

## Notice of meeting of

### **Staffing Matters & Urgency Committee**

**To:** Councillors Waller (Chair), Gillies, Potter, Runciman and Scott

**Date:** Thursday, 6 November 2008

**Time:** 12.00 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:

Exempt minute 10 under Agenda Item 3 (Minutes) on the grounds that it contains information (i) relating to the financial or business affairs of any particular person (including the authority holding that information); (ii) relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority; and (iii) in respect of which a claim to legal professional privilege could be maintained in legal proceedings. This information is classed as exempt under paragraphs 3, 4 & 5 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by The Local Government (Access to Information) (Variation) Order 2006).

Agenda Item 7 (Personnel Request) on the grounds that it contains information relating to any individual. 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. Minutes** (Pages 3 - 8)

To approve and sign the minutes of the meeting of the Staffing Matters & Urgency Committee held on 13 October 2008.

**4. 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 Wednesday 5 November 2008, at 5.00 pm.

**5. Transfer of Services from City Strategy to Neighbourhood Services, and between Neighbourhood Services and Learning, Culture and Children's Services** (Pages 9 - 34)

This report seeks approval for the transfer of some services from the City Strategy directorate to the Neighbourhood Services directorate, and between the Neighbourhood Services directorate and the Learning, Culture and Children's Services directorate.

**6. Directorate Reorganisation** (Pages 35 - 40)

This report seeks approval for the transfer of functions between the Resources directorate and the Chief Executive's directorate, on the basis that the Resources directorate's share of the corporate savings target will be achieved.

**7. Personnel Request** (Pages 41 - 50)

This report asks Members to consider a personnel matter which cannot be dealt with by officers under the Council's delegation scheme.

**8. 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:

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Contact details are set out above.

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The majority of councillors are not appointed to the Executive (38 out of 47). Any 3 non-Executive councillors can 'call-in' an item of business from a published Executive (or Executive Member Advisory Panel (EMAP)) agenda. The Executive will still discuss the 'called in' business on the published date and will set out its views for consideration by a specially convened Scrutiny Management Committee (SMC). That SMC meeting will then make its recommendations to the next scheduled Executive meeting in the following week, where a final decision on the 'called-in' business will be made.

### **Scrutiny Committees**

The purpose of all scrutiny and ad-hoc scrutiny committees appointed by the Council is to:

- Monitor the performance and effectiveness of services;
- Review existing policies and assist in the development of new ones, as necessary; and
- Monitor best value continuous service improvement plans

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City of York Council

Committee Minutes

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MEETING	STAFFING MATTERS & URGENCY COMMITTEE
DATE	13 OCTOBER 2008
PRESENT	COUNCILLORS WALLER (CHAIR), GILLIES, POTTER, RUNCIMAN AND SCOTT

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## 5. DECLARATIONS OF INTEREST

Members were invited to declare at this point in the meeting any personal or prejudicial interests they might have in the business on the agenda.

Councillor Scott declared a personal non-prejudicial interest in agenda item 6 (Pay and Grading Implementation Options) as a solicitor specialising in employment law, although none of the clients he represented were employed by City of York Council.

## 6. EXCLUSION OF PRESS AND PUBLIC

RESOLVED: That the press and public be excluded from the meeting during consideration of the following:

Agenda Item 6 (Pay and Grading Implementation Options) (minute 10 refers) on the grounds that it contained information (i) relating to the financial or business affairs of any particular person (including the authority holding that information); (ii) relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority; and (iii) in respect of which a claim to legal professional privilege could be maintained in legal proceedings. This information was classed as exempt under paragraphs 3, 4 & 5 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by The Local Government (Access to Information) (Variation) Order 2006).

## 7. MINUTES

RESOLVED: That the minutes of the Staffing Matters & Urgency Committee meeting held on 6 June 2008 be approved and signed by the Chair as a correct record.

**8. PUBLIC PARTICIPATION**

It was reported that there had been no registrations to speak at the meeting under the Council's Public Participation Scheme.

**9. PORTFOLIO CHANGES**

Members received a report which sought approval for changes to the portfolios of the three Assistant Directors in the Housing and Adult Social Services Directorate who were primarily responsible for adult social care.

The report proposed the following portfolios, as detailed in paragraph 8:

- Commissioning and Partnerships;
- Assessment and Personalisation;
- Service Delivery and Transformation.

The post-holders affected by the proposals had been consulted and had consented to accept the revised portfolios with effect from 1 November 2008, as detailed in paragraph 9 of the report.

The report presented the following options for consideration:

- Option 1 – To endorse the proposed changes to the portfolios, as set out in paragraphs 8 & 9 of the report;
- Option 2 – To ask the Director to come up with alternative proposals;
- Option 3 – To retain the status quo.

The Acting Head of Human Resources advised that the revised job descriptions had been evaluated and that there was no change to the grade of any of the posts.

RESOLVED: That the changes to the portfolios of the Assistant Directors, as set out in Option 1, be approved.<sup>1</sup>

REASON: To ensure the directorate structure is fit for purpose.

Action Required

1 - To implement the changes.

SB

**10. PAY AND GRADING IMPLEMENTATION OPTIONS**

*(See also Exempt Minute 10)*

Members received a report which provided them with an update on discussions with the trade unions held following rejection by ballot of the negotiated proposals for a new pay and grading structure, informed them of the possible next steps and asked them to consider the implications of these.

RESOLVED: That the following revisions to the proposals be supported:<sup>1</sup>



- (i) A flat cash rate for all overtime;
- (ii) Removal of the proposed 'ceiling' on standby pay;
- (iii) Removal of the proposed changes to notice periods;
- (iv) Extension of pay protection by a further 6 months at a non-recurring cost of £750k that will come from the Council's general reserves; leaving headroom as referred to in the financial implications detailed in the report;
- (v) Extension of the tenure of the project team at a non-recurring cost of up to £192k that will come from the Council's general reserves; leaving headroom as referred to in the financial implications detailed in the report.

REASON: To move to a new, fair pay structure that fully commits the Council to the Single Status and Implementation Agreements and removes further exposure to equal pay claims.

Action Required

1 - To inform employees of the proposals ahead of the trade union ballot. KS

A WALLER, Chair

[The meeting started at 5.30 pm and finished at 6.00 pm].

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By virtue of paragraph(s) 3, 4, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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**Staffing Matters and Urgency Committee****6<sup>th</sup> November 2008**

Report of the Director of City Strategy, the Director of Neighbourhood Services, and the Director of Learning, Culture and Children's Services

**Transfer of Services from City Strategy to Neighbourhood Services, and between Neighbourhood Services and Learning, Culture and Children's Services****Summary**

1. This report seeks approval for stage one of the transfer of the highway maintenance service including staff, budgets and functions from City Strategy directorate (CS) to the Neighbourhood Services directorate (NS), and to delegate responsibility for implementing stage two to the Executive Member for Neighbourhood Services.
2. This report also seeks approval for the transfer of parking administration and enforcement services including staff, budgets and functions from CS to NS directorates.
3. This report also seeks approval to transfer some grounds maintenance responsibilities from NS to Learning Culture and Children's Services directorate (LCCS), the client function for grounds maintenance (highways and housing) from LCCS to NS, and the client function for the maintenance of housing trees from CS to NS.
4. The report also seeks approval for the Head of Legal Services to be given delegated authority to amend the constitution in order to make changes to the Executive Member portfolios to reflect the changes in managerial responsibility.

