

## Notice of meeting of

### Urgency Committee

**To:** Councillors Steve Galloway (Chair), Merrett, Potter, Reid and Waller

**Date:** Tuesday, 27 March 2007

**Time:** 12.15 pm

**Venue:** The Guildhall

### AGENDA

#### 1. **Declarations of Interest**

At this point, members are asked to declare any personal or prejudicial interests they may have in the business on this agenda.

#### 2. **Exclusion of Press and Public**

To consider the exclusion of the press and public from the meeting during consideration of the following:

Annex 11 to Agenda Item 4 (Neighbourhood Services Re-structure) on the grounds that it contains information relating to individuals. This information is classed as exempt under paragraph 1 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by The Local Government (Access to Information) (Variation) Order 2006).

#### 3. **Public Participation**

**At this point in the meeting members of the public who have registered their wish to speak regarding an item on the agenda or an issue within the Committee's remit can do so. The deadline for registering is Monday 26 March 2007, at 5.00 pm.**

**4. Neighbourhood Services Re-structure (Pages 1 - 56)**

This report seeks approval of a proposed re-structure of the Neighbourhood Services Directorate.

**5. Any Other Matters which the Chair decides are urgent under the Local Government Act 1972.**

Democracy Officer:

Name: Simon Copley

Contact details:

- Telephone – (01904) 551078
- E-mail – [simon.copley@york.gov.uk](mailto:simon.copley@york.gov.uk)

For more information about any of the following please contact the Democracy Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details are set out above.



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## Urgency Committee

*27th March 2007*

### Report of the Director of Neighbourhood Services

## Neighbourhood Services Re-structure

### Summary

1. Members are asked to approve the proposed restructure of the Neighbourhood Services Directorate. The report is being considered at an Urgency Committee as the re-structure needs to be implemented immediately to deliver the Directorate's corporate priorities.

### Background

2. A new Directorate of Neighbourhood Services was formed in April 2006 following a restructure by the Chief Executive of the Council's Corporate Management Team. The Director of Neighbourhood Services commenced his duties at the Council in May 2006 and since this time has been assessing the structure to identify what changes are required to improve efficiency, general performance. This report provides details of the proposed changes for which the Director seeks approval.
3. The new Neighbourhood Services Directorate is made up of existing services from four areas which are as follows:
  - Environmental Services (formerly part of Commercial Services Directorate) – Street Cleaning, Grounds Maintenance, Waste Services including Refuse and Recycling, Cleaning and Fleet Services, Finance and Service Development.
  - Construction (formerly part of Commercial Services Directorate) – Building Maintenance and Civil Engineering.
  - Environment and Neighbourhoods (formerly part of Deputy Chief Executives Department) – Environmental Health, Trading Standards, Licensing and Bereavement Services, Waste Strategy, and Neighbourhood Pride Unit.
  - Safer York – Previously the Deputy Chief Executive had similar responsibilities although line and performance management is via a tripartite arrangement involving the Chair of the Crime and Disorder Reduction Board, North Yorkshire Police, Chief Superintendent for York and Selby and Director of Neighbourhood Services. The existing

arrangements have been reviewed along with wider SYP related issues and included in this report.

## **Corporate Priorities**

4. The aim of the restructure of Neighbourhood Services is to create the environment and structure to provide modern, efficient and customer focused services for the benefit of our residents. The restructure also supports the Directorate's responsibility for the delivery of three Corporate Priorities which are as follows:
  - ***To decrease the tonnages of biodegradable waste and recyclable products going to landfill;***
  - ***To improve the actual and perceived condition and appearance of the cities streets, housing estates and publicly accessible spaces;***
  - ***To reduce the actual and perceived impact of violent, aggressive, and nuisance behaviour on people in York.***

## **Current Issues**

5. The new NS Directorate faces a number of major challenges in the next twelve months, delivering key activities and developing initiatives that will positively impact on the community. A summary of the key challenges facing the Directorate are as follows:
  - The completion of the Street Scene review to assess and improve the actual and perceived condition of the city's streets, housing estates and publicly accessible areas. This is one of the council's 13 priorities and resulted in the 'Street Scene Review' report being presented to the Executive on 21 November 2006. The Executive approved changes in the way street cleaning, ground maintenance and street environment services will be delivered in the future.
  - The completion of a review which will result in the decrease of the amount of biodegradable waste and recyclable material going to landfill. This review will address the key issues of encouraging and enabling the residents of York to reduce, reuse and recycle waste products. It will build on the existing waste minimisation campaigns and is also one of the Council's 13 priorities. This work will culminate in the summer of 2007 by developing a revised waste strategy for the City, which underpins the York and North Yorkshire waste management partnership strategy "lets talk less rubbish". The review will also assess current operational practices and make recommendations to change them if necessary in line with national best practice.
  - The completion of a review to reduce the actual and perceived impact of violent, aggressive and nuisance behaviour in York. This work which is also a Council priority will include a review of high level strategic issues

such as how existing SYP structures currently support crime reduction activities whilst also assessing and making recommendations on the outcomes of the Crime and Disorder Act Review, the Lyons Report, and the Local Government White Paper "Strong and Prosperous Communities".

- Development of the Directorate's Building Maintenance department to reflect the changing needs of the service including the partnership with Housing and Adult Social Services and the proposed extension of external trading.
  - The former commercial services activities at Foss Islands have recently been relocated to the new EcoDepot at Hazel Court.
  - The need to consider the impact of the Government's White Paper titled 'Strong and Prosperous Communities' and the Lyons report on the Council's work within the community by the Neighbourhood Pride unit.
  - The need to deliver the Council's York Neighbourhoods Pride initiative working with the community to improve the local environment within our city.
  - The need to support the Council's job evaluation process which is likely to have implications to key services within the Directorate.
  - The need to support all of the Council's priorities and to prepare for the 2008 CPA inspection.
6. To enable the Directorate to successfully deliver the key challenges detailed above and to be 'fit' for purpose in the future, it is considered that changes need to be made to the existing structure to provide management of key functions and to maximise efficiency by focusing resources on priority activities.

### **Summary of the Changes**

7. The following is a summary of the proposed key changes to the Neighbourhood Services structure:
- Directorate finance was previously managed by the Assistant Director (Environmental Services) who also had responsibility for a number of key frontline services. A new post of Directorate Finance Manager has been created (Scale PO21-24) which will provide an improved focus on finance related issues whilst allowing the Assistant Director (Environmental Services) to concentrate on service delivery and development. The creation of the Finance Manager post was supported by the Director of Resources. A delegated, recorded decision was made in advance of the recruitment of this position. The new Finance Manager has been recruited and commenced duties on 20 November 2006. The new post is shown on Annex 1.

- A new post of PA to the Director of Neighbourhood Services has been created (Scale 5). The successful candidate commenced duties on 6 November 2006. A delegated, recorded decision was made to advance for the recruitment of this position. This post is shown on Annex 1.
- The existing post of Service Development Manager (PO16–20) has been reviewed in the light of future service needs and the grade and description adjusted to that of Performance Manager at (PO14-17). To support this position, a Performance and Contracts Officer post (PO3-6) has been created. This takes into account the deletion of a Client Officer post (SO1/2), and an Administration Assistant post (Sc1/2). The job title of the remaining Service Development Officer Posts (Sc6 to SO1) has been changed to Performance Support Officer (Sc6 to SO1). A delegated, recorded decision was made to advance for the recruitment of the Performance Manager .

These positions are required as an integral part of the new Directorates Performance Management section, and will replace the existing Quality Team. This new section will manage the Directorates interface with our customers, have responsibility for producing and managing performance information, the Safer and Stronger Communities Fund performance reports, assist with key priority initiatives that impact on our customers, develop the Directorates business and service plans, manage statutory PI's such as BV199, manage contract performance and develop continuous improvement throughout the Directorate. The existing and proposed structures are illustrated on Annex 7 and Annex 10.

- An additional 0.5 of an Administration Assistant position is required to support the existing finance team. The proposed grading for this post is Scale 1-2. The existing Finance Clerk position (Scale 2-4) has been increased from 0.5 to 1 FTE. This is required due to the increase in workload following the bringing together of the four service areas into the new Directorate and will undertake accounting work previously undertaken by the City Strategy Directorate, and Deputy Chief Executive's Department. These changes are part funded by a budget transfer from City Strategy. These new posts are shown on Annex 9.
- A Waste Minimisation Officer post has been created (Scale 5) following a review of the Waste Strategy Unit. This post is shown at Annex 8. This is funded from the deletion of an Administration Assistant post.
- A Neighbourhood Enforcement Team comprising of an Enforcement and Environment Manager (PO8-11, part time), two Enforcement Officers (Scale 4-6) and a part time Administration Officer post (Scale 3) will be created, to support the Environmental Services Section. Members have already approved the creation of the Enforcement Team in the 'Street Scene Review' report at the Executive meeting on 21 November 2006. The administration post will support the regulatory and enforcement activities of the team by processing fixed penalty notices, formal cautions,

and prosecution report cases. The Enforcement and Environment Manager will report to the Assistant Director (Environmental Services). These posts are included on Annex 8.

- The existing six Street Environment officer posts have been redesignated and their role reviewed as part of the 'Street Scene' review. Street Environment Officers previously reported to the Street Environment Manager but this post has now been deleted. A new post of Senior Street Environment Officer (PO6-9) has been created to manage the Street Environment Team whilst also providing support in managing the new street cleaning zones following the successful pilot in the West area of the city. It is considered that this post is necessary if the new street cleaning service is to be successful as this is dependant upon the Street Environment Officers effectively managing their area. The Senior Street Environment Officer reports to the Street Scene General Manager. These posts are shown on Annex 8.
- A post of IT & EcoDepot Manager (PO3-6) will be created (subject to further discussion with ITT), partly funded from the deletion of an IT Officer post. The new position includes responsibility for IT for the whole directorate plus facilities management of the depot.
- There has been a full review of the Building Maintenance service, which is detailed later in the report.

**8. To fund the changes detailed above it will be necessary to make savings by deleting the following positions from the existing structure:**

- Waste Administration Assistant (Scale 1-2). It is considered that this position is redundant following a review of the waste strategy unit. (Annex 2)
- Street Scene Operations Manager (PO 3-6). This position will no longer be required following the review of the Street Scene Service. (Annex 7)
- Service Development Officer (Scale 6). It is considered that this position will not be required in the future following the proposed creation of the Performance Management Team. (Annex 7)
- Administration Assistant (Service Development) (Scale 1-2). This position is currently vacant but will not be required following the proposed creation of the Performance Management Team. (Annex 7)
- Street Environment Manager (PO 12-15). This position will not be required following the redesignation and review of the role of Street Environment Officers. (Annex 2)
- IT Officer (SO1). This position is currently vacant. It will no longer be required following the creation of the post of IT & Depot Manager. (Annex 7)

9. The following positions are currently vacant. Neighbourhood Services received the budget for this position following the Council's Senior Management Team restructure.
  - Quality Assurance Manager (PO9-12)
  - Client Officer (SO1-2)
  - Part Time Accounts Clerk (Scale 2)
  - Performance Development Officer (Scale 6)
  - Highways Technician (Scale 3-4)
10. In addition to the above it has been agreed that Neighbourhood Services have received £35k from the Resources Directorate to contribute towards the cost of funding the newly appointed Finance Manager following the transfer of some financial functions relevant to the new Directorate. Following a job evaluation of Chief Officers in 2006 a further saving of £5,190 has been achieved as a result of implementation of these regrades.
11. Annex One details the proposed senior management structure for the new Neighbourhood Services Directorate.
12. The following sections provide details of how each of the service areas will be affected by the restructure.

### **Senior Management Team**

13. The proposed structure of the senior management team is shown at Annex One. The following narrative details the responsibilities of the senior management team in the new Directorate:

#### **Assistant Director (Neighbourhoods and Community Safety)**

14. Responsible for Environmental Health, Trading Standards, Licensing and Bereavement Services, the Neighbourhood Pride Team and managing the Director of Safer York Partnership and associated CYC staff.

#### **Assistant Director (Environmental Services)**

15. Responsible for Waste Services including Refuse and Recycling in addition to Waste Strategy, Grounds Maintenance, Street Cleaning, Fleet Management and Building Cleaning.

#### **Assistant Director (Maintenance Services)**

16. Responsible for the Building Maintenance and Civil Engineering department. Includes the repairs and maintenance of the CYC housing stock, gas servicing and repairs, basic maintenance of the highway, cleaning and maintenance of highways, drainage, winter maintenance, pest control and repair of the City Walls.



### **Finance Manager**

17. Responsible for the Directorate Finance Team, General Administration including Payroll and Information Technology. The postholder will report directly to the Director of Neighbourhood Services and provide strategic and operational financial advice to the Director and the Directorates Management Team.

### **Performance Manager**

18. Responsible for Directorate performance data collection and reporting including the management of local and national PI's (including BV199), customer satisfaction surveys, production of EMAP and Executive reports (working with the Senior Management Team), managing customer related issues including complaints, maintaining quality accreditations and developing continuous improvements to aid front line delivery of Directorate services and also management of the Directorate Health and Safety team. The Performance Manager post will report directly to the Director of Neighbourhood Services.

