

Notice of meeting of

Staffing Matters & Urgency Committee

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

Date: Wednesday, 3 December 2008

Time: 12.30 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 17 under Agenda Item 3 (Minutes) 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 6 November 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 Tuesday 2 December 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 – Further Information (Pages 9 - 46)

This report responds to concerns raised by Staffing Matters & Urgency Committee members at their meeting on 6th November 2008 and 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. Resources Restructure (Pages 47 - 58)

This report seeks approval for the restructuring of the Resources Directorate.

7. 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
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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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- Review existing policies and assist in the development of new ones, as necessary; and
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City of York Council

Committee Minutes

MEETING	STAFFING MATTERS & URGENCY COMMITTEE
DATE	6 NOVEMBER 2008
PRESENT	COUNCILLORS WALLER (CHAIR), GILLIES, HORTON (AS SUBSTITUTE FOR POTTER), RUNCIMAN AND SCOTT
APOLOGIES	COUNCILLOR POTTER

11. 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.

No interests were declared.

12. EXCLUSION OF PRESS AND PUBLIC

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

Exempt minute 10 under Agenda Item 3 (Minutes) (minute 13 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).

Agenda Item 7 (Personnel Request) (minute 17 refers) on the grounds that it contained information relating to any individual. This information was 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).

13. MINUTES

RESOLVED: That the minutes of the Staffing Matters & Urgency Committee meeting held on 13 October 2008 be approved and signed by the Chair as a correct record.

14. PUBLIC PARTICIPATION

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

15. TRANSFER OF SERVICES FROM CITY STRATEGY TO NEIGHBOURHOOD SERVICES, AND BETWEEN NEIGHBOURHOOD SERVICES AND LEARNING, CULTURE AND CHILDREN'S SERVICES

Members received a report which sought 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.

In summary the changes proposed were:

- 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), with responsibility for implementing stage two being delegated to the Executive Member for Neighbourhood Services;
- The transfer of parking administration and enforcement services including staff, budgets and functions from CS to NS directorates.
- The transfer of 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.

The report also sought approval for the Head of Civic, Democratic & 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.

The Chief Executive advised Members that circumstances had changed since the production of the report, as the Director of Neighbourhood Services was leaving the authority in February 2009, and suggested that Members may wish to defer a decision to allow analysis of any risks this created in the implementation process and consideration as to how these might be mitigated.

Some Members supported deferral of a decision to allow the details of the mechanisms of implementation to be provided, whilst others expressed concern about the additional delay that this would cause. Some Members also expressed concern that the Committee's previous decision to transfer the management of the CCTV control room from City Strategy to

Neighbourhood Services was not being taken forward and requested a detailed rationale for this. Members queried whether the strategic element of the Council's highways function was remaining with City Strategy and requested further details on this matter.

RESOLVED: (i) That the decision be deferred to another meeting of the Committee, to be held within 4 weeks, for provision of detailed information on the mechanisms for implementation, a detailed rationale for the proposal on management of the CCTV control room and further details on the strategic element of the Council's highways function.¹

REASON: To ensure a fully informed decision is taken.

Action Required

1 - To provide the additional information requested.

SC

16. DIRECTORATE REORGANISATION

Members received a report which sought 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 would be achieved.

In summary the changes proposed were:

- 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 Human Resources & Organisational Development.

Members had previously approved another change, the transfer of the Register Office from Resources to Neighbourhood Services, in May, when the Assistant Director (Neighbourhoods & Community Safety) became the Proper Officer for the Registration Service.

The Director of Resources advised Members that he was preparing a paper on restructuring of the Directorate for consideration at the next meeting of the Committee.