**Background**

5. At a meeting of the Staffing Matters & Urgency Committee on 9 May 2008, a report was received from the Chief Executive on 'Directorate Reorganisation' (Agenda item 5). It was resolved that:
  - o highways, CCTV and parking 'operational' responsibilities would move from City Strategy (CS) to Neighbourhood Services (NS).

- leisure grounds maintenance would move from Learning, Culture and Children's Services (LCCS) to NS
- 6. The rationale behind the proposals relating to highways, CCTV and parking were to streamline the client/contractor relationship, to improve co-ordination between the council and the utility companies, and to improve liaison between network management, parking and highway repairs. This transfer of services would free up the Director of City Strategy to concentrate on the major developments planned and taking place within the city and provide more time to work with partners across the city.
- 7. The rationale behind the proposals relating to leisure grounds maintenance was to remove unnecessary duplication of effort and confusion.
- 8. In each case the report asked the relevant Directors to work up detailed implementation plans.
- 9. These plans are open to adjustment and amendment as the changes are embedded operationally and may require further minor changes as a result of experience.

### **Highways Service - Background**

- 10. The best value review of highways maintenance in 2000/01 and subsequent best value inspection in 2003 made recommendations to improve the way the highways service was delivered. Several efforts have been made to change the way the service was managed including:
  - 2004/06: Partnership with the private sector. The tender process failed when it became uncertain that value for money would result from the proposed arrangement with a private sector service provider, and the opportunity arose to bid for Highway Maintenance Private Finance Initiative (PFI) Pathfinder status.
  - 2006/08: PFI. In September 2006 the council submitted an expression of interest for pathfinder status for the Highway Maintenance PFI project. In April 2008 DfT advised the council that it had not been selected but would be invited to bid for future programmes.
- 11. In order to address some of the issues raised by the best value review and to bring closer working between the various in house service providers, a restructure of the highways service has been proposed. This involves the transfer of traditional highway maintenance client functions from CS into NS.
- 12. The drivers for change are :
  - The current arrangements of client and contractor were set up to address Compulsory Competitive Tendering. The need to address this has now gone and an artificial split is no longer needed.
  - The best value review suggested an investigation of alternative delivery models which was done between 2004 and 2008 with alternative

procurement considered. However time and circumstances have moved on and other authorities are now combining strategic and operational functions and delivering these in house. This will help to promote and maintain in house skills and competencies.

- There is a need for the service to be more efficient and effective and give better value for money. This will be made possible by having a more joined up service in highways that can also link more clearly into other services such as street cleansing and weed-killing.
- Clarity of responsibility for the council and more particularly for residents and businesses in York.
- To address the criticisms that the service needs to be more customer focused, particularly in setting out and meeting service standards and in the scope of its activities.

### **Highways Service Proposal**

13. It is proposed that the transfer should be undertaken in two phases. The functions from CS that are merging with NS are intricate, with cross section working common throughout the two directorates. This arrangement will require more detailed study before a true merger of the two departments can happen.
14. The first phase entails all staff identified as transferring from CS to NS reporting to the Head of Highway Infrastructure (HHI), who in turn will report to the Assistant Director Maintenance Services (ADMS) within NS. The main change here being the reporting line of the HHI who will no longer report to the Assistant Director, City Development and Transport.
15. The majority of staff reporting to the HHI will remain where they are within St Leonard's Place and Back Swinegate offices and undertake the duties they currently perform. The exception to this is the inspection service that may be relocated at the Hazel Court Depot so that better working arrangements can be developed for its day to day activities.
16. The current HHI has recently been appointed to lead the Access York project. It has been agreed that the current postholder will provide part time support (up to 35% of his time) between now and Christmas 2008. This will balance the need to support as seamless a transfer as possible but also recognise the need to deliver on the Access York project.
17. The aim for phase two of the re-structure would be for the teams to merge to remove client/contractor roles and to provide a more directly accountable and responsive service. This will be subject to a further, more detailed report by July 2009.

## Phase One

18. The first phase will be the transfer of responsibility for the strategic function from the Assistant Director for City Development and Transport in CS to the Assistant Director Maintenance Services in NS.
19. City Development and Transport is made up of 7 teams as shown in Annex A. The highway maintenance service is currently provided in the Highway Infrastructure team and supported by work in the Engineering Consultancy. Delivery of those services is through a service level agreement with NS, and contracts with Tarmac and Amey, plus a number of smaller contract arrangements.
20. To enable continued delivery of services with the Tarmac and the Amey contracts, for highway surfacing schemes and street lighting respectively, it will be necessary to novate the role of the 'Engineer to the Contract', for works funded by transferring budgets, from the Director of City Strategy to the Director of Neighbourhood Services. Within NS, responsibility would then be delegated to the HHI post, providing the post holder is a Chartered Engineer, in civil engineering or other appropriate discipline.
21. The number of staff transferring will be 17.5 FTEs from Highway Infrastructure and a further 7 FTEs from the Engineering Consultancy together with associated revenue and capital budgets.
22. It is therefore proposed to transfer the strategic functions and associated revenue and capital budgets in Highway Infrastructure to Neighbourhood Services. Those services include reactive, routine and planned maintenance of roads and footways, winter maintenance, street lighting, gully cleaning and drainage, road signs and markings, grass cutting, and bridges. A fuller list of transferring services and functions is included in Annex B.
23. Due to the multi functional nature of staff within the small Structures and Drainage Team, it is proposed that the budget for highway bridges work is transferred to NS, but the design service, bridge inspections and minor day to day works will continue to be provided by the Engineering Consultancy within CS. This will ensure that the flexibility within that small team can be maintained. The proposal, therefore, is that no staff will be transferred in the Structures and Drainage Team.
24. The most appropriate location for the Streetworks Team, dealing with co-ordination and control of utility companies and other activities on the highway network, has been fully considered. Due to the strategic nature of this work, the close links with the Traffic Management Act and the functions of the Network Management Section, it is proposed to move the Streetworks Team into Network Management, but remaining within CS.
25. It is also proposed that the Directors of City Strategy and Neighbourhood Services be given delegated authority to finalise arrangements associated with support services. This will include the number of staff posts and the budgets to be transferred to enable the transferring services to be properly



supported, mainly in the areas of finance and administrative support. Initially one administrative post will transfer from CS to NS, but in addition CS will transfer funding equivalent to an additional 0.5fte admin post, and 1 fte accounting technician.

## **Phase Two**

26. Following the transfer of responsibility in phase one there will be early consideration of how the service can be improved and it is proposed that a report will be submitted to Neighbourhoods EMAP for approval before the end of July 2009. Possible improvements that are likely to be considered will include :
- A possible reapportionment of roles and responsibilities within the new service.
  - Investigation of the opportunities for the use of handheld technology to reduce administration and improve timeliness.
  - Consideration of the effectiveness and distribution of the budgets.
  - Integration of the service with other on street services.
  - Earlier development of schemes to smooth workloads.
  - Adopt the right first time approach.
  - Further consideration of the area working approach.
  - Review of the winter maintenance and gully cleaning service to be more effective and efficient.
  - Consideration of the emergency response service.

## **Consultation with Highways Staff and Managers**

27. The Assistant Director for Maintenance Services has spoken informally with staff within the highways service. A number of consultation events have been undertaken where staff from CS and NS have got together to discuss these proposals and the potential for further improvement.
28. This report has acted as a tool for formal consultation with effected staff.
29. During the informal and formal consultation process staff raised a number of issues. These ranged from very detailed questions about individual posts, policies or practices, to more strategic comments which will be relevant to the longer term development of the service being suggested for phase two of the proposal. The comments and queries do not appear to raise any fundamental difficulties.