### **HR Business Partner**

19. Responsible for the strategic and operational HR support to the Directorate, and management of the Directorates HR team based at Hazel Court. Key areas covered are management of change, recruitment and selection, employee relations, performance management and employee development. The post will report to the Director of Neighbourhood Services

### **Impact of the Restructure within the Directorate**

20. The following, details those specific changes that will impact on the various service areas within the Neighbourhood Services Directorate as follows:

### **NEIGHBOURHOOD AND COMMUNITY SAFETY DIVISION**

21. The former Environment and Neighbourhoods division will be renamed Neighbourhoods and Community Safety. The existing structure is shown at Annex Two, and the proposed structure is shown at Annex Three.

### **Assistant Director (Neighbourhoods and Community Safety)**

22. The responsibilities of the AD (Neighbourhoods and Community Safety) are shown in the structure chart at Annex Three.

### **Environmental Health and Trading Standards Unit**

23. It is proposed to restructure the Environmental Health and Trading Standards Unit. The "*Hampton Report*" is likely to recommend a significant change in the way businesses are regulated. There is a move away from routine inspection

of low risk premises, and a focus on advice and assistance to comply with the regulations, coupled with a much firmer approach for infringements. The purpose of the restructure is to make the unit more fit for this future purpose and to retain staff and provide career progression in a very competitive market. There is a reduction of two posts on the existing structure. Both these posts are either currently vacant or will become vacant by 1<sup>st</sup> April 2007.

24. The route to becoming a fully qualified trading standards officer has been radically changed and is now a two-stage process centred on the new Diploma in Consumer and Trading Standards and the Higher Diploma in Consumer and Trading Standards (HDCATS). In the new structure a new combined generic grade of Trading Standards Officer/Senior Trading Standards Officer of SO2 – PO6 will be applicable. Progression beyond PO2 will be barred and dependent on the attainment of HDCATS.
25. A vacancy in the animal health unit has also permitted a re evaluation of roles within the team. There are sufficient skills within the existing team to undertake the levels of higher-level work required on animal health and welfare enforcement/investigation duties. However, the service has experienced difficulties when trying to recruit someone suitable to undertake the dog warden duties, as adverts for generic ‘animal health officers’ have not attracted candidates with the right skills. The proposal is therefore to convert a 0.8 FTE animal health officer post (scale 2 – 6) to a 0.9 FTE dog warden post (scale 3).
26. There are no additional costs to the restructure proposals. This minor restructure will achieve a saving of £61k, which has already been accounted for to offset the 2007/8 savings target.

#### **Licensing and Bereavement Services Unit**

27. The Pest Control unit will transfer to Hazel Court and be managed by the AD (Maintenance Service).
28. There are no additional costs to the restructure proposals.

#### **Neighbourhood Management Unit (NMU)**

29. It is proposed to change the name of the current Neighbourhood Pride Unit, to Neighbourhood Management Unit (NMU) following the Executive decision on 21<sup>st</sup> November to rename the existing “Street Scene Service” to the “Neighbourhood Pride Service”
30. The York Pride Action Line staff moved into the [easy@york](mailto:easy@york) customer contact centre in June 2006, and is now managed by the Director of Resources. Members approved the changes for the role and purpose of the Street Environment Service following the decision of the Executive on 21 November relating to the Street Scene review. The responsibility of the street environment staff and the associated street environment functions will transfer to the Assistant Director (Environmental Services).

31. The NMU dedicated admin resource will be incorporated into the wider administrative pool within the Neighbourhoods and Community Safety division so as to improve capacity and allow flexibility of working of the admin resource across the whole of the Neighbourhoods and Community Safety division. The Neighbourhoods and Community Safety administration and the Admin and Business Support Manager will report to the Head of Neighbourhood Management Unit whose job title will be changed to Head of Neighbourhoods and Business Support. This is further explained below in the paragraph entitled 'Neighbourhoods and Community Safety Administration'.
32. The existing Neighbourhood Management Unit Officer structure within the NMU has been purposely excluded from review at this stage because of the potential impact of the recommendations of the government White Paper "*Strong and Prosperous Communities*", and the Lyons report. Any impact that these reports may have, may necessitate a restructure. A service review of the NMU is currently taking place and will be completed during the summer, and recommendations will be brought to a future EMAP.

#### **Safer York Partnership (SYP)**

33. A meeting of the Safer York Partnership Board was held on 7<sup>th</sup> March 2007, which looked at the strategic objectives of the partnership over the next 3-5 years. It was proposed that the Director of Safer York partnership and the associated CYC staff will report to the Assistant Director (Neighbourhoods and Community Safety). It was further proposed that a report be brought back to the SYP Board at a future meeting with proposals for co-locating CYC Safer York staff and some key NY Police staff within the SYP partnership, to facilitate joint working and to better target and enhance Safer York delivery within neighbourhoods.
34. The changes to the line management structure have only recently been approved by the SYP board, and the SYP structure as a whole will be subject to a further review. Members are requested to delegate responsibility to the Director of Neighbourhoods to effect any subsequent modification to the SYP structure, in consultation with and the agreement of the CDRP Board.

#### **Waste Strategy Unit**

35. The waste strategy unit has transferred to the EcoDepot at Hazel Court and be managed by the AD (Environmental Services). There are no additional costs to the restructure proposals.

#### **Service Co-ordinator**

36. The existing job title will change to personal assistant. The current HR functions/ staff contract/ Delphi inputting duties associated with this service co-ordinator post will transfer to the admin and HR teams at the eco-depot in Hazel Court. The postholder will in future provide personal administration duties to the AD (Neighbourhood and Community Safety) and undertake some higher level administration duties, general building (safety and management)

responsibility for the Neighbourhoods and Community Safety division. The post holder will also support the admin functions for the Safer York Partnership as part of the general administration changes described under the 'Neighbourhoods and Community Safety Administration' below. There are no additional costs to the proposals.

### **Neighbourhoods and Community Safety (Administration)**

37. The current administrative support to the Neighbourhood and Community Safety Division is split across three sites.
38. At 9 St Leonard's Place, the City Strategy Directorate currently provide reception and general incoming / outgoing post management and monitoring of complaints etc to the Environmental Health, Trading Standards and Licensing and Bereavement Services functions in De Grey House, which has no reception facility. It has been agreed with the Director of City Strategy that this arrangement will continue with no additional charge.
39. At De Grey House, dedicated admin staff provide both general and specialist technical / legal admin support to the Environmental Health, Trading Standards and Licensing units.
40. At Blake Street, dedicated admin staff provide general admin and reception support to the Neighbourhood Pride Unit. They also undertake invoicing duties for the unit.
41. Physically, the new Neighbourhoods Directorate will be split across 3 sites – the eco depot at Hazel Court, and the two offices at Blake Street and De Grey House. In order to operate effectively it is essential that there is a re-assessment of functions, roles and responsibilities within the admin supporting De Grey House and Blake Street, and that the admin resource is managed in a co-ordinated way as to be able to operate flexibly and generically.
42. It is therefore proposed that the admin staff currently supporting Blake Street now report to the Admin and Business support manager, currently responsible for De Grey House admin, and so form part of a generic admin support team for the whole of the Neighbourhoods and Community Safety division. The current invoicing duties of the admin staff at Blake Street will transfer to the new finance team based at the new Eco-depot at Hazel court.
43. The Admin and Business Support Manager will report directly to the Head of Neighbourhood Management and Business Support in addition to managing the generic admin support across the Neighbourhoods and Community Safety division. This support manager post is also responsible for the FLARE Environmental Health, Trading Standards and Licensing databases and associated business management systems.
44. In light of the additional responsibilities of the Admin and Business Support manager and it is proposed to revise the grade of this post from SO2 to PO1-4. This is only a minor change and so can be contained within the existing

budgets of the Neighbourhood and Community Safety division. As such it presents no additional cost to the restructure proposals.

## **MAINTENANCE SERVICES DIVISION**

45. The current construction division consists of a Civil Engineering Department and a Building Maintenance Department. Both departments are managed by the Assistant Director (Maintenance Services). The proposed structure for civil engineering is attached as Annex Four. A existing structure chart for civil engineering hasn't been attached, as there is only one minor change – the addition of the pest control unit. The existing structure for Building maintenance is attached as Annex Five, and the proposed structure for building maintenance is attached as Annex Six.

### **Civil Engineering**

46. The current department will remain relatively unchanged under the existing General Manager, Civil Engineering, with the exception of the Pest Control Unit, which is currently within the Licensing and Bereavement Services unit. This pest control service will transfer to the Construction division and will report to the Drainage Manager.
47. The Civil Engineering department operates very successfully as a contractor deriving the majority of the £6 million per annum turnover from contracts with other council departments, the largest being the highways term maintenance contract with City Strategy. The possibility of this work coming under a PFI with the private sector is currently being explored. If this happens then a further review of the department will be required.
48. There is also a possibility that, in the future, some client functions from City Strategy may transfer across, if this happens a separate report on the effects on the department will be brought before Members.

### **Building Maintenance**

49. The building maintenance department has a turnover of £6 million per annum and like the Civil Engineering Department derives most of it's income from contracts with other CYC departments but does also do in excess of £1 million per annum business outside the Authority with North Yorkshire County Council, Housing Associations and other public sector bodies.
50. This department held a minor restructure in 2004 when a new General Manager was appointed and in 2005 when two new Managers were appointed. These appointments were part of the restructure of the old Commercial Services by the previous Director.
51. A complete review of the structure below this level has been undertaken.
52. The main purpose of the new structure is to reflect the needs of changing service provision, in particular the new partnership arrangements with Housing

and Adult Social Services to provide the Responsive Repairs and Maintenance service, Gas Servicing to the Acomb area and the council Adaptations service.

53. In addition to this, the department is proposing to increase external trading by offering, among other things, a repairs service to the general public under the Local Government powers to charge for discretionary services. This was approved by members in a report in 2004 and will be launched when the appropriate infrastructure is in place. A major review of the service and business processes is being undertaken to prepare the department, a crucial part of this work being to implement the new structure. The main changes involve,
- Redefining the traditional role of Assistant Manager and Supervisor by creating a new position of Building Technical Supervisor to reflect the new roles and responsibilities to deliver the needs of the service. The proposed grade for these posts is SO1/2
  - Provision of dedicated Technical Support staff
54. The number of posts within the new structure is broadly comparable with the old structure. However roles and responsibilities have been significantly changed to reflect the changing needs of the service. This will give each team member full involvement in all operational and commercial aspects of the work with a clear focus on the needs of the customer.
55. To accommodate these changes 4 Assistant Managers posts (SO2) and 5 Supervisors posts (Sc6-SO1) have been deleted and replaced with 1 Technical Support Manager (PO 1-4) and 8 Building and M&E Technical Supervisors(SO1-2). In addition the post of Technical Clerk has been deleted and replaced with additional 1.5 FTE in technical and customer support. The other 6.5 Technical and Customer support posts have been re-graded from Sc2-3 to Sc 3-5.
56. The building maintenance department is financed through income from internal and external trading. The new structure is within the existing staff cost base but does increase capacity to trade externally and thus increase income and profitability. This will allow overheads to be recovered over a greater volume of work and eventually reduce the overall cost of in house services. There is a saving of £58,000 in staffing costs in the first year, which has already been accounted for as it has been added to the departments profit target for the year 2007/08.

## **ENVIRONMENTAL SERVICES DIVISION**

57. The existing structure for the environmental services division is attached as Annex Seven and the proposed structure for the environmental services division is attached as Annex Eight. The environmental services division is managed by the Assistant Director (Environmental Services)

### **Street Scene (Neighbourhood Pride Service)**

58. Following the approval on the 21 November Executive of the Street Scene Review report, the new Street Scene service to be known as Neighbourhood Pride Service will be delivered through 5 geographical zones (4 outer and a city zone). The Street Environment Service will transfer to this section as part of this restructure to facilitate the rollout of the new Street Cleaning arrangements. The job title of the Street Environment Officers will remain the same although their role will be more focused on service delivery in their area.
59. Each Street Environment Officer will manage street cleaning resources, monitor the environmental quality of the area and liaise with businesses and our customers to discuss and take action about any concerns they may have about the environment.
60. There will be different methods of cleaning within the zones i.e. hand sweeping and staff will patrol terraced areas with barrows. This will require a different way of working and a review of working practices and job descriptions.
61. The new service will have a visible brand so that customers can be made aware of the work the Council is doing in their area to improve the condition of the environment.
62. Existing client/contractor arrangements will be removed and budgets will be transferred to the Directorate so that efficiency can be maximised.
63. The new [easy@york](mailto:easy@york) service will compliment the new street cleaning arrangements by making it easier for customers to contact the Council.
64. Customer standards have been produced so that customers can be made aware of the service they will expect to receive.
65. The new Neighbourhood Pride Service will be performance managed to ensure that targets are being achieved whilst there will be a plan to manage 'grot' spots.

### **Waste Services**

66. Over the coming months the Council's waste management strategy will be reviewed and a revised, resulting in a new Waste Strategy being published. As part of harmonising all aspects of waste management, the Waste Strategy Unit, previously part of the Environment and Neighbourhoods division, will be transferred into the Environmental Services division based at the EcoDepot.
67. Fleet operations forms part of the responsibilities of the General Manager (waste operations). This has been successfully out-sourced to Abro who now manage operations on behalf of the Council at our new EcoDepot.

