

# RESTRUCTURE REPORT

## Report of: Directors of Planning & Growth

Contact officer: Brett Leahy  
Email:

### Summary of Restructure

#### **Background**

Following the recent LGA Corporate Peer Challenge, the Council has introduced a new organisational structure, which captures many frontline services to enable greater customer service focus. These services are brought together under a new Environment and Communities directorate, which will include the Culture team, which has moved from the Planning and Growth department to the new Environment and Communities directorate. The Town Centre team will be based in the Journeys and Places team.

The Council currently does not have any dedicated resources to support the Council in applying for funding to attract grants and inward investment that can help deliver added value on our ambitions to create 'an economy that works for everyone'. The current arrangements around economic development are not fit for purpose and we need to take a fresh approach to improve on the present position, which is not well defined and suffers from being fragmented across the Council. We also recognise that the local Council has a limited role in providing business support and development which is largely and most successfully confined to support around business rates and assistance with provision of space to SMEs.

The wider strategic work around inward investment needs greater emphasis and the concept of inclusive growth with strong connectivity to the Council Plan and our developing Local Plan is where we are most likely to generate meaningful added value at a time of scarce resource availability. This work can provide a bridge between the existing operational resources within the Department and the wider organisation, creating a clear sense of purpose and allowing us to eliminate any duplication or confusion about which roles sit with which teams.

The current Employment and Skills team are a small team that directly report to the Director of Planning Growth. The interaction and support can be more operational rather than strategic given the nature of the work and there is strong cross overs with economic development, which needs to be redefined and repositioned accordingly to best serve internal and external business needs.

These 3 factors present an opportunity to undertake a small restructure involving the current Employment & Skills Team, and the introduction of 2 posts covering inward investment, enterprise, business support and economic development, which can fall under the umbrella of Inclusive Growth & Skills. These 2 posts will be fully funded by s106 money only and will have 'no budgetary' implications to the Council.

#### **Why we are doing this**

##### Context to the proposal

The proposed small restructure will enable the teams to respond appropriately to the change being introduced under the wider restructure given the Culture element of the department is being moved.

It presents an opportunity to define the Council's approach to how it stimulates inclusive economic growth and configure resources in an optimum way to deliver the outcomes we seek. To achieve agreed organisational goals, the Council needs a coordinating resource to drive, coordinate, and ensure the delivery of these areas across teams, departments, and directorates.

Also, it will provide renewed focus on the corporate priorities of supporting our town centres and local employment as well as provide a vehicle for aligning services to towards inclusive economic growth by having a dedicated resource that attracts the right inward investment and funding that supports the right growth.

The proposal will partially reframe the Employment and Skills team under a new service called Inclusive Growth and Skills.

### Background to Skills & Employment Team

The Skills and Employment team seeks to actively develop and deliver a full range of employment and skills initiatives across Enfield. The strategy is to ensure that local people have access to skills offer that will allow them to compete for jobs both within and outside of Enfield. This is achieved by supporting skills development in key sectors that are critical to the inclusive growth of the Enfield economy and working with partners (public and private) to understand and address key local challenges and emerging opportunities. We know that due to organisational churn over the past few years that a rebrand of the function alongside a refresh of its remit will be required to gain traction within and external to the organisation. This will be picked up as we evolve the approach as set out in this report.

### Background to Inclusive Growth

Inclusive Growth is defined as economic growth that creates opportunities and benefits for all segments of society, particularly those who are economically disadvantaged or marginalised. It aims to ensure that the benefits of economic growth are distributed fairly across all sections of the society. It emphasises the importance of improving services, such as education, healthcare, and bringing inward investment.

## **New Structure**

### Introduction

The proposal will modify the Employment and Skills team, introduce the 2 additional posts, and change the name of the of the team to Inclusive Growth and Skills.

The 2 new positions will be on a fixed term arrangement for 2 years fully funded by s106 monies with no cost to the Council. The two posts are as follows:

- Inward Investment & Enterprise Manager
- Inward Investment & Enterprise Officer

The intention is for them to embed, have time to grow and to give them time to establish funding to secure these posts for the longer term. The ambition is to transition the fixed term posts into permanent posts, but this being dependent on gaining external long term and sustainable funding. The 2 managerial posts of the team will be responsible for identifying and winning additional funds.

Once established and if successful, additional funding can be sourced to enable additional posts to be introduced.

The post of Head of Employment and Skills will be changed to Head of Inclusive Growth and Skills.

These changes will be fully funded by s106 for a period of 2 years.