## **CCTV Service**

30. The original proposal in the May 2008 Staffing Matters and Urgency Committee paper was to move the management of the CCTV control room to

NS. Following detailed discussion, both CS and NS felt that the management of the CCTV control room should remain with CS.

31. CCTV does, and will continue to play an important role within the Safe City agenda. However it was felt that the continuing importance of CCTV operations to tackling highways and congestion issues, as well as the continuation of CCTV maintenance, funding, development and strategic positioning within the highways remit are such that the management of the CCTV control room should not transfer, but remain in City Strategy.

### **Parking Service - Background**

32. Parking Services is an important and high profile customer facing front line operational service. Civil Enforcement Officers are key to ensuring the free flow of traffic around the city, through enforcing a raft of highway, parking and traffic related legislation.
33. There are likely to be potential synergies for managing Parking services alongside the other services in the environmental services portfolio. Over time the aim would be to seek out closer working opportunities for the parking services alongside the other 'on the ground' community based services such as waste, street cleansing and street environment. There may be particular potential to build a stronger and more holistic enforcement and advice type service from within the Assistant Director's range of services.
34. The May paper to Staffing Matters and Urgency Committee set out the Chief Executive's vision of NS as the council's 'operational' directorate. Parking Services by its nature would seem to sit more naturally within the remit of NS. Taking Parking services out of City Strategy's portfolio will free up the Director and Assistant Director to focus on their more strategic priorities.

### **Parking Services Proposal**

35. The proposal is to transfer the whole of the current parking services operation from City Strategy to Neighbourhood Services, and place it under the Assistant Director for Environmental Services. The Parking Services Manager will report directly to the Assistant Director for Environmental Services.
36. The posts that are involved are set out at Annex C. The proposed transfer involves 12.1 fte staff within the Parking Administration budget, and 28.9 fte staff within Parking Enforcement teams – 41 fte staff in total.
37. There are no plans for further reorganisation to existing team structures at this time. However over time, and as the new service beds down within the new directorate, opportunities to improve the service and to make stronger links to other service areas will be sought, and this may entail restructuring. Naturally these opportunities would be discussed fully with the staff and Trade Unions in this and other service areas in due course.

38. The car parking strategy both on and off street will be retained by CS together with the setting of car parking charges, which is a strategic tool in the management of traffic demand in the city. Income budgets relating to car parks will also remain within CS, as will responsibility for setting out how the parking income would be used within wider transport budgets.

### **Consultation with Parking Services Staff and Managers**

39. The Assistant Director for Environmental Services has spoken informally with a number of the staff in the parking service. This has largely been an attempt to understand the intricacies and issues facing the service, and to develop an early view on whether there are any potential benefits from managing this service alongside the other 'on the ground' community based enforcement and advice type services in the Assistant Director's existing service remit.
40. Drafts of this report have acted as a basis for formal consultation with staff in the service.
41. During the consultation the only significant issue raised by parking service staff was that they had previously been supported by the CCTV service to help maintain their safety. Some of the staff were concerned that a move to NS would mean they lost this support. We would not foresee any difficulty in reaching an agreement to continue with this arrangement.

### **Grounds Maintenance - Background**

42. The current grounds maintenance arrangements have been in place for 20 years and were driven by the Compulsory Competitive Tendering (CCT) legislation rather than by a considered response to customer and service needs. Under this arrangement Lifelong Learning and Culture (LLC) within LCCS have acted as client for HASS and CS. NS provide the workforce to deliver these services. While relationships are good, the arrangement is bureaucratic and roles and responsibilities have become increasingly blurred – for example with NS taking over roundabout sponsorship and design from CS while LLC still retain the role of selecting the bedding for the main roundabouts.
43. As part of the 2008/09 budget process members agreed to the principle of change in this service area based around the transfer of the park keepers from NS to LCCS. Furthermore Members have already taken a £30k saving from LCCS grounds maintenance budgets as part of the 2008/09 budget process in anticipation of these changes.
44. The May Staffing Matters and Urgency Committee suggested that the service should be simplified by bringing the client and contractor functions together under the working description of transferring 'leisure grounds maintenance'.
45. The maintenance of the housing tree stock is organised by the council's tree officer who is employed in CS. The majority of this work is small scale pruning, which is put out to tender on 3 or 4 occasions per year. The cost to HASS for this function is £13.5k in order to spend a budget of £32k. The

planting of new trees is also included in these costs, but at present there is no consultation with NS on the siting of new trees. As NS carry out all other grounds maintenance functions in these locations, this has in the past caused problems with the standard of grass cutting.

### **Grounds Maintenance Service Proposals**

46. The proposals are that:
  - a) NS will take over the client function for HASS and CS (this in the main covers the maintenance of highway verges and communal housing areas and is currently carried out on their behalf by LCCS).
  - b) LCCS will have full management responsibility for York's staffed parks and gardens. This will involve the transfer of 12 park keeper and gardener posts between directorates. (NS will continue to provide bulk tasks such as grass cutting). Annex D provides more detail.
  - c) For other "leisure land" e.g. the Knavesmire, NS will continue to provide the grounds service through a simple Service Level Agreement (SLA).
  - d) NS will take over the management and maintenance of the housing tree stock under an SLA.
47. This proposal will meet the objectives of the May Urgency report by clarifying the service and cutting out duplication and bureaucracy. It will improve delivery of the corporate priority of 'improving the actual and perceived condition and appearance of the city's streets, housing estates, and publicly accessible spaces'.
48. LCCS have a vision of York's parks and gardens as sites where:
  - The park keeper is clearly recognisable as part of the team responsible for what goes on in the park.
  - The park keeper has freedom to keep the area free from litter and graffiti using his/her knowledge and initiative to prioritise tasks and obtain the necessary materials.
  - Regular improvements can be seen throughout the park – with improvement work being carried out by the park keeper using their initiative to deliver an agreed development plan.
  - Customers and members know who is responsible for everything that goes on in the park and how to contact them. Up to date information tells the users all they need to know and directs them to the park keeper.
  - All the Council's manned parks and gardens achieve Green Flag status.
49. Key elements in delivering this vision include:

- The park keepers / gardeners (at Rowntree Park, Hull Road Park, West Bank Park, Clarence and Glen Gardens and Scarcroft bowls facility) transfer to Lifelong Learning and Culture.
- There will be new roles for the existing Parks & Open Space Officers within LLC who will direct the park keepers' work allocating their time between sites, setting priorities, allocating maintenance tasks, by-passing the current paraphernalia of job tickets, etc
- All parks staff will contribute to the parks / garden development through regular on-site discussions and walkabouts.
- Agreed development plans will reflect park keepers' local knowledge and input as well as the views of users and other stakeholders.
- Bulk tasks such as grass cutting using ride on machines, and provision of bedding, would remain with NS as would emergency work.

### **Consultation with Grounds Maintenance Staff**

50. The Head of Neighbourhood Pride Service, and the Head of Parks & Open Spaces have spoken informally with all affected staff. This report has acted as a tool for formal consultation with those staff.
51. During the consultation process staff have asked a number of questions and issues – most of which have been operational in nature. These questions do not raise any fundamental difficulties.