RESOLVED: (i) That the transfer of functions between Resources and Chief Executive's Directorates be approved;¹

(ii) That it be agreed that the Head of Civic, Democratic & Legal Services should take such

steps as are required to amend the constitution, in consultation with the Group Leaders, to ensure that the executive portfolios and any other related aspects reflect the newly constituted lines of operational management without further reference to the Committee;²

- (iii) That it be agreed that the details of individual budget transfers can be agreed by the Director of Resources and the Director of People & Improvement and included in reports to Members as part of the ongoing budget monitoring process;³
- (iv) That it be noted that further work will be undertaken in both directorates in relation to support services for these transferred functions;
- (v) That it be noted 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.

Action Required

- | | |
|---|----|
| 1 - To implement the transfer of functions; | SA |
| 2 - To amend the constitution; | GR |
| 3 - To agree details of budget transfers. | SA |

17. PERSONNEL REQUEST

(See also Exempt Minute 17)

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

RESOLVED: That the recommendation at paragraph 38 of the report be approved.

REASON: As detailed in the report.

A WALLER, Chair

[The meeting started at 12.00 pm and finished at 1.00 pm].

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

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Staffing Matters and Urgency Committee

3 December 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 – Further Information

Summary

1. This report responds to concerns raised by Staffing & Urgency Committee members at their meeting on 6th November 2008. This report should be read in conjunction with the earlier paper (Appendix 1), and includes the same recommendations.

Background

2. Members considered a detailed report proposing a number of staff and service transfers between directorates at their meeting on 6 November 2008. At that meeting members asked for clarification on a number of issues. These were as follows:
 - The level of risk inherent in the proposals had increased due to the intention of the Director of Neighbourhood Services to leave the authority at the end of January 2009. Members wanted to be reassured that the delivery of the services transferring to Neighbourhood Services would not be effected by the Director's departure.
 - Members wanted to understand why the CCTV service will not be recommended to transfer from City Strategy to Neighbourhood Services as originally envisaged.
 - Members wanted clarification over the strategic highways functions that would remain within City Strategy.

Risks - Implementation Plan

3. The Director of Neighbourhood Services will leave the council at the end of January 2009. Members considered that this raises the level of risk attaching to the proposed transfer of services. The risks will be mitigated as follows:

- A detailed implementation plan will be put in place (Appendix 2). This will set out the steps to be taken between the transfer being agreed, and a further Phase 2 report being brought to Neighbourhood Services EMAP in July 2009. The intention is to prepare the implementation plan and make it available to members prior to the Staffing & Urgency Committee meeting.
 - A report has been prepared for City Strategy EMAP on 8 December 2008 that seeks approval for 2009/10 highway maintenance programmes. The timing of the proposed transfer comes at the most opportune time of the year from a highway maintenance point of view, having completed the survey works and submitted outline programmes for the coming financial year. The last quarter of the financial year normally provides an opportunity to plan for the coming year whilst completing the current years programmes.
 - An interim appointment will be made to manage Neighbourhood Services in the period between the current Director leaving, and a new Director coming into post. This will be key to ensuring a smooth transfer and minimise the risks. The interim Director will be responsible for ensuring progress on the implementation plan and providing the strategic guidance necessary. Highways operational matters will be dealt with by the Assistant Director Maintenance Services who has been liaising and working with the transferring services over several months in preparedness for the transfer whilst the Assistant Director Environmental Services will manage the parking service.
4. There are also risks in not implementing the proposed transfers. These surround the non delivery of the efficiencies and service improvements envisaged through Stage 2 of the transfer paper. If the Highways service is transferred, it will be thoroughly reviewed, and brought into an existing review currently being undertaken by the Easy @ York programme. It is also possible that there would be a degree of continuing uncertainty within the highways service if it now stayed within City Strategy, given that the transferring staff have now been working with AD Maintenance Services in detail over several months. This also affects the 'Streetworks' team, expecting to remain with City Strategy but with an internal move planned to the Network Management section, where it will assist in coordinating and managing all the utility and other works on the network, so that disruption to traffic flow is kept to a minimum.

CCTV

5. The council has an extensive CCTV network. This network was originally developed as a traffic management tool but has been extended the cover public order issues. The cameras are monitored from within St Leonard's Place and at the control room at Fulford Police Station. The expertise within the council for providing and maintaining the existing systems and providing new comes from within a small team in City Strategy who are also responsible for the city's traffic signals, urban traffic control, variable message signs and systems, and bus information and control systems.