### **Enforcement and Environment**

68. The report to the Executive following the Street Scene Review approved the creation of an Enforcement team. The team of two officers will be managed by an Enforcement and Environment manager (PO8-11 - part time). Its purpose will be to deter 'enviro' crime, and education will also be an important feature of the new service to promote a proactive approach to 'enviro' crime prevention, working across the Neighbourhood Services directorate. The post-holder will also work closely with waste strategy on waste minimisation and education issues and assist with operational issues where necessary.

### **Cleaning Services**

69. Cleaning services currently is managed by the General Manager (Waste Services). The main business functions of this section are School, public building and void property cleaning. This business is currently facing a number of challenges, such as sickness levels, recruitment and retention and service costs. The cleaning services operation will be reviewed over the next 12 months and in the new structure proposals it will report directly to the Assistant Director Environmental Services during this review period.

### **FINANCE DIVISION**

70. The proposed structure of the finance division structure is attached as Annex Nine.
71. The Finance Manager will manage the finance division; have responsibility for the Directorate Finance Team, General Administration including payroll, and Information Technology.
72. In the previous structure, these staff reported to the Assistant Director – Environmental Services. It is considered that the new arrangement will allow the Assistant Director (Environmental Services) to resume a focus on service delivery whilst allowing the new Finance Manager to manage on finance related issues across the whole of the directorate. The post will report directly to the Director of Neighbourhood Services.
73. The post of Senior Accounting Technician (PO1-4) was transferred to Neighbourhood Services and was formerly part of the Deputy Chief Executives Department. In the revised structure the post has taken on additional responsibilities and reports directly to the Finance Manager. The job title has changed to Management Accountant and the scale increased to PO6-12 for parity with existing Management Accountant roles.

### **PERFORMANCE MANAGEMENT DIVISION**

74. The proposed structure of the Performance Management Division is attached as Annex Ten.



75. The Performance Manager post is responsible for the management, control and development of the department including establishment of service development plans and to monitor the performance of frontline services.
76. The division will provide information on areas that are performing well as well as those that are under performing against measures set both national and local. Reporting back will also include operational progress, problems, solutions and new initiatives and will include trend analysis of complaints/ comments/customer feedback and lead to proposals regarding policy or budget changes. The purpose of reporting back is to inform clients and Members of issues before they find out from other sources. The performance management unit will co-ordinate the gathering of that information and its release, including the statutory Performance Indicators (PI's) associated with the Directorate.

### Consultation

77. Employees and their representatives have been consulted on the proposals, and ongoing consultation will take place throughout the process of implementing the proposed new structure for the Directorate of Neighbourhood Services.
78. Full time Trade Union officers have also been informed of the Restructure and have received a copy of the Report. No comments have been received from the Trade Unions following consultation.

### Options

79. Members could choose to do nothing although this isn't recommended as some posts have been appointed and the proposed changes will improve delivery and efficiency.

### Implications

#### Financial

80. The financial implications of the proposed restructure are summarised below:

	£000	£000
Cost of new posts	640	
Cost of regraded posts	39	
		679
Savings from deleted posts	765	
Less 07/08 budget savings already taken	(119)	
		(646)
Cost of restructure		33
Funding contribution from Resources following the Council's corporate restructure		(35)
Net saving		(2)

A more detailed analysis is available at Annex 11.

81. The overall cost of the restructure is £33k, but after taking into account the £35k funding contribution from Resources following the council's corporate restructure this results in a net saving of £2k. Additional savings could be achieved in the future as the Director has confirmed that all administration posts will be subject to a review as and when vacancies arise in the future.
82. For ease of reference the financial analysis at annex 11 focuses on the change in posts only, not the full establishment. The relevant paragraph numbers in the main body of the report are included on the Annex. The figures are based on 07/08 salaries including on costs.
83. 07/08 budget savings of £119k relating to deleted posts have already been offered up and are therefore deducted from the savings above.
84. The restructure does not decrease the number of posts and as such redundancies are unlikely. However, within the building restructure 2 posts were declared as potential redundancies in the 07/08 savings targets. Therefore if redundancies were required as a result of the building restructure these costs should be covered by the corporate reserve.

#### **Human Resources (HR)**

85. Employees and their representatives have been consulted on the proposals, and ongoing consultation will take place throughout the process of implementing the proposed new structure for the Directorate of Neighbourhood Services.
86. Full time Trade Union officers have also been informed of the Restructure and have received a copy of the Report. No comments have been received following the Trade Unions following consultation.
87. The restructure will be implemented following Council policies and procedures contained within the Management of Change policy. Any operational, contractual changes will be implemented following consultation with trade union officers and individual employees.
88. The proposed post and grade changes will be evaluated in accordance with the Council's job evaluation scheme and may be subject to change following on-going negotiations under the Council's job evaluation pay and grading review.

## Other Implications

**Equalities** – *There are no equality implications.***Legal** - There are no legal implications

**Crime and Disorder** – The new arrangements for managing the Safer York Partnership should improve performance.

**Information Technology (IT)** – None**Property** - None

**Other** - None

## Risk Management

89. Measured in terms of impact and likelihood, the risk score has been assessed at less than 16. This means that at this point the risks need only to be monitored as they do not provide a real threat to the achievement of the objectives of this report.

## Recommendations

90. Members are requested to: -
- a. Approve the restructure as detailed in the report;
  - b. To delegate responsibility to the Director of Neighbourhoods to effect any subsequent modification to the SYP structure, after consultation with, and in agreement with, the CDRP Board.

## Reasons

- (i) To allow the Directorate to provide modern, efficient and customer focused services.

## Contact Details

**Author:**  
Terry Collins

**Title:**  
Director of Neighbourhood Services

**Dept Name:**  
Neighbourhood Services  
**Tel No:** x2003

**Chief Officer Responsible for the report:**  
Terry Collins

**Title:**  
Director of Neighbourhood Services

**Report Approved** 01.03.2007

### **Specialist Implications Officers:**

Financial – Peter Steed, Assistant Director (Finance) & Sarah Kirby, Finance Manager, Neighbourhood Services

HR – Janet Neeve, Human Resources

### **Wards Affected:**

All

All

**For further information please contact the author of the report**

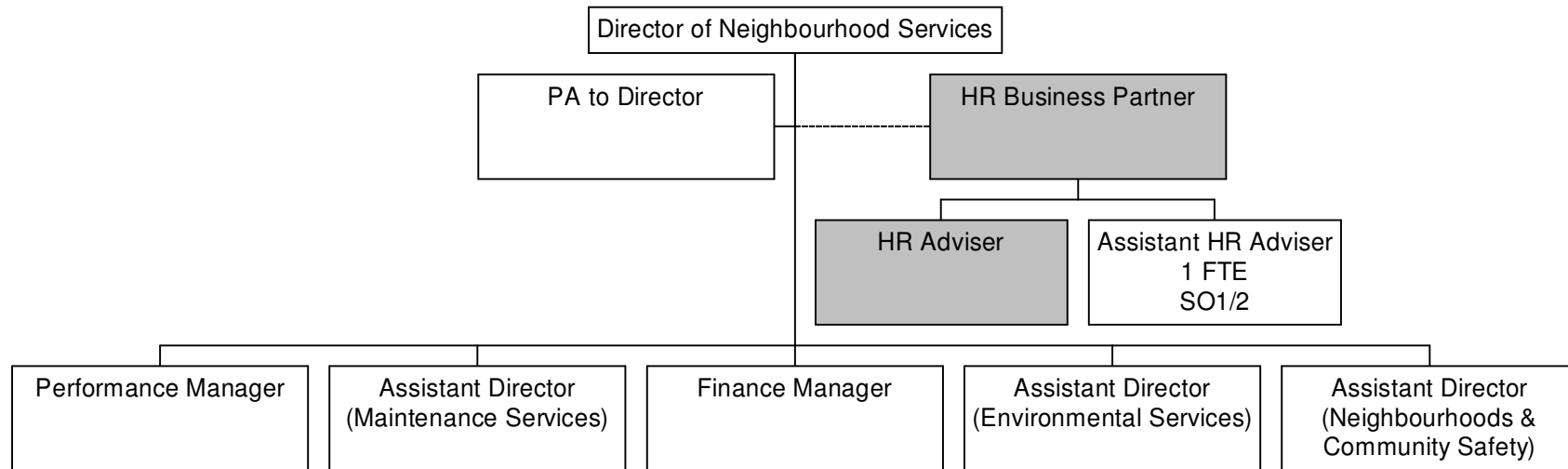
**Background Papers:** Executive Report : Street Scene Review” – 21<sup>st</sup> November 2006  
Executive Report – (Chief Executives Restructure)

### **Annexes:**

- Annex 1 – Proposed Senior Management Structure
- Annex 2 – Existing Structure: Environment & Neighbourhoods
- Annex 3 – Proposed Structure: Neighbourhoods & Community Safety Division
- Annex 4 – Proposed Structure: Civil Engineering
- Annex 5 – Existing Structure: Building Maintenance
- Annex 6 – Proposed Structure: Building Maintenance
- Annex 7 – Existing Structure: Environmental Services
- Annex 8 – Proposed Structure: Environmental Services
- Annex 9 – Proposed Structure: Finance
- Annex 10 – Proposed Structure: Performance Management Division
- Annex 11 (confidential) – Proposed Structure Costs

## Annex One – Proposed Senior Management Structure

### Directorate of Neighbourhood Services

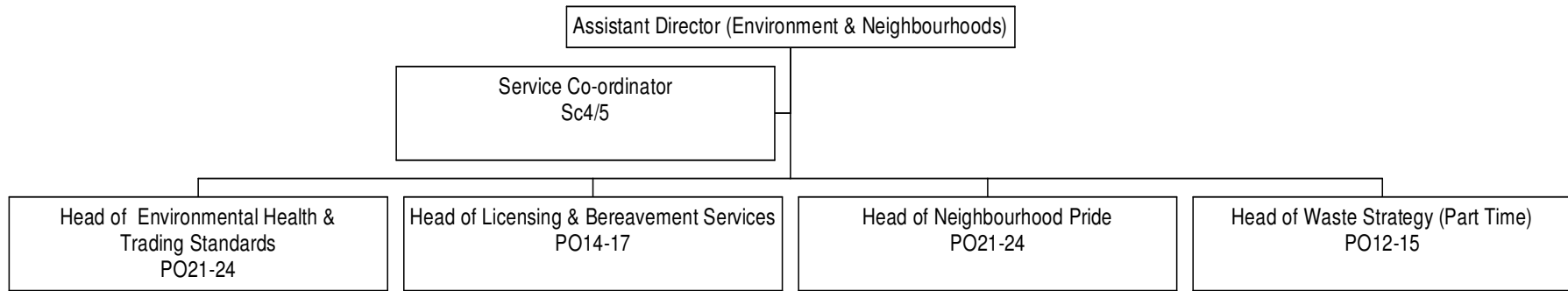


NB: PA to Director, new post  
Performance Manager, new post  
Finance Manager, new post