### **Implementation**

52. If members agree, then the transfers set out in this report would be implemented from Monday 1<sup>st</sup> December 2008.
53. The Directors of City Strategy, Neighbourhood Services and Learning, Culture and Children's Services will review the transfer once implemented after six months, and seek to make any adjustments they deem necessary at that point.

### **Consultation - Summary**

54. Staff and the unions have been consulted on the proposed changes.
55. There were relatively few comments and queries from staff involved in the parking and grounds maintenance transfers. In each case the Head of Service has provided a response to the issues raised. None of the issues raised constitute an argument for not progressing with the planned transfer.
56. Highways staff have made a significant number of detailed comments and queries. This is to be expected as the proposed highways maintenance transfer is a more complex transfer involving moving some but not all staff and functions from a number of teams within CS. The queries do not appear to raise any fundamental difficulties.

## **Corporate Priorities**

57. The proposals made in this paper would allow a better contribution to delivering the corporate priority of 'improving the actual and perceived condition and appearance of the city's streets, housing estates, and publicly accessible spaces'.

## **Implications**

58. Financial. The 9<sup>th</sup> May 2008 Urgency Committee report set out an expectation that £35k would be saved from the changes to Highways, Parking and Grounds Maintenance set out in this report. Proposals to make these savings will be developed during Phase 2 of the transfer as set out in paragraph 26, but are, as yet, unknown. As set out in para 43, members have already taken a £30k saving from LCCS grounds maintenance budgets as part of the 2008/09 budget process in anticipation of these changes.
59. Human Resources (HR). Staff and their union representatives have been consulted on the proposed directorate changes in working arrangements and service delivery. There will be continued on-going consultation throughout the process. As a consequence of these changes, there is a need to review and revise job descriptions for some Chief Officers and other related staff, which will be evaluated in line with the Council's Job Evaluation Scheme.
60. Equalities: None
61. Legal: The new arrangements will require amendment of the constitution in order to maintain alignment of operational management and Executive portfolios. The constitutional adjustments will ensure that officers within the remit of the Neighbourhood Services directorate report to the Executive Member Advisory Panel for Neighbourhood Services (EMAP). The changes relate to the transferring services and are to be found in Annex E. Delegated authority to amend the constitution is sought in the recommendations to allow these amendments to be implemented without further reference to the committee.
62. Crime and Disorder: None
63. Information Technology (IT): None
64. Property: None
65. Other: None

## **Risk Management**

66. In compliance with the council's risk management strategy the main risks that have been identified are those which could lead to the inability to deliver services (Operational). Measured in terms of impact and likelihood, the risk

has been assessed at 8, placing the issue in the LOW category. 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

67. That members are requested:
- a) to approve Phase One of the transfer of services and staff from City Strategy to Neighbourhood Services, and from Neighbourhood Services to LCCS as detailed at Annexes A – D.
  - b) to note that minor adjustment may be made as a result of operational experience.
  - c) to agree that a report on Phase Two for the Highways part of this plan be brought to Neighbourhood Services EMAP before the end of July 2009.
  - d) to agree that the Head of Civic, Legal & Democratic Services be given delegated authority to amend the constitution to ensure that the executive portfolios reflect the newly constituted lines of operational management within the effected directorates, as detailed in Annex E.

Reason: To progress the Directorate Reorganisation agreed by the Staffing Matters & Urgency Committee in May 2008.

### Contact Details:

**Author:**

Bill Woolley  
Director of City Strategy  
55(1330).

Terry Collins  
Director of Neighbourhood  
Services  
55(2003)

Peter Dwyer  
Director of Learning Culture and  
Children's Services  
55(4200)

**Chief Officer Responsible for the report:**

Bill Woolley  
Director of City Strategy

Terry Collins  
Director of Neighbourhood Services

Pete Dwyer  
Director of Learning Culture and Children's  
Services

**Report Approved**

**Date** 23/10/2008

**Specialist Implications Officer(s)**

Legal: Quentin Baker, Head of Civic Legal & Democratic Services, Ext. 1004

**Wards Affected:**

All

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

**Background Papers :**

Staffing and Urgency Committee – Directorate Reorganisation – 9<sup>th</sup> May 2008

