libraries, leisure & culture services with other customer facing services under one department structure in line with the organisation design principle of 'Do it Once' Also, moving the management of the Leisure Fusion contract under Corporate Resources will enable the service to benefit from the contract management, procurement and property expertise located within the department.
- 3.7 The services previously provided by the Regeneration, Leisure & Culture Department will be delivered by the same teams who will retain their discrete identity. This will ensure that service provision is not impaired and the delivery of Council priorities is not undermined.
- 3.8 The transfer of functions to other departments will create wider spans of management control which, in turn, will create additional workload and time commitments. However, it should be noted that there are strong senior management teams within each of the receiving departments which should have the management capacity to deal with the new demands.

4. ALTERNATIVE OPTIONS CONSIDERED

Retain current structure. However, this would be counter to the Council's organisation design principles and would place budget pressures elsewhere within the system.

5. REASONS FOR RECOMMENDATIONS

The deletion of the Director of Regeneration, Leisure & Culture post and redistribution of responsibilities will help the Council meet its savings targets, while simultaneously maintaining the delivery of value for money services and a more holistic approach to the regeneration agenda.

6. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS

6.1 Financial Implications

6.1.1 The deletion of the Director of Regeneration, Leisure & Culture post will generate savings of £177k. These savings have been incorporated into the Council's budget for 2014/15.

6.1.2 The transfer of functions to other departments will be cost neutral as set out in paragraph 3.6. Any financial implications of

changed business support arrangements will be incorporated into a separate report as set out in paragraph 3.7.

6.2 Legal Implications

6.2.1 The general power of competence is set out in s. 1.1 of the Localism Act 2011 and states that “a local authority has power to do anything that individuals generally may do”, although public law principles still apply. The actions set out within this report are within the scope of this power.

6.2.2 The Council has a duty to ensure continuous improvement to ensure value for money in accordance with the Local Government Act 1999. The decisions set out in this report assist in ensuring that such continuous improvement/value for money is achieved.

6.2.3 The decision to transfer functions is an operational decision and is in accordance with the Scheme of Delegation set out at 3.4 of the Constitution.

6.2.4 The report proposes the deletion of a post following retirement of the Director of Regeneration, Leisure & Culture. Employees of local authorities are subject to the provisions of the Superannuation Act 1972, and the detailed regulations made thereunder, including the Local Government Pension Scheme Regulations 1997 (as amended). Any relevant human resource policies must be applied to the retirement.

6.3 Property Implications

None.

7. KEY RISKS

See paragraph 3.6 and 3.7.

8. IMPACT ON COUNCIL PRIORITIES

8.1 **Fairness for All**

8.2 **Growth and Sustainability**

8.3 **Strong Communities**

The realignment of Regeneration, Leisure & Culture services aims to build on the successes of initiatives to date with a view to meeting Council priorities

9. EQUALITIES IMPACT IMPLICATIONS

No implications.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

Aligning the Regeneration, Leisure & Culture functions with other corporate functions will provide a more holistic approach and aid the realisation of the Council's regeneration agenda.

11. HEALTH AND SAFETY IMPLICATION

None.

12. HR IMPLICATIONS

Using national wastage as a means of meeting the budget demands will reduce the number of compulsory redundancies required in the future.

13. PUBLIC HEALTH IMPLICATIONS

None.

Background Papers

None