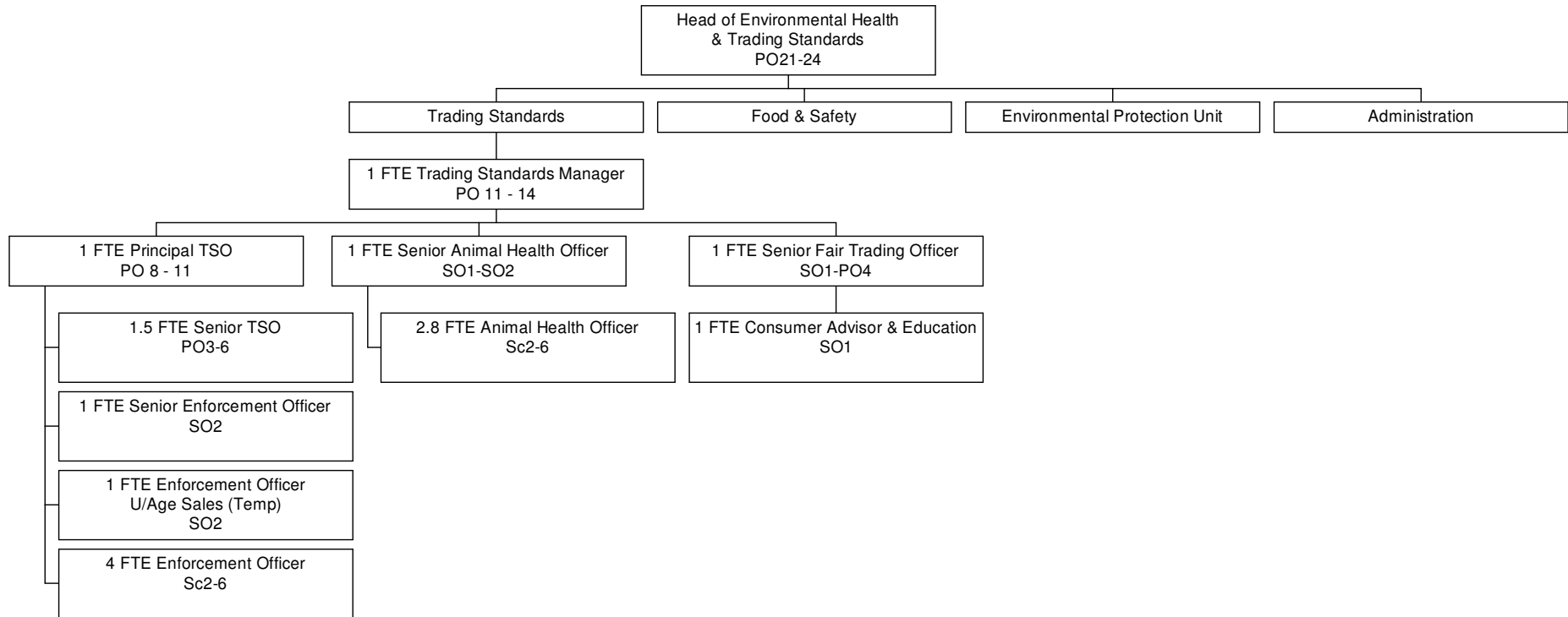
Chief Executive Posts

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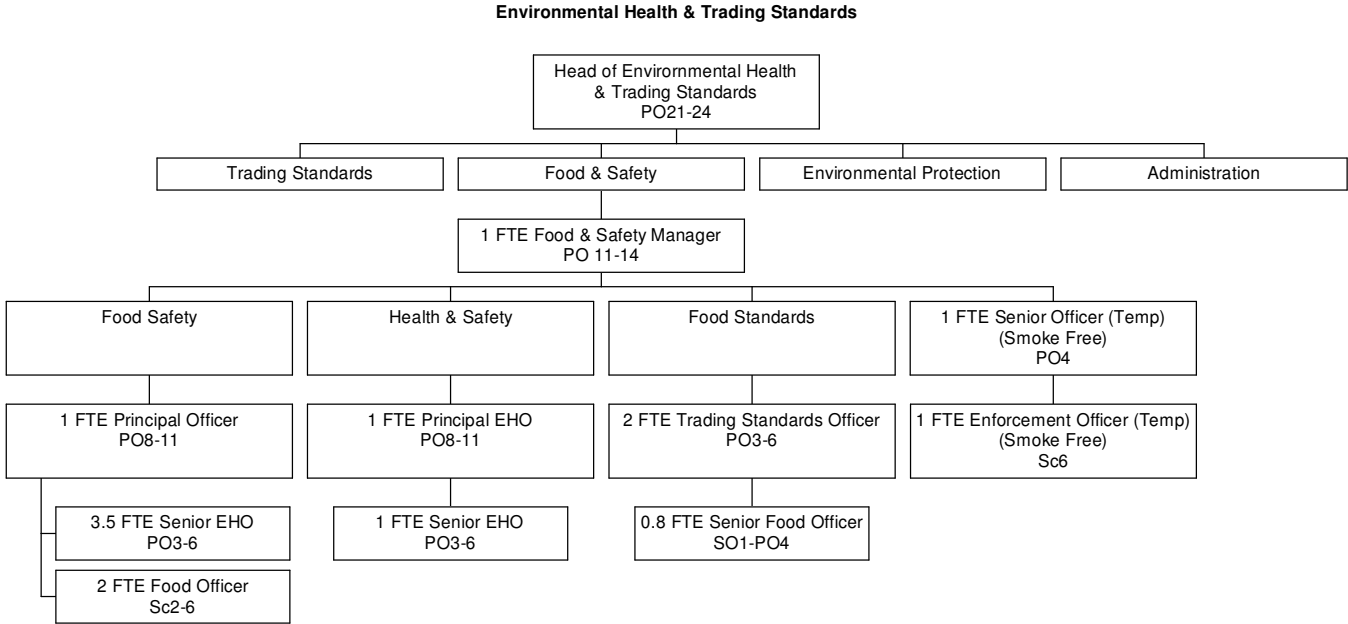
**Annex Two - Existing Structure**



**Environmental Health & Trading Standards**

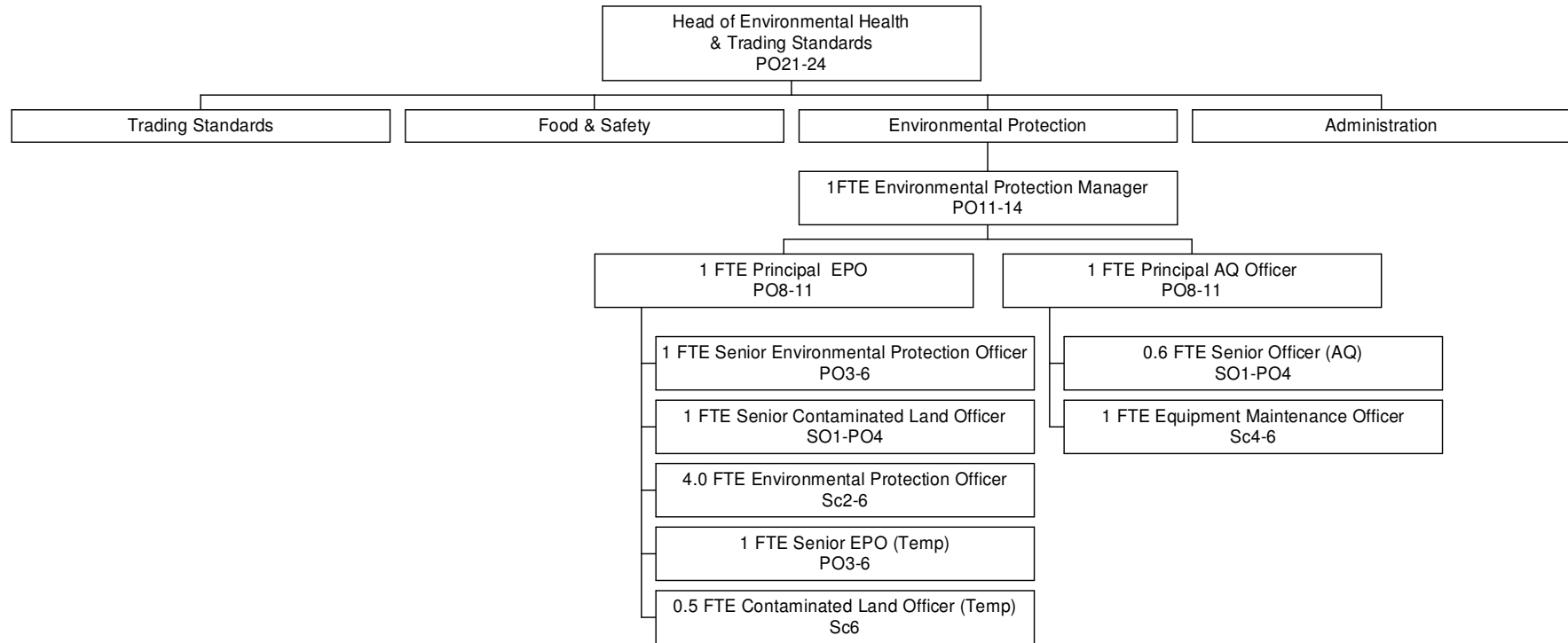




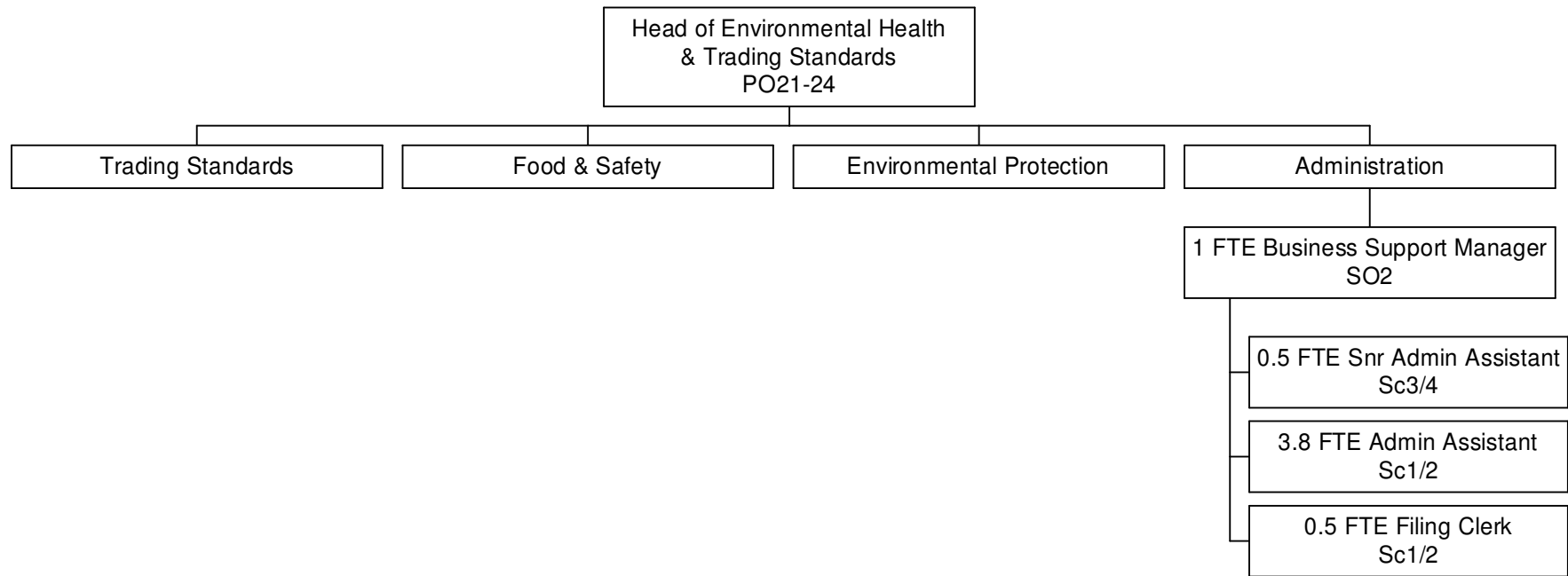


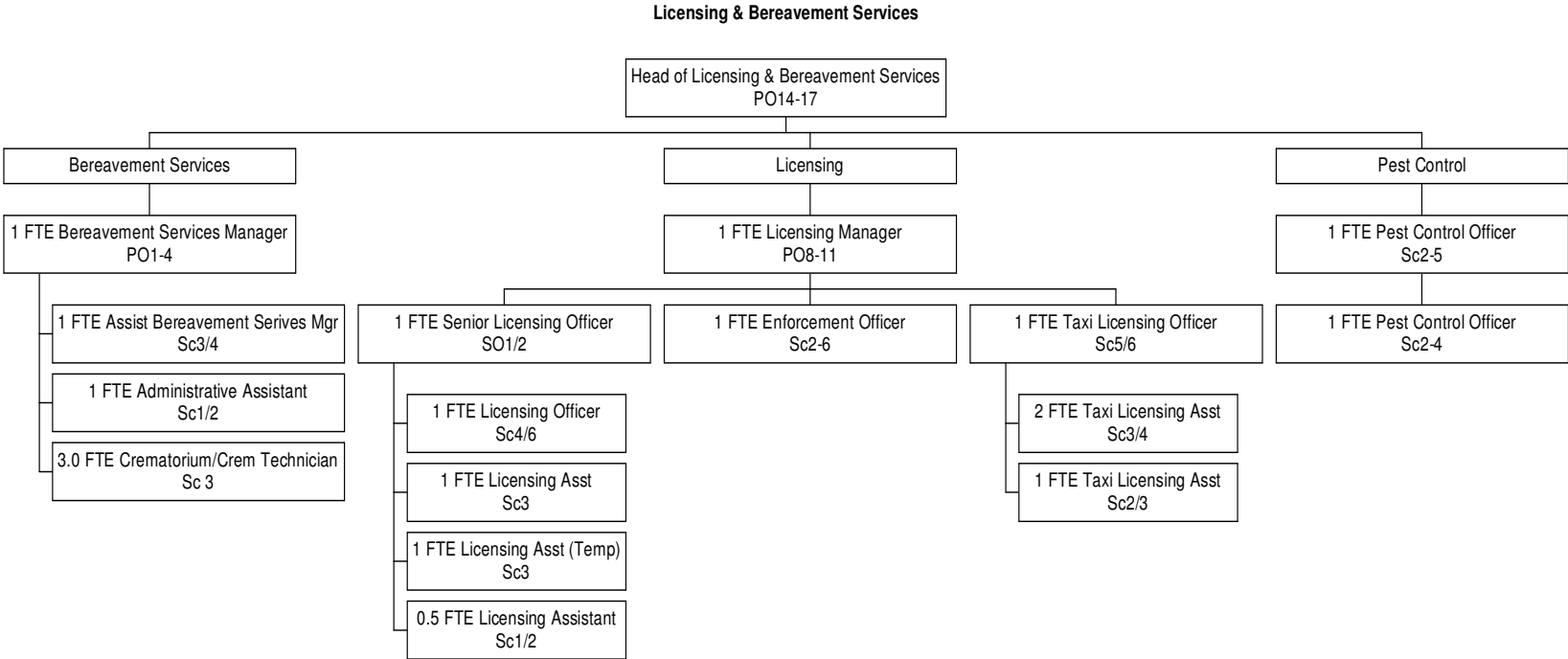
NB: Principal Officer (Food Safety), post to be deleted (budget saving)  
 Trading Standards Officer (Food Standards), reduction from 2 FTE to 1 FTE (budget saving). The 1 FTE to transfer to Trading Standards