**Annexes :**

Highways Service

Annex A City Strategy Structure of Transferring Highways Services

Annex B Transferring Services

Parking Services

Annex C City Strategy Structure of Transferring Parking Services

Grounds Maintenance Services

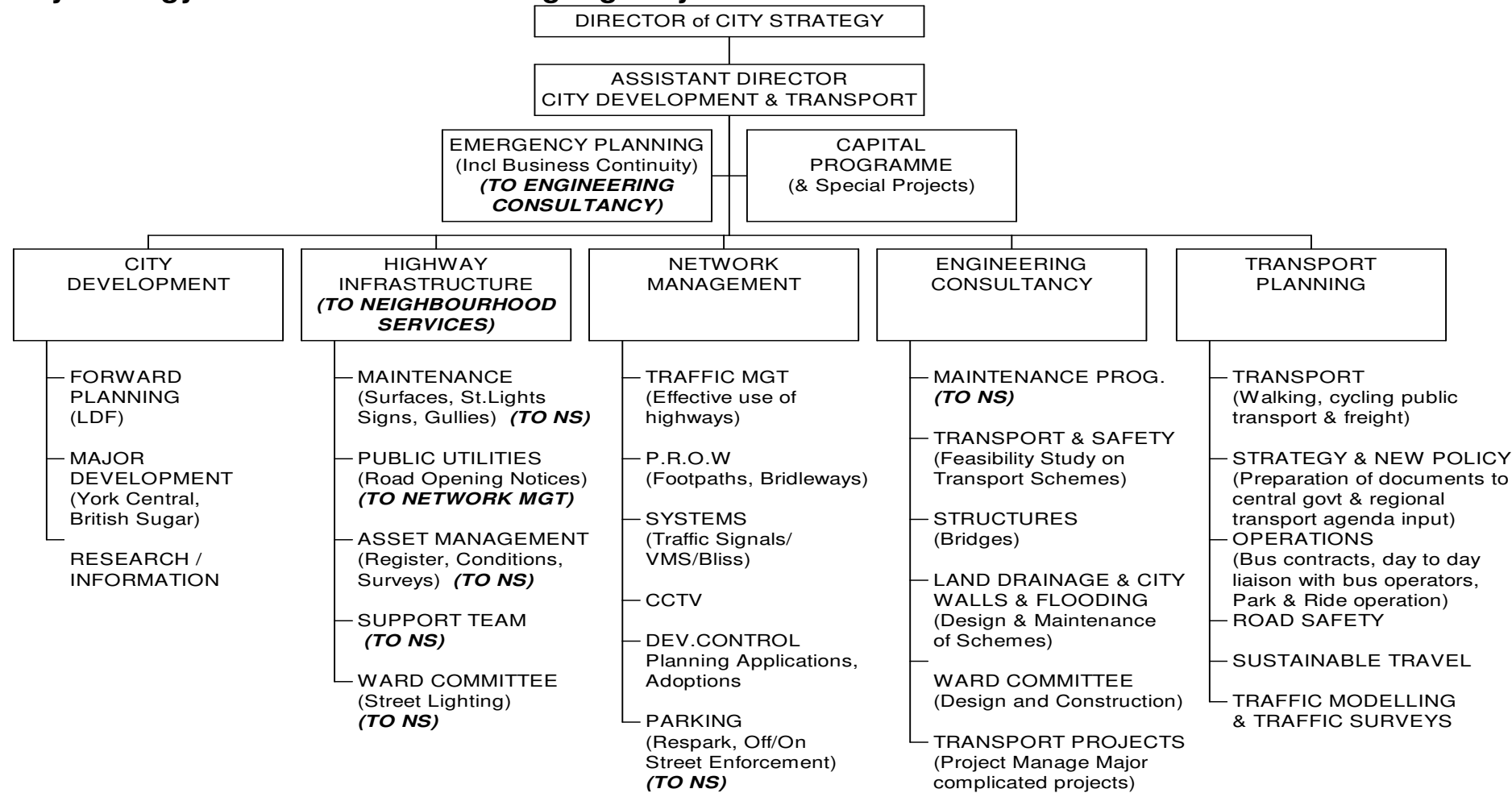
Annex D Task and Staff Transfers

Constitution Changes

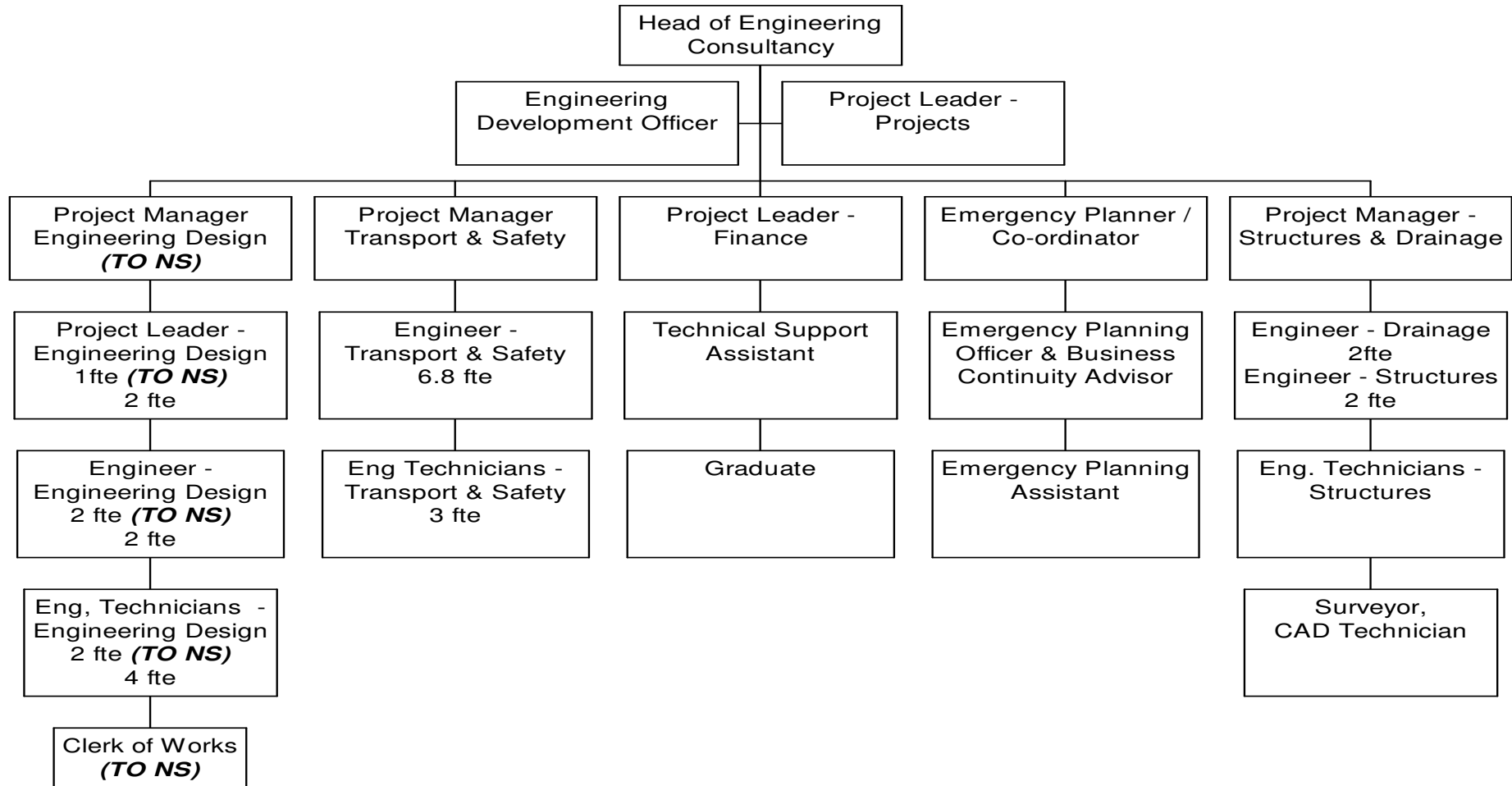
Annex E Constitution changes



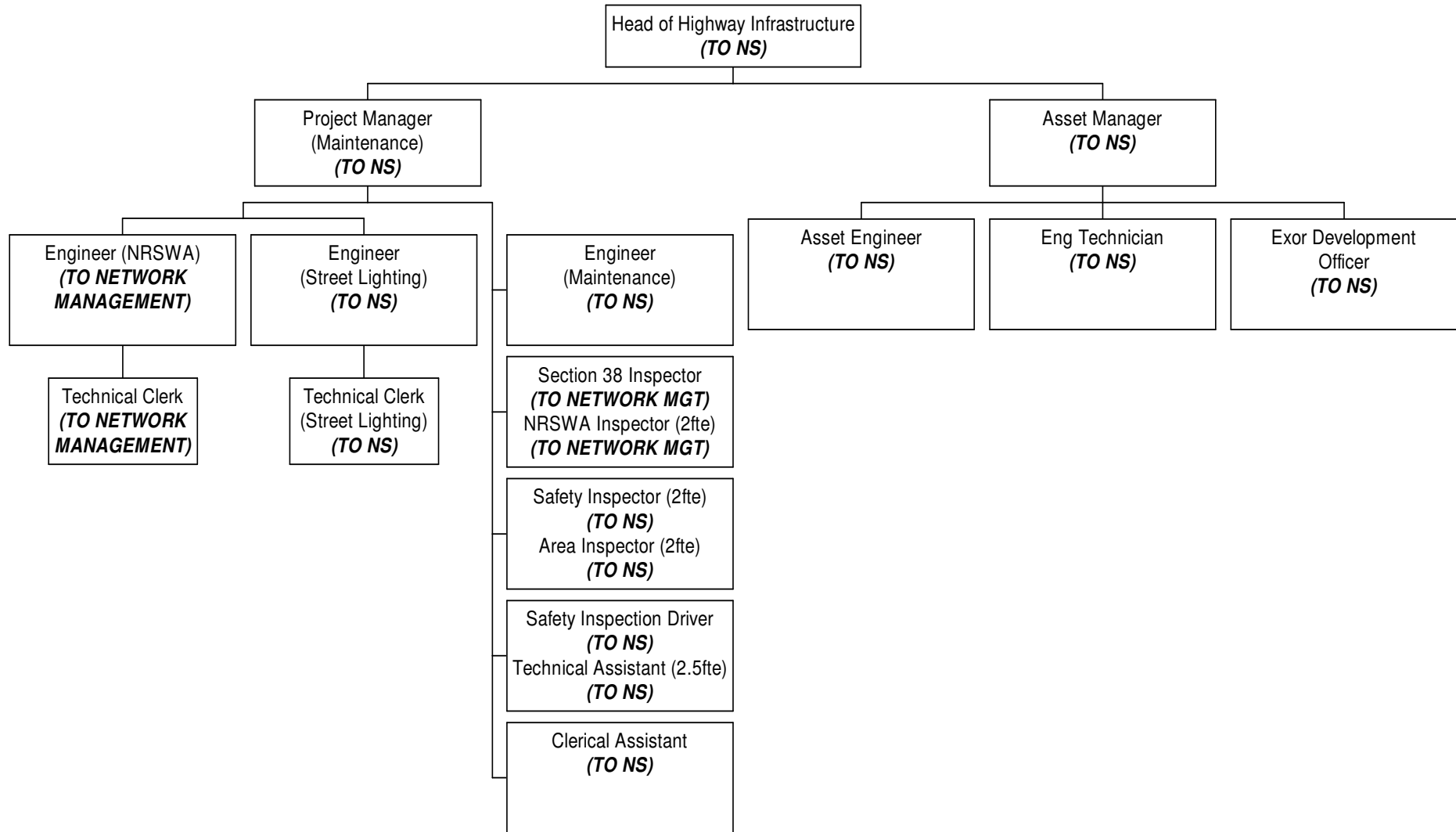
### City Strategy Structure of Transferring Highways Services



