

By: Adam Wilkinson, Managing Director, Environment & Regeneration

To: Environment & Regeneration Policy Overview Committee – 4 April 2008

Subject: Environment & Regeneration Review

Classification: Unrestricted

Purpose of Report: To provide an update to Members on the ongoing organisational review of Environment and Regeneration.

Recommendation: That Members note the progress made and continue to support the need for the proposed reorganisation of E&R, in order to facilitate the implementation of the Regeneration Strategy within the timetable agreed at Cabinet.

1. Introduction

- 1.1 As outlined in recent papers to Cabinet, entitled *Regeneration Strategy for KCC* and *Environment & Regeneration Directorate Review*, work is proceeding rapidly to produce a KCC Regeneration Strategy to be published in May 2008 and, at the same time, to review the structure and capacity within the organisation as regards its fitness to deliver the new strategy. The strategy will require strengthened economic development and regeneration capability and an enhanced ability to respond to strong external influences, including the sub-national review (SNR) of economic development.
- 1.2 The timing therefore of this organisational review allows maximum advantage to be taken of the changing policy landscape. It is imperative that KCC has both the capacity and capability to influence policy at the international, national, regional, sub-regional and local levels and to deliver regeneration outcomes on the ground for Kent. A key objective is to maintain and strengthen the interface between the Directorate, other parts of KCC, District Councils, the Regional Development Agency, and other agencies such as Locate in Kent and Kent Tourism Alliance as collaboration is the prime consideration in advancing the regeneration agenda.

2. The new proposed structure for Environment & Regeneration

- 2.1 In order to increase E&R's strategic capacity, it is proposed that a new **Regeneration Strategy Division** be formed. This new division will strengthen the Directorate's existing strategy and policy functions and will play a key role in positioning Kent at the forefront of regeneration at regional, national and international level. The division will provide an overview of all regeneration activity across Kent and will be accountable to the proposed KCC Regeneration Board¹, regularly reporting KCC's progress in delivery of the Regeneration Strategy for KCC. Acting in a client role, the division will use a programme management approach to ensure effective project delivery within

¹ See separate paper: *Regeneration Strategy for KCC* dated 6 February 2008 – Section 4.1

both Environment & Regeneration and elsewhere in KCC. The division will continue to prepare strategic planning, transport, economic & environmental policy for the county, and to carry out KCC's Local Development Framework & development control duties.

- 2.2 A new **Economy & Development Division** will deliver the catalytic regeneration projects which do not fall under the responsibility of the directorate's two key operational divisions (see next section) or elsewhere within KCC. The Economy & Development Division will operate both on a thematic and spatial basis aligned to the Regeneration Strategy. Teams will be multi-disciplinary with professionals coming together from development, planning, legal, procurement and other areas as appropriate. They will rely heavily upon full and effective support from other KCC directorates. The projects being handled by the existing Regeneration & Economy Division will be reviewed in the light of priorities that will be set out in the Regeneration Strategy for KCC.
- 2.3 The Directorate will have two major operational divisions – **Environment & Waste** and **Kent Highway Services**. The focus of these divisions will be on continuing to provide excellent front-line service delivery to the people of Kent. These divisions will have a vital role in delivering the objectives of the Regeneration Strategy for KCC. The regeneration focus will be on:
- managing Kent's waste;
 - protecting and enhancing the overall natural and built environment and improving access to it;
 - improving transport;
 - improving the health and safety of Kent's residents; and
 - reducing the fear of crime through their mutually complementary work through Kent.
- 2.4 Through their combined local community engagement and strong presence, these operational divisions will work closely with District and other partners to engender a feeling of 'pride of place'. In due course a re-branding strategy will be evolved to ensure high visibility of both environment and transport operational teams across Kent. Both operational teams have reviewed their organisational structures, with the majority of teams unaffected and will remain in their current form. There will be staff who currently work within the Business Development (**E&W**) and Business Performance & Communication (**KHS**) functions, including PAs from all service areas, who will form part of the new **Resources** division in the proposed re-structure.
- 2.5 To support the re-structuring of the directorate described above, at the heart of E&R will sit a new **Resources** division. Most resource functions currently located within divisions will be managed centrally in terms of their overall co-ordination to ensure equity and consistency of approach and to improve resource allocation across the directorate. Performance and quality management, business support, financial and procurement capability will be reviewed and, where necessary, strengthened.
- 2.6 Finally, the role of the existing **Directorate Strategy Team** will radically change. Divisional Directors will be more clearly focused on maximising the

opportunities of the new Regeneration Strategy for KCC and will work more explicitly as a single team. They will become more involved in the work of all divisions as we make further progress in working across traditional boundaries and in pursuing common objectives and shared aspirations, standards and values.

- 2.7 Many of the objectives of the Regeneration Strategy will relate to the work of other KCC directorates. E&R will seek to significantly strengthen some existing relationships, responsibilities and accountabilities to ensure the effective delivery of the Regeneration Strategy.

These include:

- KCC property acquisitions and disposals;
- cultural services/arts/sports development;
- vocational skills;
- Supporting Independence activities; and
- community development (including social enterprise).

3. Consultation

- 3.1 The consultation process has been a phased approach with Phase 1 focusing on increasing capacity for developing and delivering regeneration. This will principally affect staff in the current Strategy & Planning and Regeneration & Economy divisions. Phase 2 consults on proposals for resources functions. These will affect staff not only in the Resources division but across the whole of E&R.
- 3.2 E&R has agreed with Unison to commence formal consultation with staff on the proposed new structure from 10th March 2008 until the 17th April 2008. This takes into account the staggered release of Phase 1 and Phase 2 and ensures that consultation on both these phases finishes on the same date.

4. Timeframe

- 4.1 The intention is to have senior staff (KS13 and above) appointed to the new structure by the end of May 2008, in parallel with the publication of the new Kent Regeneration Strategy and its first annual action plan. Appointments to the remainder of the structure will take place from June 2008 onwards, with completion by September 2008.

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