**Environmental Health & Trading Standards**



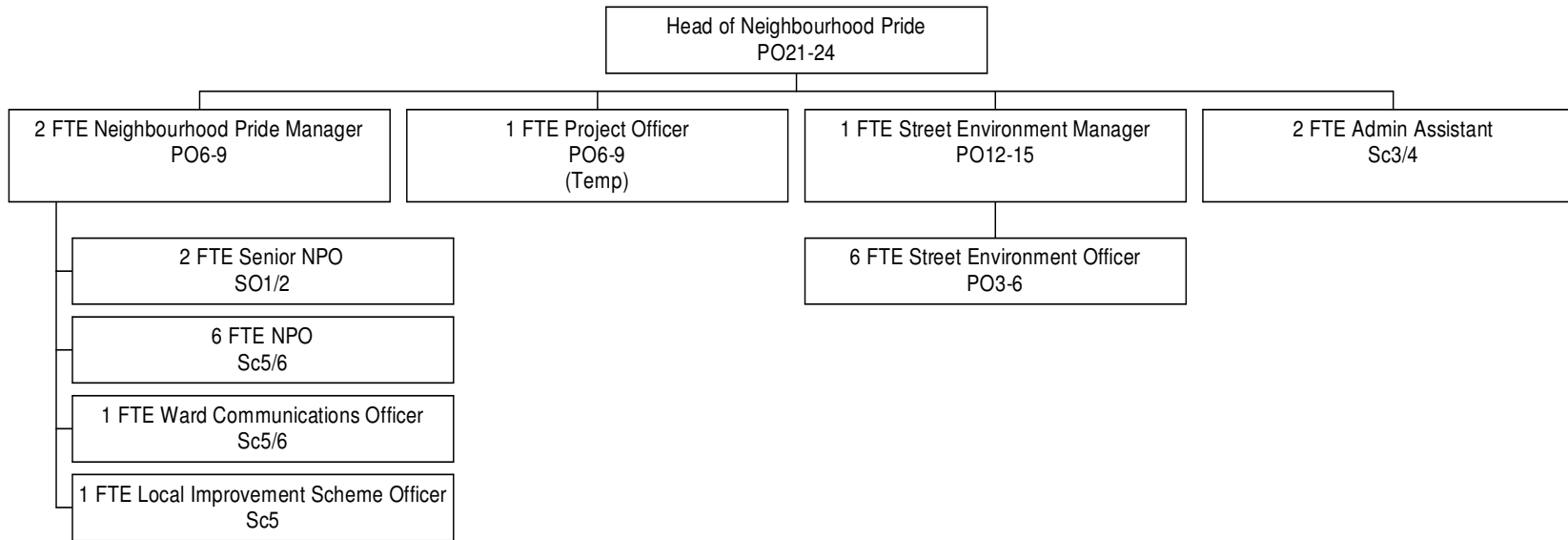
**Environmental Health & Trading Standards**





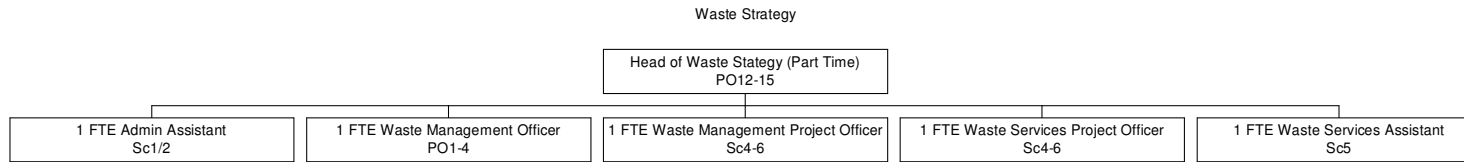
NB: Pest Control unit to transfer to Civil Engineering

**Neighbourhood Pride**



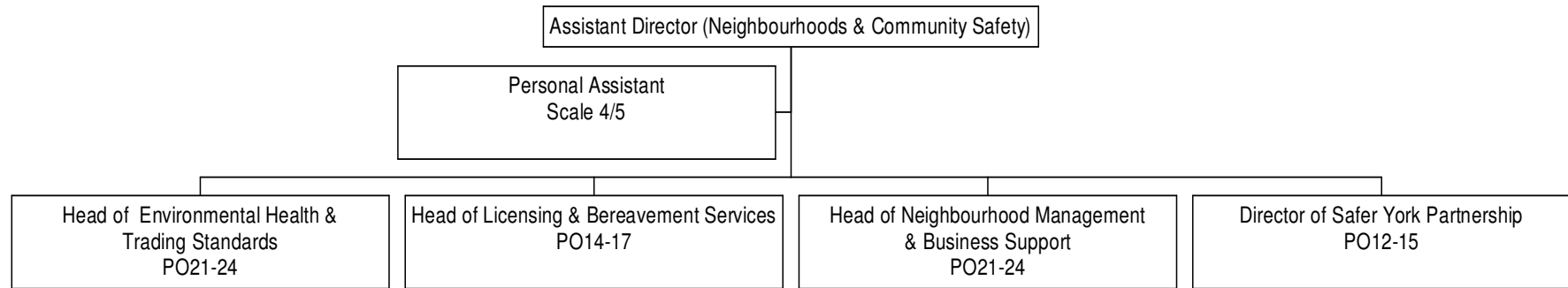
NB: Street Environment Manager, post to be deleted  
6 FTE Street Environment Officers, posts to transfer to Environment Division

## Annex Two - Existing Structure

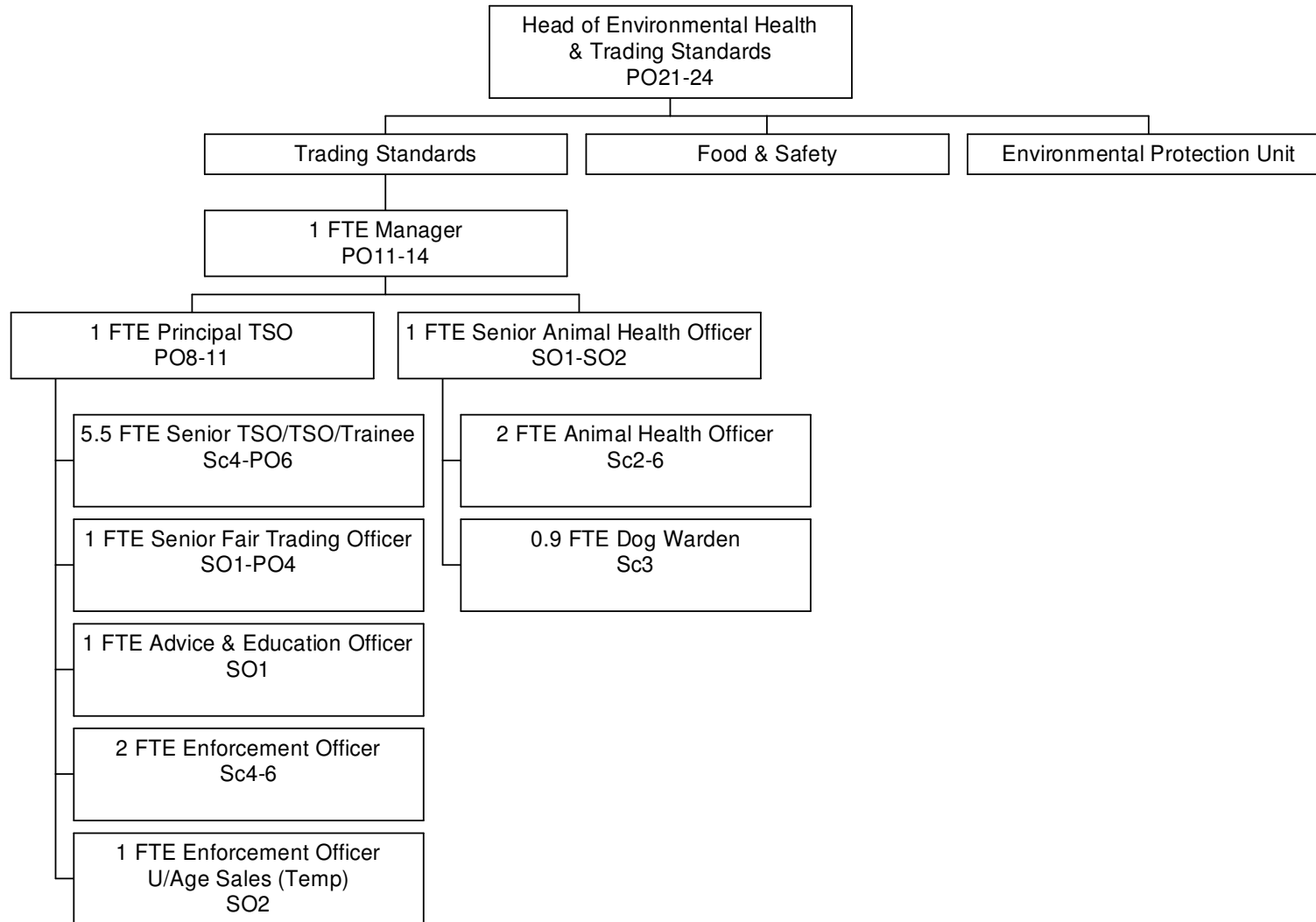


NB: Head of Waste Strategy, seconded to City Strategy  
Admin Assistant, 1 FTE to be deleted