# City Strategy – Engineering Consultancy



# City Strategy – Highway Infrastructure



### Highway Infrastructure – Posts transferring to NS

Post & Post Number	Grade	Hours / fte
Head of Highway Infrastructure (DDTHI005)	PO21-24	37 hrs/1fte
Project Manager (Maintenance) (DDTHI030)	PO12-17	37 hrs/1fte
Engineer (Street Lighting) (DDTHI2C2)	Sc4-PO6	37 hrs/1fte
Technical Clerk (Street Lighting) (DDTHI080)	Sc1-2	37 hrs/1fte
Technical Assistant (DDTHI070)	Sc3-4	37 hrs/1fte
Technical Assistant (DDTHI070)	Sc3-4	37 hrs/1fte
Technical Assistant (DDTHI070)	Sc3-4	18.5 hrs/0.5 fte
Clerical Assistant (DRRSC110)	Sc1-2	37 hrs/1fte
Engineer (Maintenance) (DDTHI2C3)	Sc4-PO6	37 hrs/1fte
Safety Inspector (DDTHI3C2)	Sc1-SO2	37 hrs/1fte
Safety Inspector (DDTHI3C2)	Sc1-SO2	37 hrs/1fte
Area Technician (DDTHI3C2)	Sc1-SO2	37 hrs/1fte
Area Technician (DDTHI3C2)	Sc1-SO2	37 hrs/1fte
Safety Inspection Driver (DDTHI052)	Sc1-2	37 hrs/1fte

Asset Manager (DDTHI035)	PO9-12	37 hrs/1fte
Asset Engineer (DDTHI2C3)	Sc4-PO6	37 hrs/1fte
Exor Development Officer (DDTHI034)	SO1-2	37 hrs/1fte
Engineering Technician (DDTHI3C3)	Sc1-SO2	37 hrs/1fte
		17.5 fte

### Engineering Consultancy – Posts transferring to NS

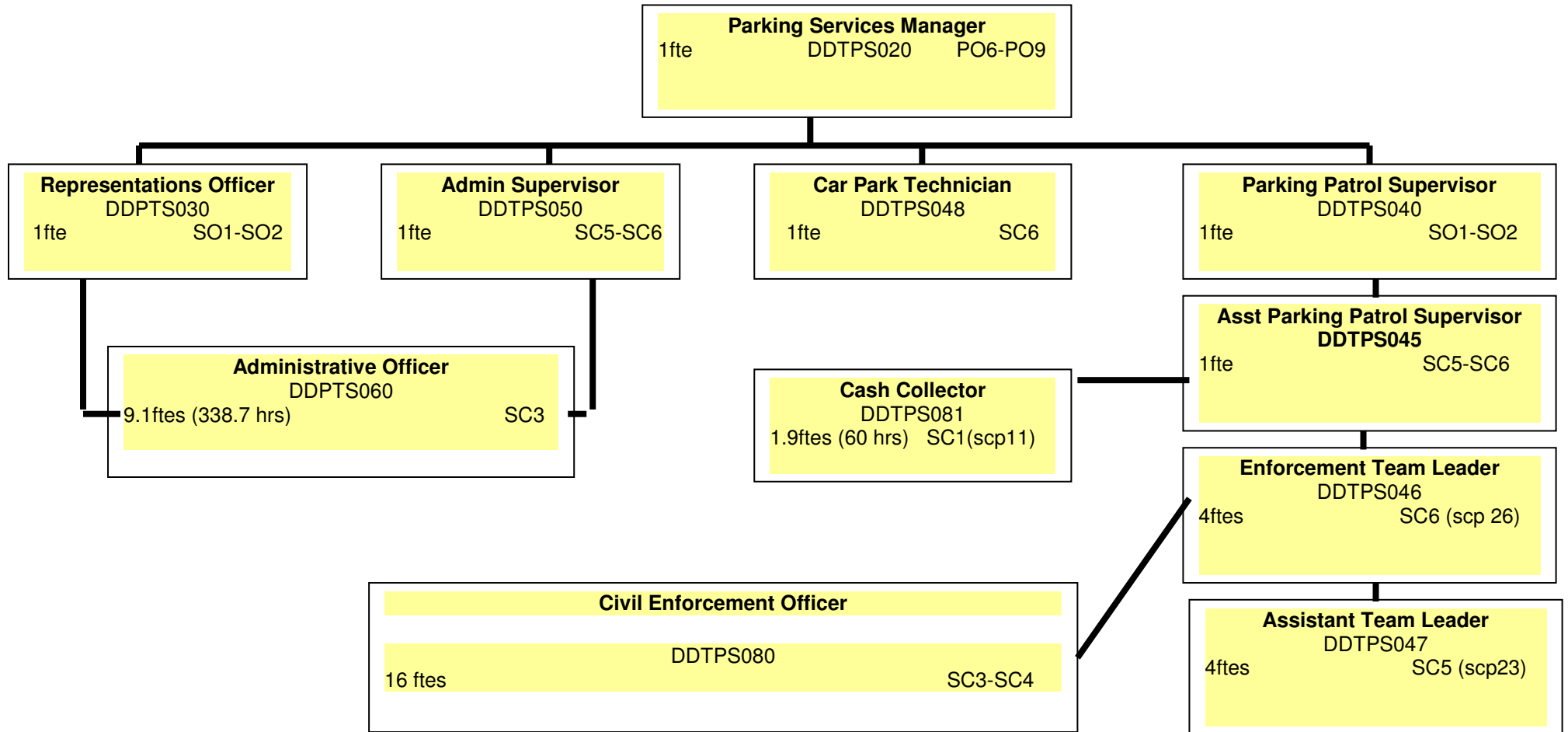
Post & Post Number	Grade	Hours / fte
Project Manager - Eng Design (DDTEC030)	PO12-17	37 hrs/1fte
Project Leader - Eng Design (DDTEC034)	PO6-9	37 hrs/1fte
Engineer - Eng Design (DDTEC2C3)	Sc4-PO6	37 hrs/1fte
Engineer - Eng Design (DDTEC2C3)	Sc4-PO6	37 hrs/1fte
Eng Technician - Eng Design (BDTEC5C2)	Sc1-SO2	37 hrs/1fte
Eng Technician - Eng Design (BDTEC5C2)	Sc1-SO2	37 hrs/1fte
Clerk of Works (DDTEC051)	Sc1-SO2	37 hrs/1fte
		7 fte