Once established and after 2 years the expectation would be to source external funding to cover salary costs moving forward. For example, funding pots from the following areas:

- UK Shared Prosperity Fund, Levelling Up Fund (DLUHC) and future DLUHC funding
- GLA Good Growth Fund/Local Digital
- BEIS Innovation Programme to support development of strategic industrial land and business diversification
- Local London joint bidding to encompass (digital) infrastructure and inclusive growth (we have no dedicated resources for this, and we can get a lot more out of our membership)

### The Inclusive Growth and Skills Board

Furthermore, to embed this renewed focus on economic development across the organisation, we will seek to replace the current Skills, Employment and Economic Development Board with a new, rebranded Inclusive Growth and Skills Board. This board will be attended by lead officers from each directorate and chaired by the Director of Planning and Growth. As part of the briefing, lead officers will work with the Director of Planning and Growth to create a robust workplan with milestones and a new term of reference for the board.

### Table

The table below sets out the changes between the current and proposed structure.

The following posts will be modified or created:

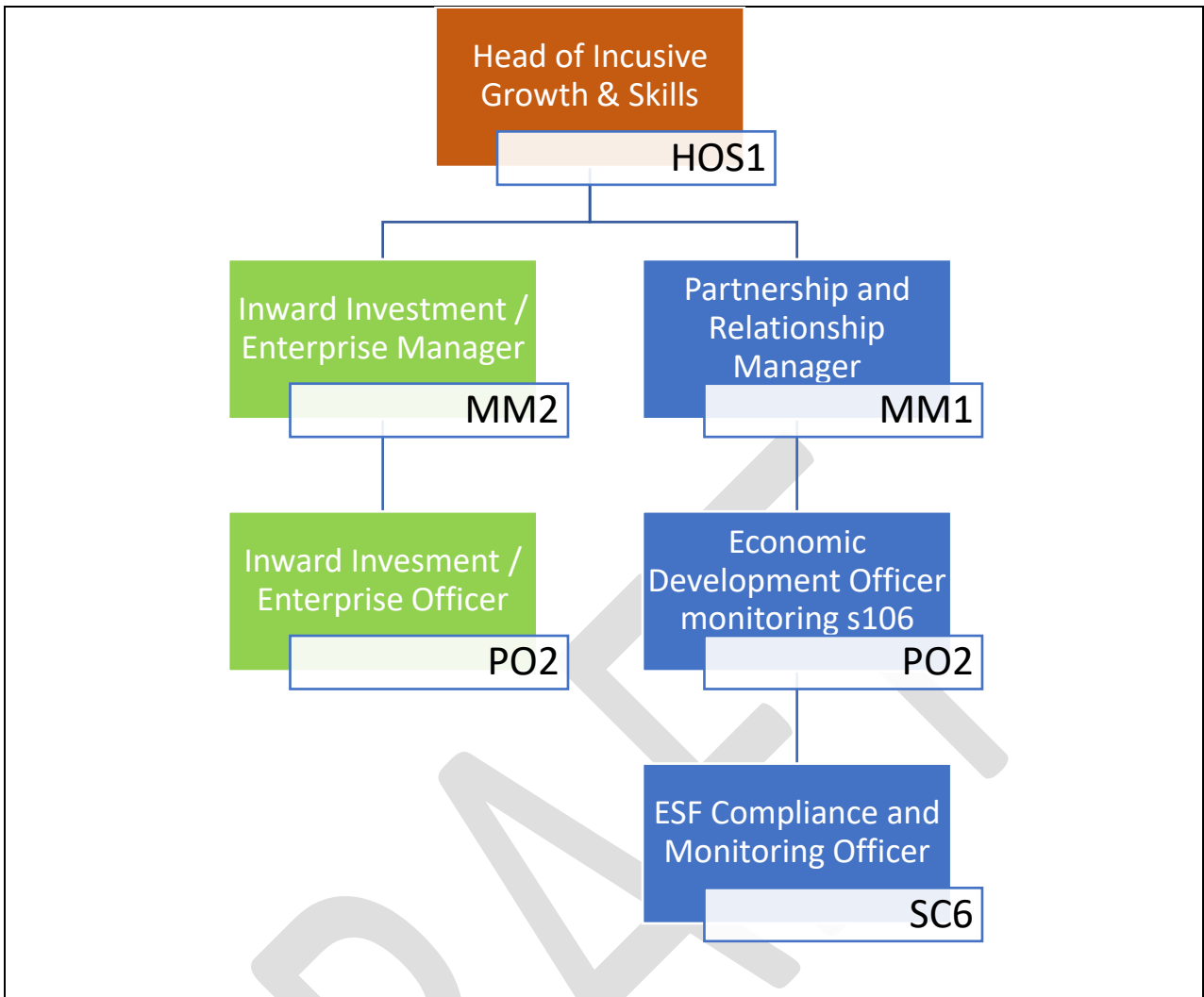
1. Head of Inclusive Growth and Skills.
2. Inward Investment / Enterprise Manager.
3. Inward Investment and Enterprise Officer