**Directorate of Neighbourhood Services (Neighbourhoods & Community Safety Division)**

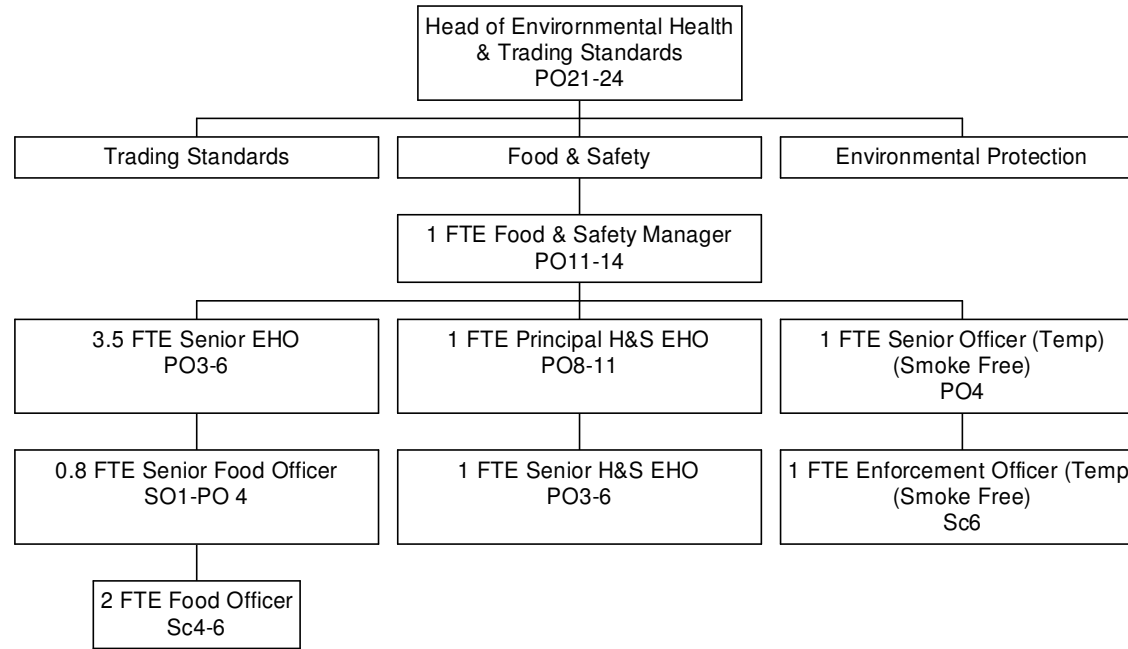


**Environmental Health & Trading Standards**



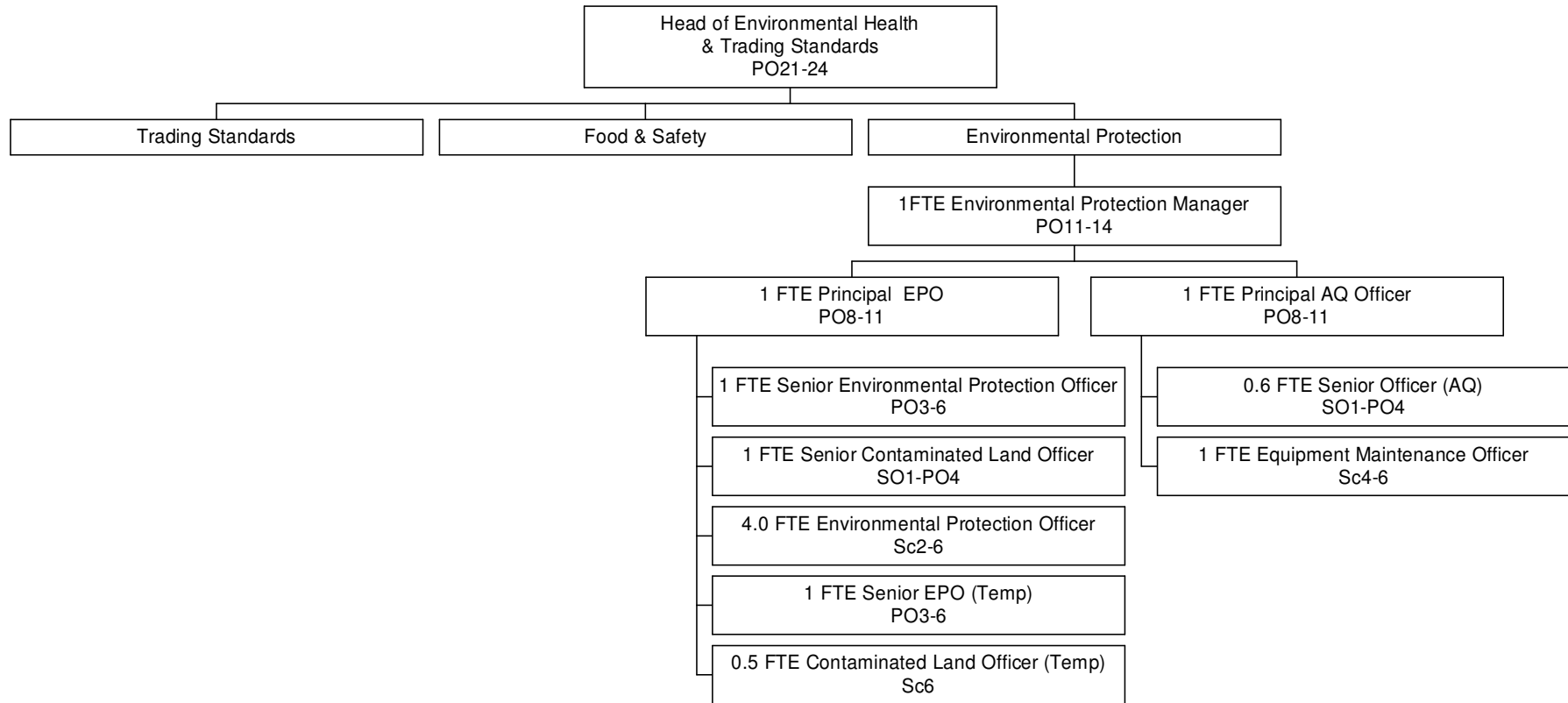


**Environmental Health & Trading Standards**



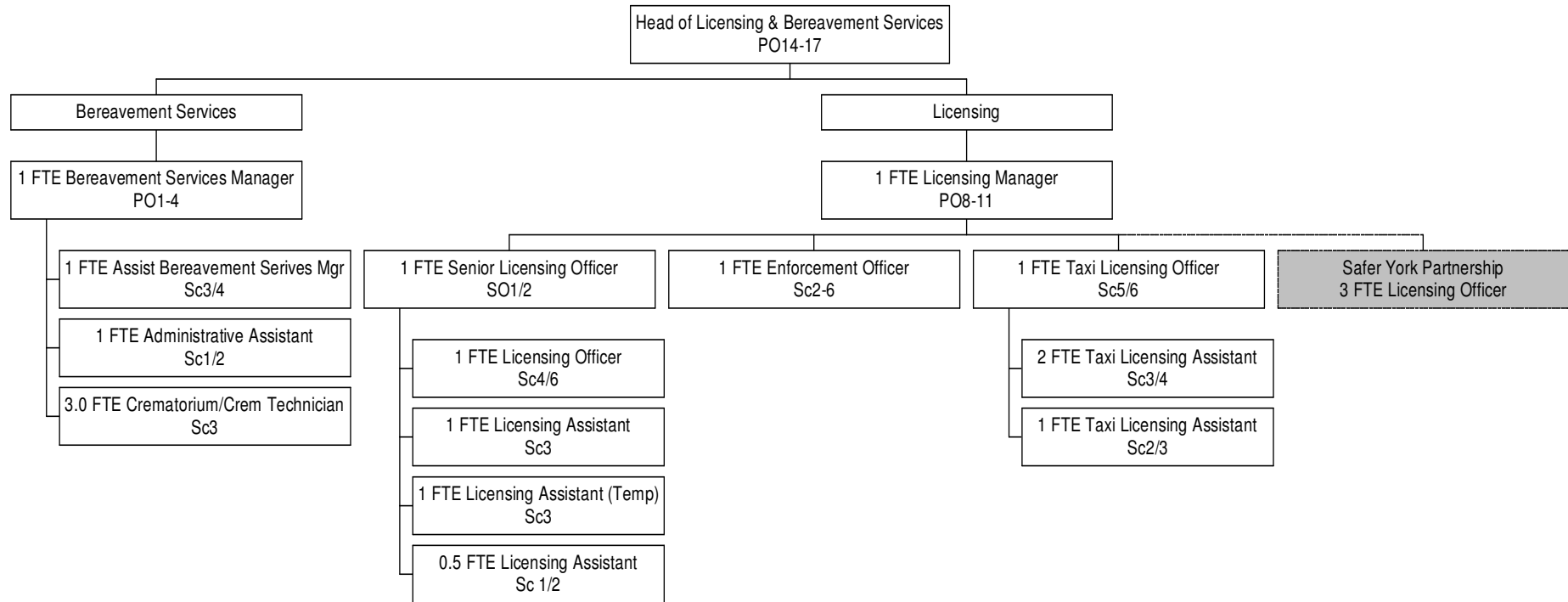
# Annex Three - Proposed Structure

## Environmental Health & Trading Standards



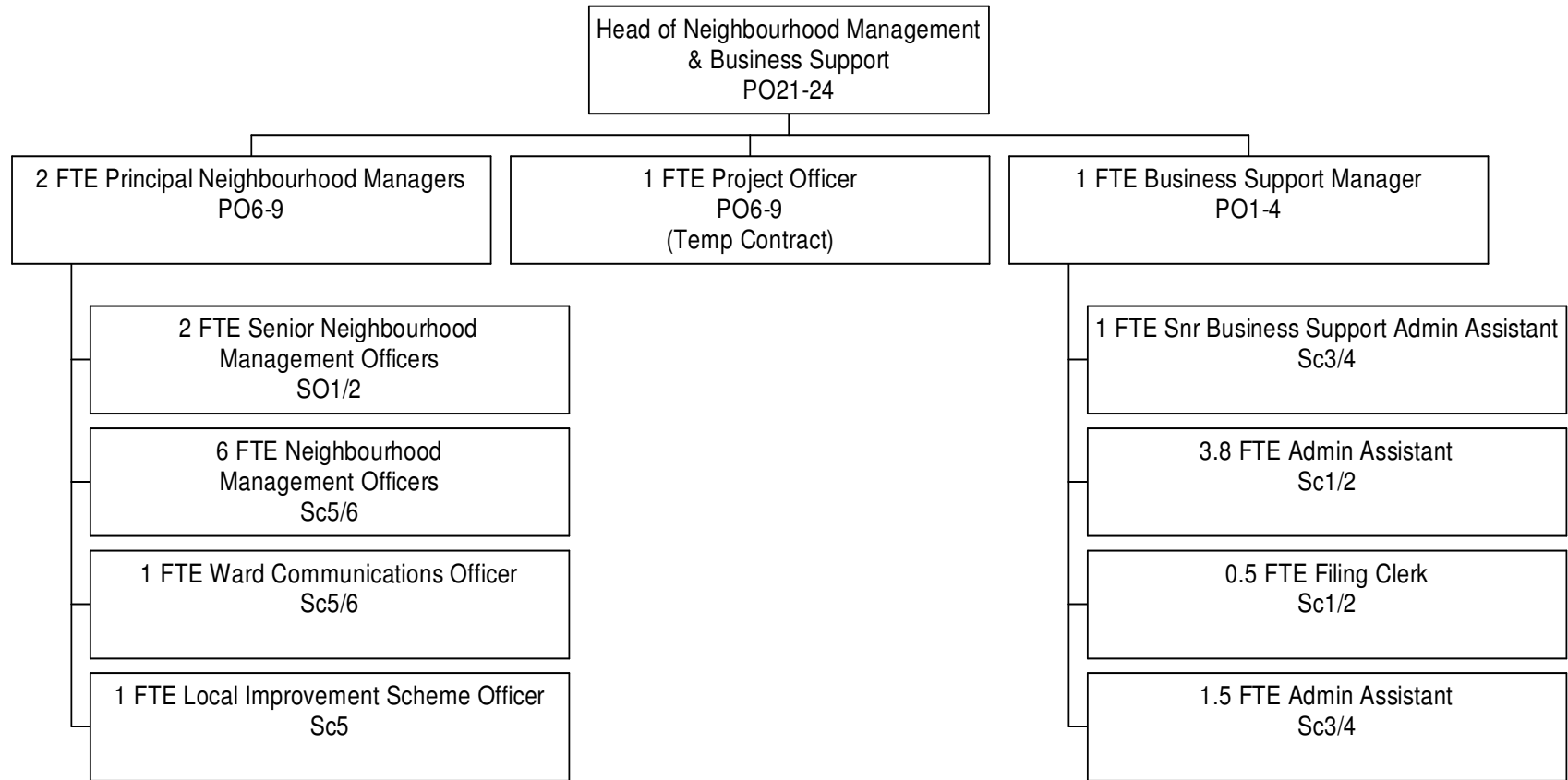
# Annex Three - Proposed Structure

## Licensing & Bereavement Services

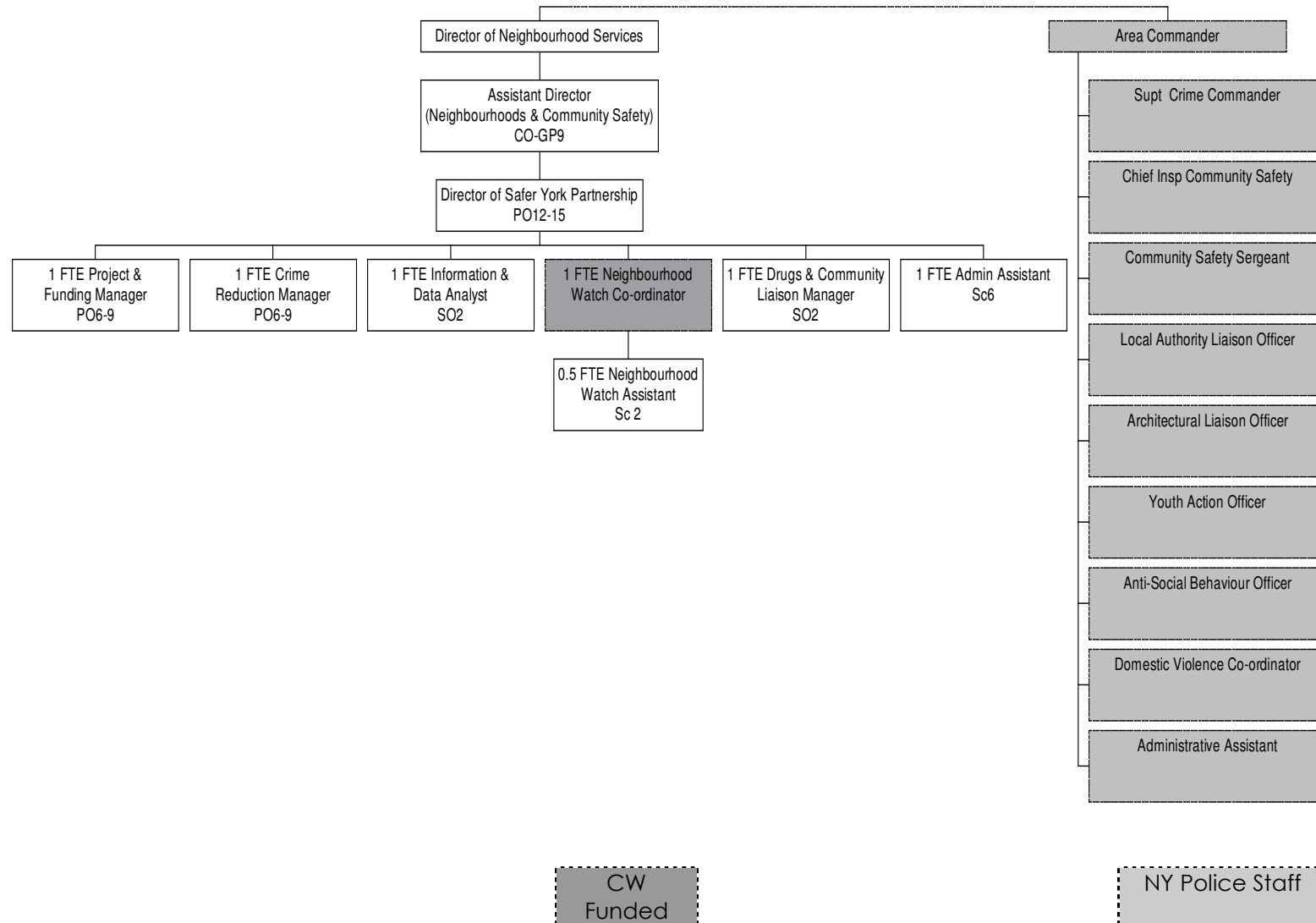


Seconded from NY  
Police Safer York  
Partnership