## Transferring Highways Service

- Reactive Maintenance
  - Carriageway, Footways, cycleway, back lanes
  - Cushion repairs
  - Car parks
  - Emergencies
  - Signs and bollards (illuminated and non)
  - Road Markings
  - Drainage
  - Warping
  - Street Furniture
  - Bus Shelters
  
- Routine Maintenance
  - Bridges
  - Gully Cleaning
  - Winter Maintenance
  - Street Lighting
  - Energy
  - Fountains (Exhibition Square)
  - Amenity Planting areas
  - Car parks
  - Road markings
  
- Planned Maintenance
  - Bridges
  - Carriageways
    - Surface Dressing
    - HD Slurry Sealing
    - Thin road surfacing
    - Resurfacing and Reconstruction
  - Footways
    - Slurry sealing
    - Central Area Works
    - Resurfacing and Reconstruction
  - Street Lighting Schemes
  - Antiskid surfacing
  - Bus shelter schemes
  - Street lighting ward committee schemes
  - Car Parks



### Structure of Transferring Parking Services



Parking Services – Posts transferring to NS

Post & Post Number	Grade	Hours / fte
Parking Services Manager DDTPS020	PO6-9	37 hrs/1fte
Representations Officer DDTPS030	SO1-2	37 hrs/1fte
Admin Supervisor DDTPS050	Sc5-6	37 hrs/1fte
Admin Officer DDTPS060	Sc3	37 hrs/1fte
Admin Officer DDTPS060	Sc3	37 hrs/1fte
Admin Officer DDTPS060	Sc3	37 hrs/1fte
Admin Officer DDTPS060	Sc3	37 hrs/1fte
Admin Officer DDTPS060	Sc3	37 hrs/1fte
Admin Officer DDTPS060	Sc3	30 hrs
Admin Officer DDTPS060	Sc3	30 hrs
Admin Officer DDTPS060	Sc3	37 hrs/1fte
Admin Officer DDTPS060	Sc3	22.20 hrs
Admin Officer DDTPS060	Sc3	18.5 hrs/0.5 fte
Admin Officer DDTPS060	Sc3	16 hrs
Admin Officer DDTPS060	Sc3	
(Admin Officers:)		338.7hrs/9.1 ftes
Car Park Technician DDTPS048	Sc6	37 hrs/1fte

Cash Collector DDTPS081	Sc1 scp11	25 hrs
Cash Collector DDTPS081	Sc1 scp11	25 hrs
Cash Collector DDTPS081	Sc1 scp11	10 hrs
Cash Collector DDTPS081	Sc1 scp11	10hrs
Cash Collector Casual	Sc1 scp11	
Cash Collector Casual	Sc1 scp11	
(Cash Collectors:)		60hrs /1.9ftes
Parking Patrol Supervisor DDTPS040	SO1-2	37 hrs/1fte
Asst Parking Patrol Supervisor DDTPS045	Sc5-6	37 hrs/1fte
Enforcement Team Leader DDTPS046	Sc6 scp 26	37 hrs/1fte
Enforcement Team Leader DDTPS046	Sc6 scp 26	37 hrs/1fte
Enforcement Team Leader DDTPS046	Sc6 scp 26	37 hrs/1fte
Enforcement Team Leader DDTPS046	Sc6 scp 26	37 hrs/1fte
(Enforcement Team Leaders: )		4ftes
Asst Team Leader DDTPS047	Sc5	37 hrs/1fte
Asst Team Leader DDTPS047	Sc5	37 hrs/1fte
Asst Team Leader DDTPS047	Sc5	37 hrs/1fte
Asst Team Leader DDTPS047	Sc5	37 hrs/1fte
(Assistant Team Leaders:)		4ftes



Civil Enforcement Officer DDTPS080	Sc3-4	37 hrs/1fte
Civil Enforcement Officer DDTPS080	Sc3-4	37 hrs/1fte
Civil Enforcement Officer DDTPS080	Sc3-4	37 hrs/1fte
Civil Enforcement Officer DDTPS080	Sc3-4	37 hrs/1fte
Civil Enforcement Officer DDTPS080	Sc3-4	37 hrs/1fte
Civil Enforcement Officer DDTPS080	Sc3-4	37 hrs/1fte
Civil Enforcement Officer DDTPS080	Sc3-4	37 hrs/1fte
Civil Enforcement Officer DDTPS080	Sc3-4	37 hrs/1fte
Civil Enforcement Officer DDTPS080	Sc3-4	37 hrs/1fte
Civil Enforcement Officer DDTPS080	Sc3-4	37 hrs/1fte
Civil Enforcement Officer DDTPS080	Sc3-4	37 hrs/1fte
Civil Enforcement Officer DDTPS080	Sc3-4	37 hrs/1fte
Civil Enforcement Officer DDTPS080	Sc3-4	37 hrs/1fte
Civil Enforcement Officer DDTPS080	Sc3-4	37 hrs/1fte
Civil Enforcement Officer DDTPS080	Sc3-4	37 hrs/1fte

Civil Enforcement Officer DDTPS080	Sc3-4	37 hrs/1fte
(Civil Enforcement Officers:)		16 ftes



## **Grounds Maintenance - Task and staff transfers**

### **From LCCS to NS**

Client function for HASS and CS - including

- ❑ urban highway verges
- ❑ adoption of new highway maintenance schemes
- ❑ rural highway verges
- ❑ management for ragwort
- ❑ highway bedding design
- ❑ car parking grounds maintenance
- ❑ communal housing grounds maintenance and ad hoc design and improvement projects
- ❑ supporting right to buy transfers
- ❑ adult social service property grounds maintenance

### **From NS to LCCS**

- ❑ The park keepers / gardeners at Rowntree Park, Hull Road Park, West Bank Park, Clarence Garden and Glen Gardens.
- ❑ The Green keeper
- ❑ Play area inspection



## Amendments to Constitution

The following list has been taken from the constitution and shows the current portfolio responsibilities, the propose changes are shown in brackets and italics.

### Executive Member for City Strategy

This portfolio is designed to reflect the strategic links between the regulation of the built environment and transport, to as to ensure the effective and joined up delivery of the services set out below. The portfolio holder will also be responsible for corporate and strategic issues considered by the Executive which arise from the work of the Directorate other than those corporate and strategic matters which are the responsibility of the Leader.

Planning

City Development & Transport. (*Transport = **Highway Infrastructure**, Network Management, Engineering Consultancy and Transport Planning.*

*For the purposes of the constitution **Highways Infrastructure** will move to Neighbourhood Services*

*Network Management = Traffic Management, Public rights of way, CCTV, Development control and **Parking**.*

*For the purposes of the constitution **Parking** will move to Neighbourhood Services)*

Local Strategic Partnership & WOW

Waste Management Strategy (Client)

Resources and Business Management

### Executive Member for Corporate Services

This portfolio will oversee the work of the Resources Directorate and will ensure the delivery of those services for which the Directorate is responsible. The portfolio holder will have an overview of the following departments/units of the organisation and will ensure the delivery of those services for which they are responsible. The portfolio holder will also be responsible for corporate and strategic issues considered by the Executive which arise from the work of the Directorate other than those corporate and strategic matters which are the responsibility of the Leader.