	Current Role		Cost	Proposed Role		Cost
<b>Management Tier</b>						
1	Head of Employment & Skills	HOS1	£78,462	Head of Inclusive Growth and Skills	HOS1	£78,462
2				Inward Investment / Enterprise Manager	MM2	£64,421
3				Inward Investment / Enterprise Officer	PO2	£42,585
	Total		£78,462			£185,468
<b>Employment and Skills Team</b>						

4	Partnership and Relationship Manager (Fixed term / Funded by s106)	MM1	£50,568	Partnership and Relationship Manager (Fixed term / Funded by s106)	MM1	£50,568	
5	Economic Development Officer responsible for Section 106 monitoring (Fixed term / Funded by 50% ESF and 50% s106)	PO2	£42,585	Economic Development Officer responsible for Section 106 monitoring (Fixed term / Funded by 50% ESF and 50% s106)	PO2	£42,585	
6	ESF Compliance & Monitoring Officer (Fixed term / Funded by ESF)	SC6	£30,567	ESF Compliance & Monitoring Officer (Fixed term / Funded by ESF)	SC6	£30,567	
	<b>Total</b>		<b>£202,182</b>			<b>£309,1880</b>	
	<b>Grand Total</b>					<b>£107,006</b>	
	<b>Difference</b>						

### Proposed Team Structure

The additional posts in **green**:



**Vertical structure reasons**

A vertical organisational structure is often a more suitable choice for lean, small and specialised teams of this nature for the following reasons:

- **Clear Reporting Lines:** The hierarchy is well-defined, with each level having clear reporting relationships. This is advantageous for specialised teams as it ensures that team members know to whom they report and who is responsible for their performance evaluations, task assignments, and overall guidance.
- **Specialised Expertise:** Each member possesses specific skills and knowledge within their domain. This allows for better collaboration and knowledge sharing within the team, promoting a deep understanding of their field.
- **Focused Leadership:** Dedicated leadership that is well-versed in their field. This focused leadership can better understand the unique challenges and opportunities faced by the team and make informed decisions that are in line with the team's goals.
- **Efficient Decision-Making:** Decision-making can be quicker and more efficient.

- **Optimised Resource Allocation:** Allows for resource allocation that is tailored to the needs of Officers. This means that resources like budgets, personnel, and tools can be allocated in a way that maximises the team's ability to perform their tasks effectively.
- **Clear Communication:** Direct communication lines ensure that instructions, feedback, and information flow smoothly between team members and their superiors, reducing the risk of miscommunication.
- **Streamlined Coordination:** The Head of Service can act as a liaison, facilitating collaboration, sharing resources, and promoting a holistic approach to problem-solving.

In conclusion, a vertical organisational structure is better suited in this instance. The Service is small, lean, specialised with limited resources and thereby provides focused leadership, efficient decision-making, and optimised resource allocation. It enables clear communication and alignment to the Council Plan.

## **Funding**

The restructure is £107,006 per year fully funded by s106. The funding for this restructure will come from s106 monies for a 2-year period to help get this approach off the ground with the intention to broaden this out through external funding.

### S106

S106 monies that can be used as 'seed' investment to get the posts established, and once in place external funding can be sourced.

As of 1 April 2023, there is approximately £431k that has accrued from the business initiative contribution. This a rolling pot of monies and it is continually be added too year on year. There is currently £197k unallocated and available. This will increase to £298k by the end of the financial year.

S106 agreements that relate to this pot of money is to be used towards local training and skills initiatives in accordance with the S106 SPD. The S106 SPD on local training and skills initiatives states where *it is not possible to provide apprenticeships on site, the Council will require a monetary contribution for training, employment support and local procurement to enhance the prospects of the use of local employment during the construction phase of development.*

This element of the SPD enables the monies to be used to cover the first year of the proposed posts as they will be attracting investment, which in turn brings opportunities around local employment.