6. Facilities to monitor these cameras exist with the Network Management section at St Leonard's Place. Staff in Network Management have all the expertise to use the information provided by the cameras to assist with normal day-to-day operations in managing the urban traffic flows, using a variety of system tools at their disposal. The use of the CCTV cameras for traffic management one of the essential tools for the Network Management group. The Network Management group also has the expertise required to maintain the CCTV cameras, as well as the experience of funding, development and strategic positioning.
7. The CCTV control room at Fulford Police Station is dedicated to public order issues but there has never been any problem with working in close cooperation with the Safer York Partnership.
8. Officer opinion is that to break up the small team of three within the network management to transfer the CCTV service to Neighbourhood Services would not be the best use of this resource and would impact on the economy of scale. By working closely together as we already do on both traffic management and public order issues we can continue to provide a high level of service with the CCTV control room predominantly monitoring public order issues and City Strategy traffic management.

Strategic Highways and Transport Planning Functions

9. Under the proposals, City Strategy will retain its strategic transport planning functions. These include development and implementation of the local transport plan, public transport operations, road safety and travel planning as well as the management of the highway network including highway development control and public rights of way.
10. Critically, City Strategy will retain the strategic responsibility for car parking both on street and off street including the development of new areas and the setting of charges. Car parking both on street and off street are key components in the way that the transport networks of the city operate and are of strategic importance. Parking is also a significant element of major planning developments and therefore aligns with the highway development control function within City Strategy.
11. Neighbourhood Services will be responsible for the development of highway maintenance strategies and where necessary feeding into the overall transport strategy particularly in the local transport plan, but principally it will be responsible for the day to day operation and delivery of the highway maintenance programmes.
12. For example Neighbourhood Services will become responsible for the way in which highways maintenance budgets are spent through development and implementation of the highway asset management plan, which includes the setting up of maintenance strategies, forward programmes and the creation of the strategic approach to service procurement.

13. Similarly Neighbourhood Services will be responsible for the management and operation of the parking enforcement service. This will include the civil enforcement officers, the issuing of parking control notices as well as the administration of those notices and appeals. Administration will also include the issuing of the various parking permits that the city uses.

Consultation

14. Staff and the unions have been consulted on the proposed transfers.
15. 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 an answer.
16. 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.

17. Implementation

18. If members agree, then the transfer of services would be implemented from Monday 5 January 2009 although work would continue to ensure that the service transfers smoothly.

Corporate Priorities

19. 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

20. Financial. The 9th 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. Details of the savings will be then reported to the Neighbourhood Services EMAP in July 2009 for members to consider. These will be delivered as part of the 2009/10 budget. 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.
21. 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.

22. Equalities: None
23. 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.
24. Crime and Disorder: None
25. Information Technology (IT): None
26. Property: None
27. Other: None

Risk Management

28. 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. Further clarification has been provided by this follow up report.

Recommendations

29. 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 in the original report.
 - 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. This report will also detail how the anticipated £35k savings will be delivered in year.
 - 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 in the original report.

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

Contact Details:

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55(1330).

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Director of Neighbourhood
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55(2003)

Peter Dwyer
Director of Learning Culture and
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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 :

'Transfer of Services from City Strategy to Neighbourhood Services, and between Neighbourhood Services and Learning, Culture and Children's Services' – Paper to Staffing & Urgency Committee 6th November 2008.

Annexes:

Appendix 1 – Original report to 6 November 2008 Staffing Matters & Urgency Committee

Appendix 2 – Implementation Plan

Staffing Matters and Urgency Committee

6th 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 1st 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 9th 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.