**Neighbourhood Management & Business Support**

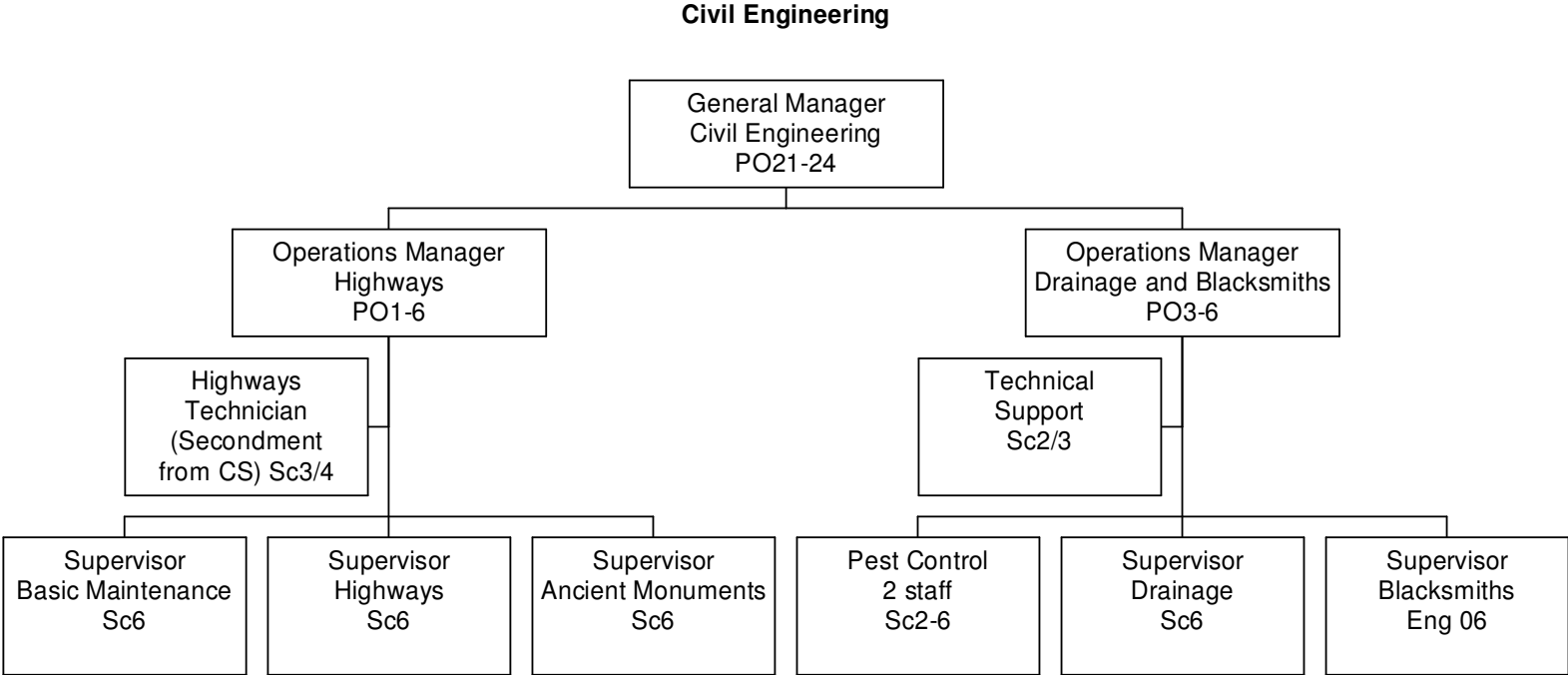


**Safer York Partnership**





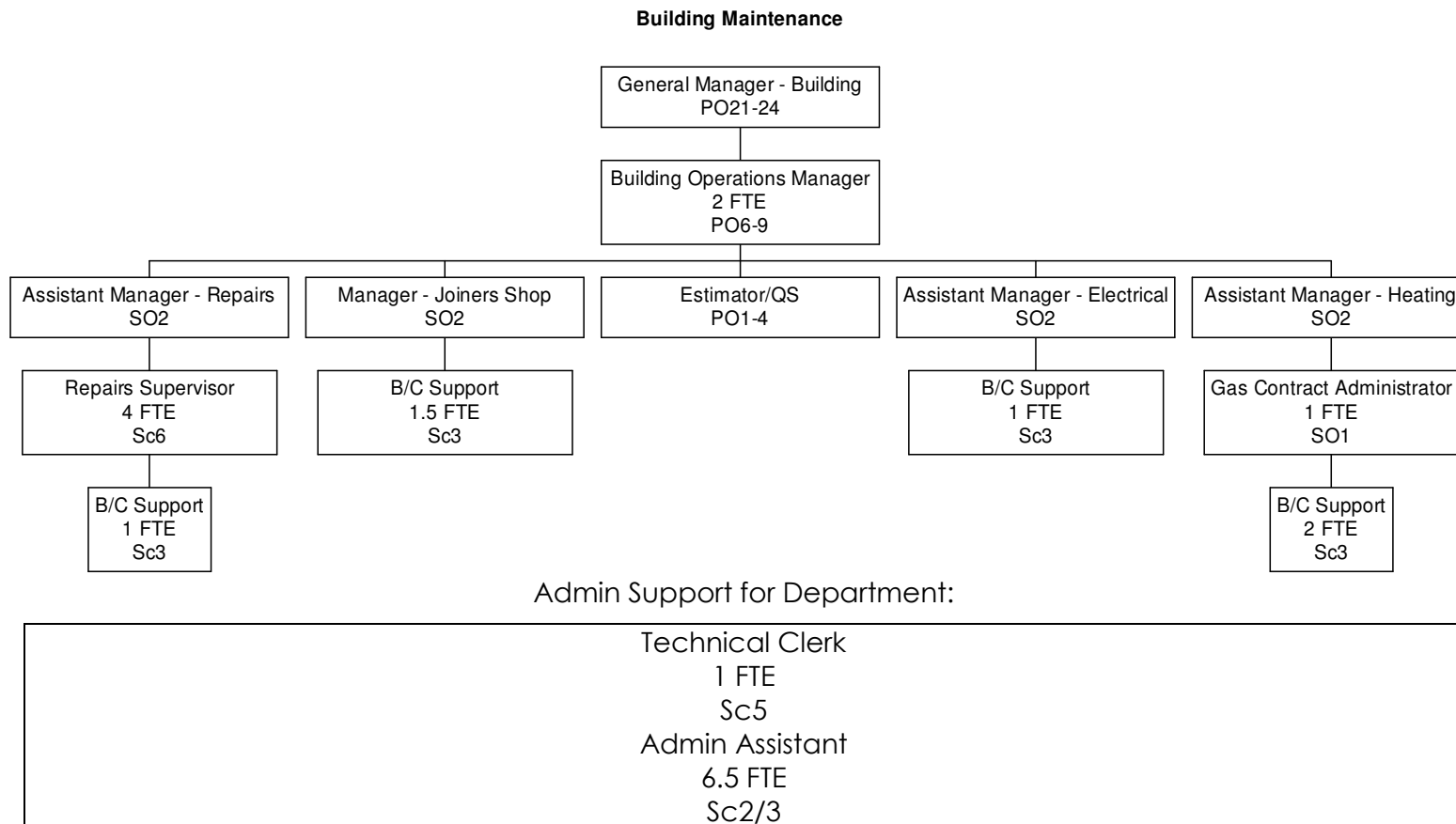
**Annex Four – Proposed Structure**



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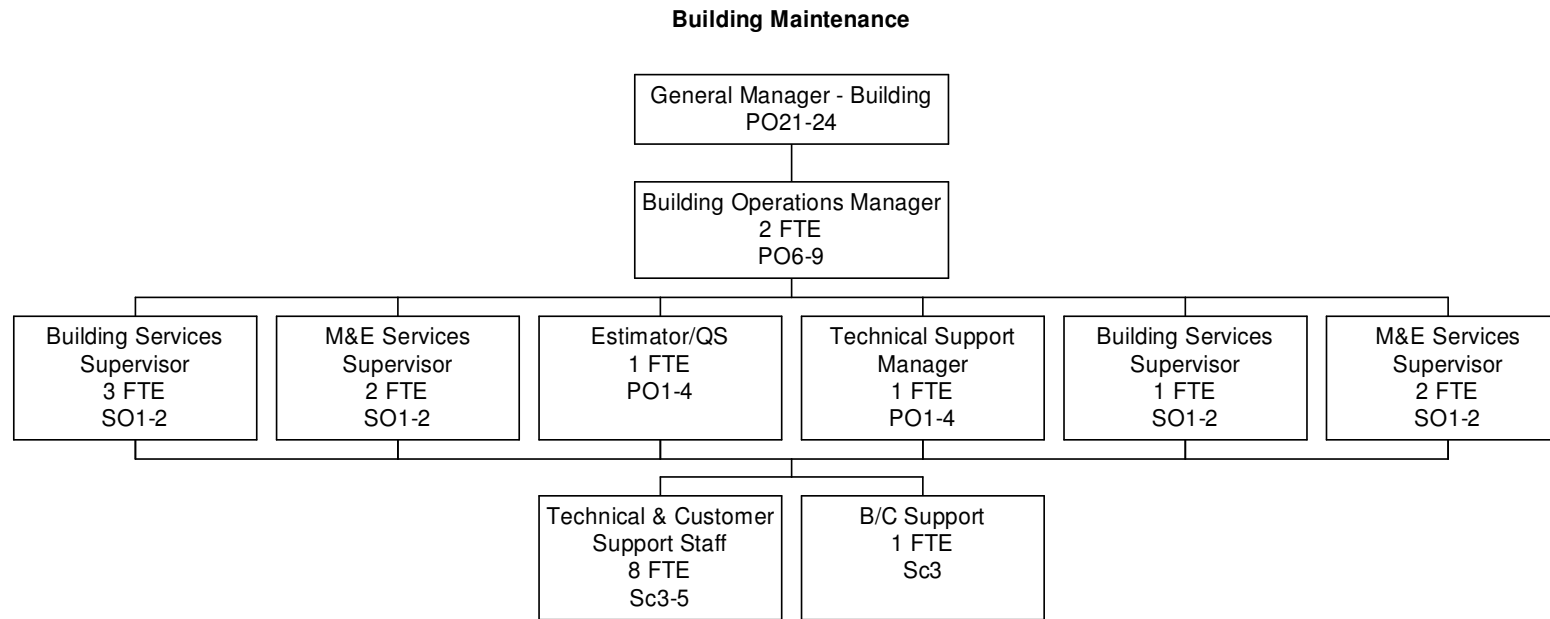


## Annex Five – Existing Structure



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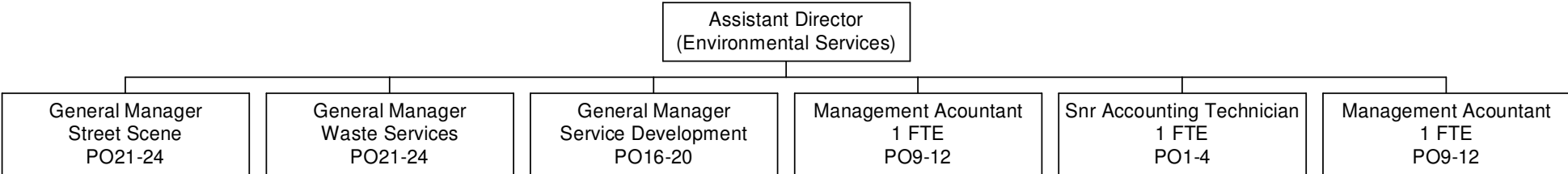
## Annex Six – Proposed Structure



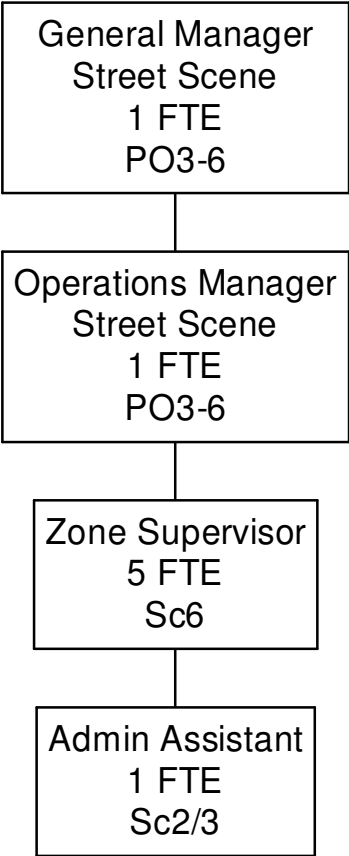
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**Annex Seven – Existing Structure**