It is proposed to allocate of funding to support these posts for the first 2 years:

1. Inward Investment / Enterprise Manager.
2. Inward Investment and Enterprise Officer,

## **The role of the 2 new posts**

### External Funding

The objective is to establish the fixed-term positions first, allowing us time to subsequently seek external funding. This approach will serve two purposes: firstly, securing grants that we currently aren't benefiting from, and secondly, ensuring that after a span of 2 years, these positions are entirely funded by external sources. As an illustration, potential external funding could materialise as follows:

- UK Shared Prosperity Fund, Levelling Up Fund (DLUHC) and future DLUHC funding
- GLA Good Growth Fund/Local Digital
- BEIS Innovation Programme to support development of strategic industrial land and business diversification
- Local London joint bidding to encompass (digital) infrastructure and inclusive growth (we have no dedicated resources for this, and we can get a lot more out of our membership)

To respond to the Council Priorities

Currently, we lack a designated resource to concentrate on the pertinent council priorities pertaining to the economy. Therefore, these positions will empower the Council to fulfill the outlined objectives within the new Council Plan, "An Economy That Works for Everyone," a priority that presently lacks resourcing. This priority is centred around nurturing an inclusive economy in Enfield and leveraging the Council's role as a strategic guide and commissioner. The aim is to promote inward investment and foster partnerships that facilitate collaborative efforts, enabling a greater number of individuals to enter and sustain meaningful employment. A clearly defined and focused inclusive growth function will be key to delivering the following actions identified within this priority:

- Enable local people to develop skills to access good work
- Support local businesses and encourage inward investment in growing sectors which offer sustainable employment to local people
- Develop town centres that are vibrant, healthy and inclusive
- Transform our industrial land to create modern and low carbon spaces for business

The restructure is also informed Enfield Council's policy/strategies, which focus on developing an inclusive economy, including:

- Economic Development Strategy
- Local Plan

Audit Response

Please refer to Appendix 1 for the audit conducted on Economic Development this year.

A summary is below:

ASSURANCE LEVEL	NUMBER OF FINDINGS BY RISK CATEGORY				
LIMITED ASSURANCE	CRITICAL	HIGH	MEDIUM	LOW	ADVISORY
	-	1	2	2	-

The red rating is attributed to insufficient governance and resources, with the understanding that resources are required to uphold effective governance. This risk has the potential to hinder the Council's attainment of strategic objectives, leading to financial or reputational

repercussions. The establishment of these two new positions serves as a mitigation strategy for this risk.

**Benefits**

Benefits from the recommended proposal:

- A defined and focused approach to delivering economic benefits to residents that connects into the organisation and provides a more confident outward facing service
- A focal point for activities centred on inward investment and business engagement
- Increased capacity to apply for regional/national funding streams to bring new jobs/businesses to Enfield and upskill residents to link them to well-paid employment
- 

**Risks**

There are risks from the recommended proposal.

- Recruitment
- Funding streams

**Timeline**

The timeline is covered under the table below

Date	Task	Comment
W/C	Brett Leahy to present proposal at fort-nightly trade union consultation meeting	
	Start 30-day staff consultation	
	Staff consultation closes	
W/C	Review staff feedback / suggestions from the consultation and provide responses	
W/C	Review assimilation, start selection/ring-fence interviews for new posts	

**Impact on Council Objectives**



When did you consult with the Trade Unions?

Date: Contact Name:

**Human Resources:**

The proposal should reflect the agreed organisation design principles and therefore it is recommended that a flatter structure is proposed or the report incorporates a business case to deviate from this design.

The Council's restructure policy should be followed and staff should be informed of the proposed changes and post title changes. If the JD for the HOS1 post is changing the post holder will need to be consulted with.

The proposal is creating new posts and therefore the existing permanent posts in the structure are not at risk (pending the review of the HO1 post).

All new posts must undergo job evaluation to confirm the post grades and recruitment to these posts should follow the Council's Recruitment & Selection policy.

The proposal will need to go to the TU Consultation meeting prior to implementation.

Signed: Julie Mimmagh

**Financial Impact:**

This proposal will draw £107k per year for 2 years from S106 funds and so will not cause any pressure on the general fund budget for the council. The service has confirmed that this funding is available to support the activity and eligible to be funded in this way.

As has been highlighted above, it is planned that the two roles created are to be seed-funded from S106 but in the longer term they will need to be funded from grant monies to be identified and confirmed so that they do not create a pressure on the budget. If the grant monies needed are not forthcoming then the approach will need to be reconsidered and the roles may need to be closed to avoid a budget pressure if other savings or income cannot be found. The initial fixed term arrangement for the roles is therefore the appropriate strategy to take at this stage.

Steve Muldoon  
Assistant Director of Finance  
18/8/2023

**This report must be signed by the Director before it is implemented**

Signed: Brett Leahy Date 15/08/2023  
Director Planning & Growth

Restructure Report  
Published 04/01/11

Signed ..... Date  
Executive Director Housing, Regeneration & Development

Appendix 1. Audit Report into Economic Development.

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