Audit & Risk management

Strategic Finance

Business Management

IT&T

Public Services (*including **Registrar**, for the purposes of the constitution **Registrar** will move to Neighbourhood Services)*

Property Services

Resources

### **Executive Member for Neighbourhood Services**

This portfolio is designed so as to ensure the delivery of a range of related environmental issues. The portfolio holder will also be responsible for corporate and strategic issues considered by the Executive which arise from the work of the Directorate other than those corporate and strategic matters which are the responsibility of the Leader.

Environmental Health & Trading  
Standards

Licensing & Regulation

Neighbourhood Pride Unit

Street Scene

Cleansing Services

Waste Collection Services

Building Cleaning Services

Highways Maintenance Services (*Now to include **Highways Infrastructure***)

Business Support Services

Street Environment

Bereavement Services

**(Add**

***Parking Services***

***Registrar)***



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**Staffing Committee****6 November 2008****Report of the Director of Resources and of the Director of People & Improvement****DIRECTORATE REORGANISATION****Summary**

1. This paper requests formal approval from Members for the transfer of functions between Resources and Chief Executive's Directorates on the basis that Resources' share of the corporate savings target will be achieved. This transfer of functions was initially put forward by the Chief Executive in a paper to the Staffing & Urgency Committee held on 9 May 2008 when Members were asked to approve the direction of travel. Another paper on this agenda relates specifically to changes between City Strategy, LCCS and Neighbourhood Services, also first put to Members in May.

**Background**

2. The services to be transferred include:
  - The Policy, Performance & Planning Team (10 FTE Staff) - to move from Chief Executive's to Resources Directorate Audit & Risk Management Division.
  - Property Services (49 FTE Staff) - to move from Resources to Chief Executive's.
  - Payroll (19 FTE Staff) – to move from Resources to Human Resources in Chief Executive's. The Payroll Manager to report to the Head of HR.

Members approved another change, the transfer of the Register Office from Resources to Neighbourhood Services, in May when the Assistant Director Environmental & Street Services became the Proper Officer for the Registration Service.

3. Policy, Performance & Planning Team

The rationale for moving the team is to bring together a set of key corporate services within a single managerial command. There will be a lead AD for CAA and other external audit and inspection processes. Most aspects of the new CAA regime (including Use of Resources (UoR), Value for Money (VFM),

Risk and the National Performance Indicators (NPI) Framework) will thus be coordinated effectively.

4. Property Services

This transfer aims to better balance the portfolios between Directors. As of 1<sup>st</sup> September 2008 the Head of Property Services has been reporting to the Director of People & Improvement. However, it is envisaged that it will take some further time for support processes to be aligned.

5. Payroll

The movement of Payroll from Resources into Human Resources in the Chief Executive's directorate is proposed in order to streamline business processes and to enable the development of a closer working relationship between departments, which offer similar services. HR and Payroll have been working closely together on the Pay & Grading project for some time and with the Delphi system due to be replaced in 2009, the opportunity is available to examine and reengineer HR and Payroll procedures and to remove some of the duplication between the processes, combining procedures and teams where necessary.

To ensure integrity of financial data and controls on Payroll, Inland Revenue and Pensions there will have to be appropriate interfaces with the new FMS system so the Payroll Team will still work closely with the Finance Department.

### **Consultation**

6. Staff have been fully informed and consulted on this proposed transfer of functions between the Directorates. Staff transfers will be undertaken in line with the Council's Management of Change Procedure and any subsequent changes to posts will be reviewed and evaluated in line with the Council's Job Evaluation Scheme.

### **Corporate Savings**

7. One of the objectives for undertaking this overall reorganisation/relocation of Council Services is the requirement to save £200k. The restructure being developed by the Director of Resources will ensure that ongoing savings of £85k identified within the previous report, being the loss of one Assistant Director in the Directorate, will be achieved. Further savings of £115k are to be found from the deletion of a further Assistant Director post and from the changes made to Highways, Parking and Grounds Maintenance. It is requested that details of the individual budget transfers be agreed by the Director of Resources and Director of People & Improvement and included in reports to Members as part of the ongoing budget monitoring process.



## **Constitutional Implications**

8. This transfer of functions impacts on the portfolios of Executive Members. It will be necessary to amend the Council's Constitution accordingly. The report also seeks approval for the Head of Legal Services to be given delegated authority to amend the constitution in order to make changes to the Executive Member portfolios to reflect the changes in managerial responsibility.

## **Next Steps**

9. The Director of Resources has been undertaking a comprehensive review of functions in the department; focusing on a rebalancing of the portfolios of his Assistant Directors. He plans to bring detailed proposals on this internal restructure to Members following full consultation with all staff involved and with the Unions.

## **10. Implications**

- Financial – It is clearly understood that one of the objectives for undertaking this overall reorganisation/relocation of Council Services is the requirement to save £200k and that Resources' savings to be achieved total £85k.
- Human Resources (HR) – there is little impact from this transfer of functions on individual officers with the exception of changed reporting lines. Detailed work will be undertaken within the Directorates concerned to amend job descriptions where this is necessary. No redundancies will occur as a result of these proposals.
- Equalities – covered in the body of the report
- Legal – as noted in the body of the report it will be necessary to make some amendments to the Constitution in order to maintain alignment of operational management and Executive portfolios.
- Crime and Disorder - There are no known Crime & Disorder implications.
- Information Technology (IT) - There may well be IT&T implications related to IT support functions and accommodation issues
- Property - There are no known Property implications with the exception that the intended move to a city hall with its reduction in council buildings and receptions is one of the key drivers for this reorganisation.
- Other - There are no other known implications.
- Risk Management – the risks in transferring these functions between the 2 corporate directorates are considered slight.

## Recommendations

11. Members are asked to:

- I. Formally approve the transfer of functions between Resources and Chief Executive's Directorates
- II. Agree that the Head of Civic, Democratic & Legal Services be given delegated authority to amend the constitution to ensure that the executive portfolios and any other related aspects reflect the newly constituted lines of operational management without further reference to this committee.
- III. Agree that details of individual budget transfers be agreed by the Director of Resources and Director of People & Improvement and included in reports to Members as part of the ongoing budget monitoring process.
- IV. Note that further work will be undertaken in both Directorates in relation to support services for these transferred functions.
- V. Note that a paper from the Director of Resources outlining further detailed proposals for change within the Directorate will shortly be brought to Members

Reason: To progress the Directorate Reorganisation agreed by the Staffing Matters & Urgency Committee in May 2008.

**Contact Details**

**Author's name** - Tricia Pearce  
**Title** – Resources Business Support Manager  
**Dept Name** – Resources  
Tel No. 552911

**Chief Officer's name** – Ian Floyd  
**Title** – Director of Resources  
**Dept Name** – Resources  
Tel No. 551100

**Chief Officer's name** - Heather Rice  
**Title** – Director of People & Improvement  
**Dept Name** – Chief Executive's  
Tel No. 551701

**Specialist Implications Officers**

**HR Implications:**

Name - Janet Neeve  
Title - HR Business Partner  
Tel No. 551661

**Financial Implications:**

Name – Patrick Looker  
Title – Finance Manager  
Tel No. 551633

All Wards

Report Approved

Date: 28/10/2008



**Legal Implications:**

Name – Quentin Baker  
Title – Head of Civic, Democratic &  
Legal Services  
Tel No: 551004

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

**Background Papers:**

Staffing and Urgency Committee – Directorate Reorganisation – 9<sup>th</sup> May 2008

**Annexes:** None

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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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