**Environmental Services**

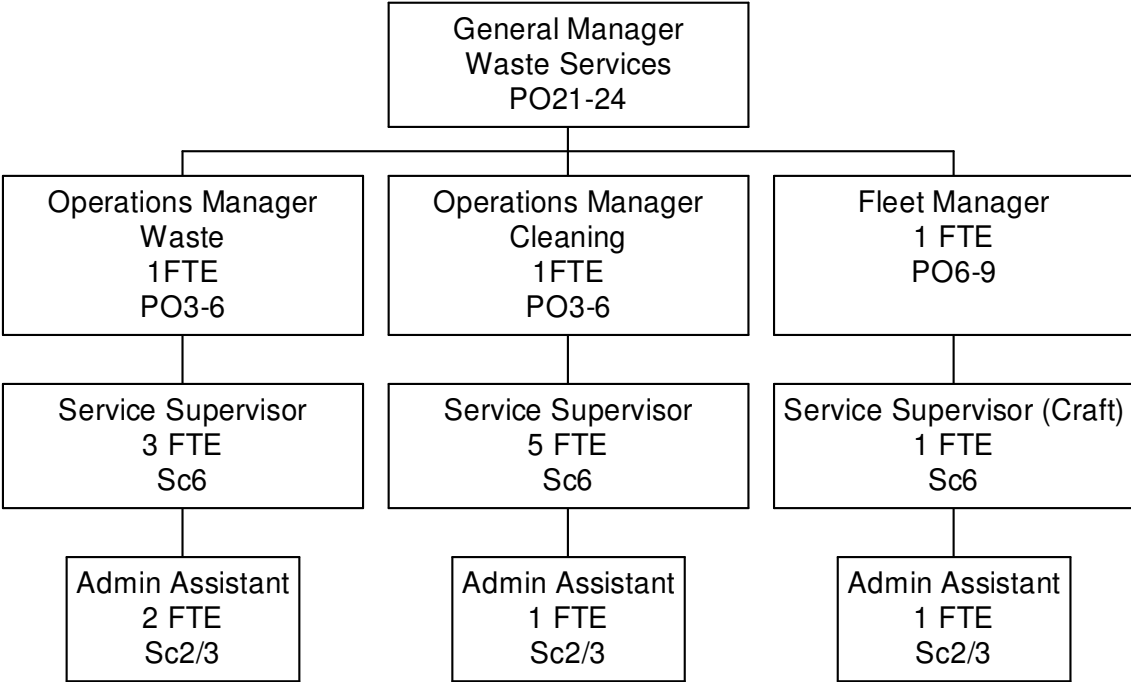


**Street Scene**



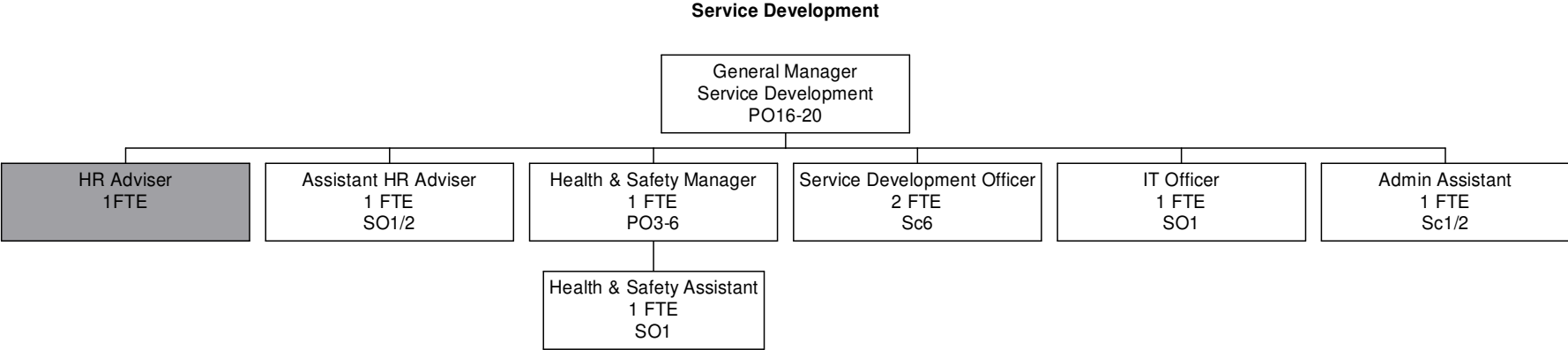
NB: Operations Manager (Street Scene), post to be deleted

**Waste Services**



NB: Service Supervisor (Craft), post TUPED to ABRO

**Annex Seven – Existing Structure**

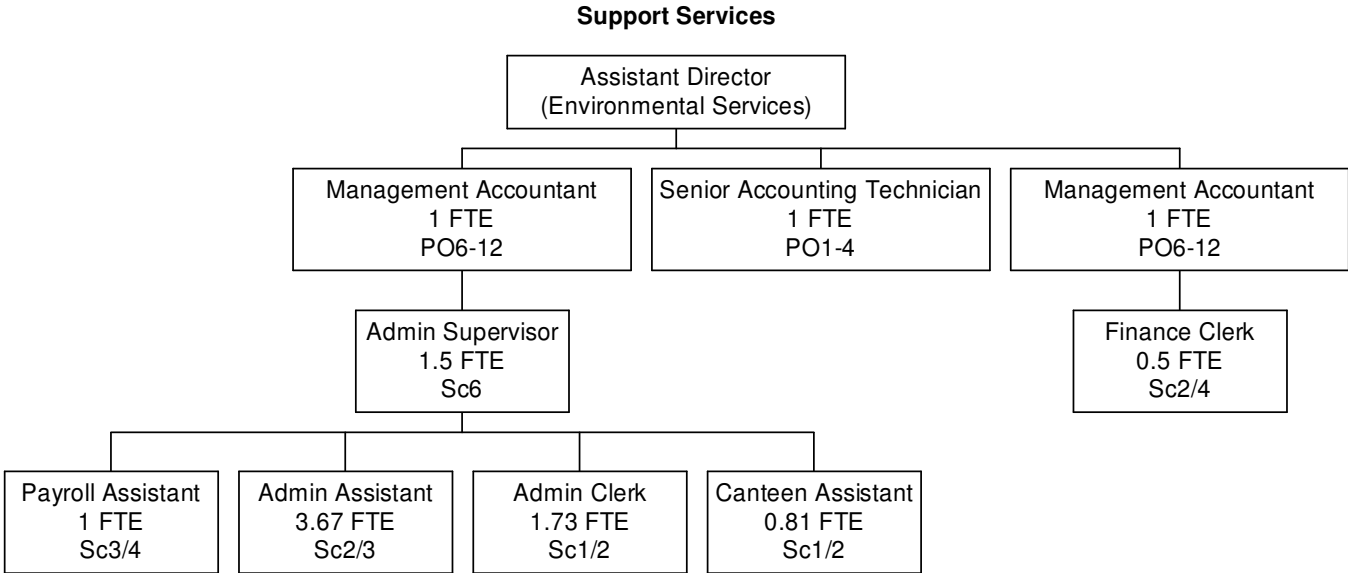


Chief Executive post

- NB: General Manager (Service Development), post to be regraded  
 Service Development Officer, 2 FTE to be reduced to 1 FTE  
 Admin Assistant, post to be deleted  
 IT Officer post to be deleted

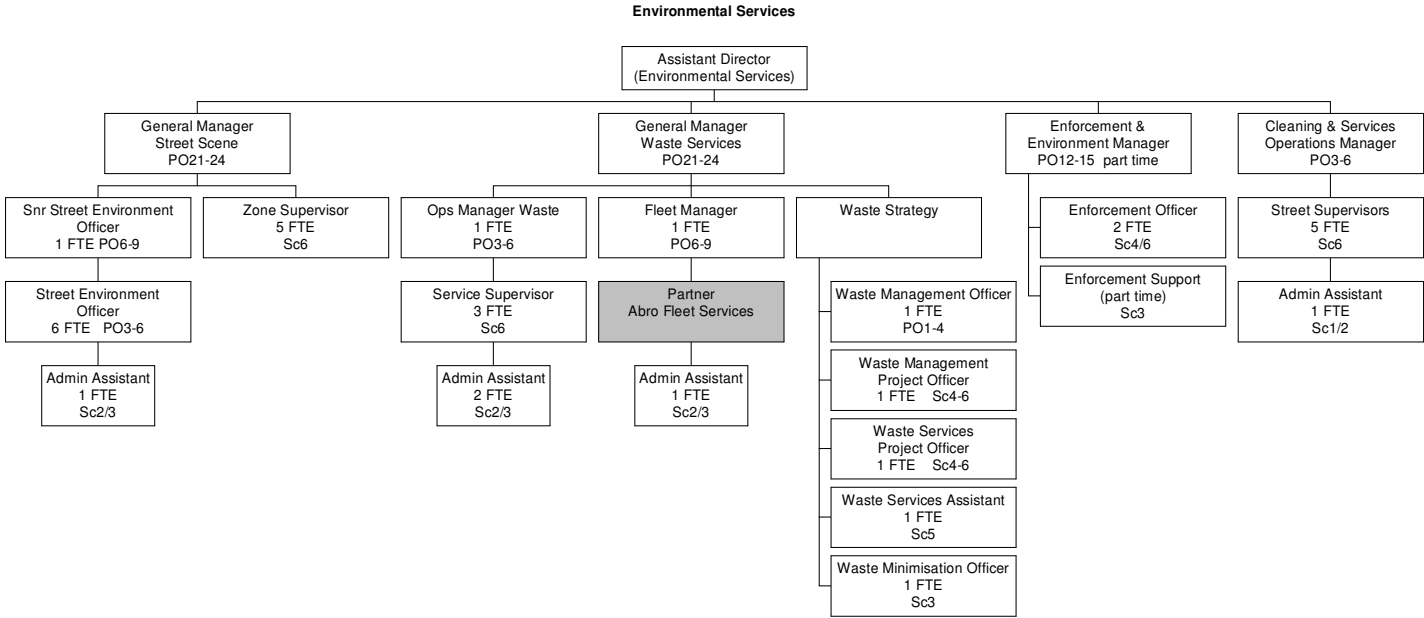


**Annex Seven – Existing Structure**



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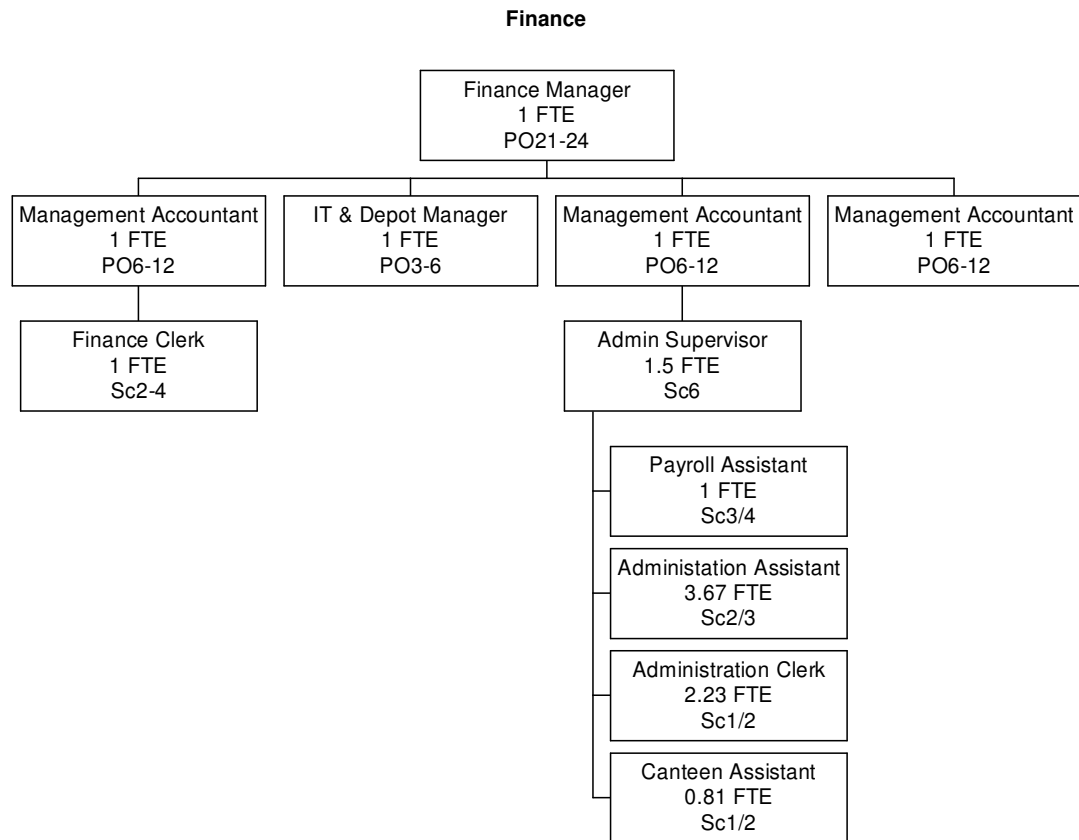
**Annex Eight – Proposed Structure**



NB: Senior Street Environment Officer, new post  
 Enforcement & Environment Manager, new post  
 Enforcement Officer, new posts  
 Enforcement Support (part time), new post  
 Waste Minimisation Officer, new post

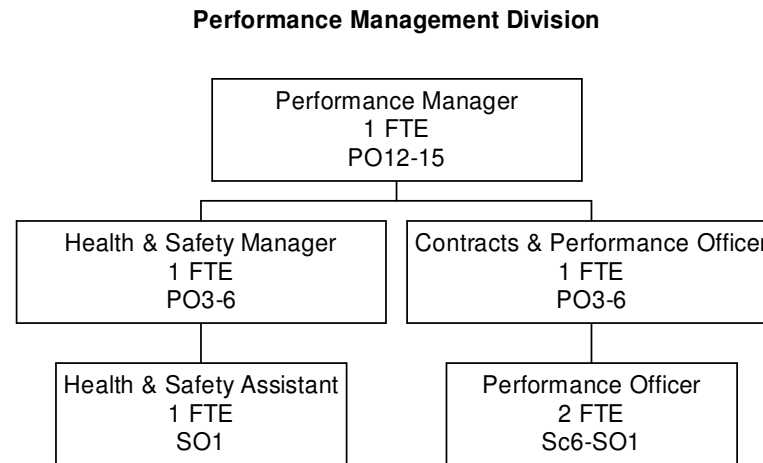
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## Annex Nine – Proposed Structure



NB: Management Accountant, 1 post regraded  
IT & Depot Manager, new post  
Administration Assistant, 0.5 FTE new post  
Finance Clerk, 0.5 FTE new post

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NB: Performance Manager, new post  
Contracts & Performance Officer, new post

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By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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