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Terry Collins
Director of Neighbourhood Services

Pete Dwyer
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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 – 9th 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

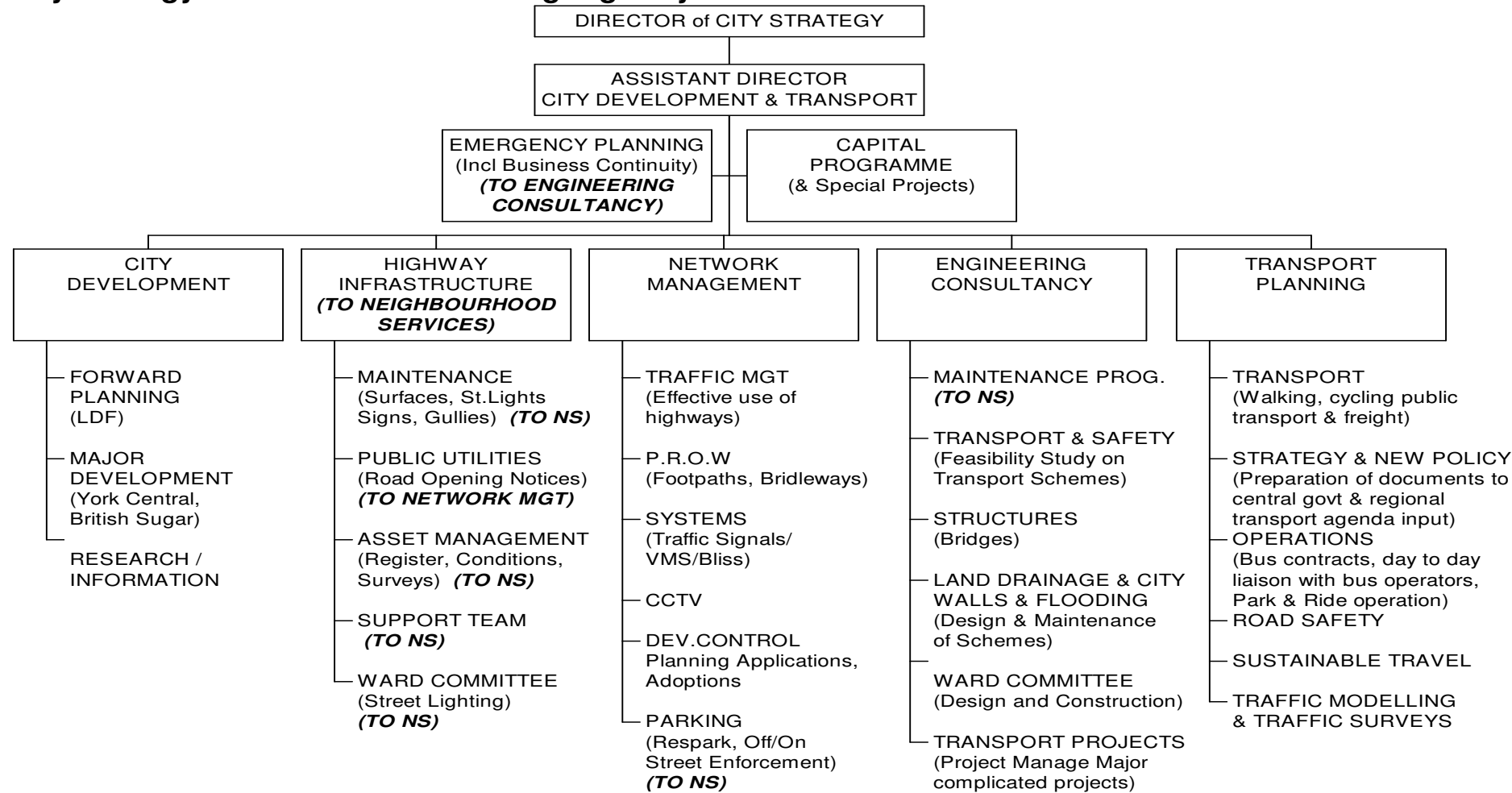
Grounds Maintenance Services

Annex D Task and Staff Transfers

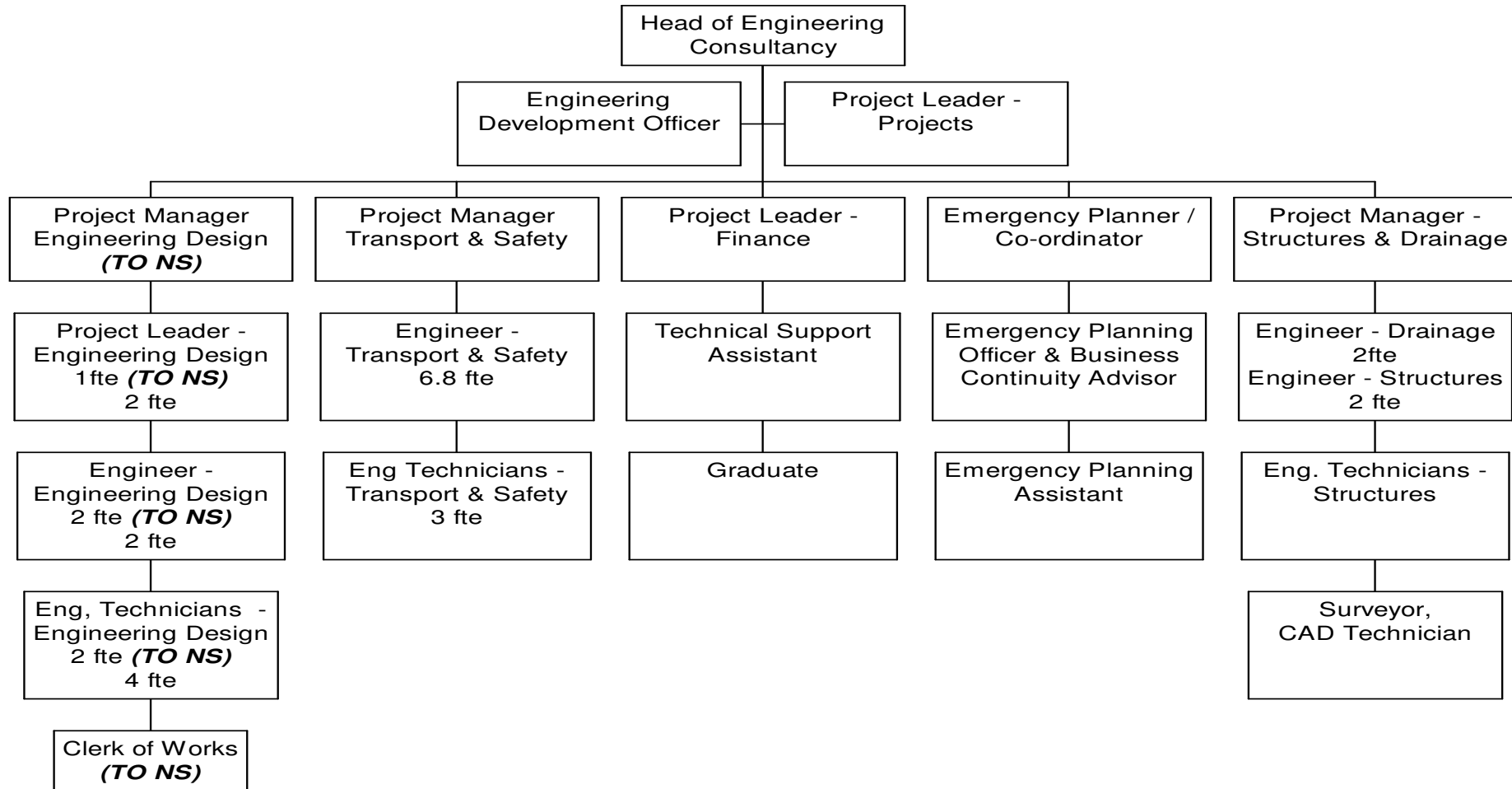
Constitution Changes

Annex E Constitution changes

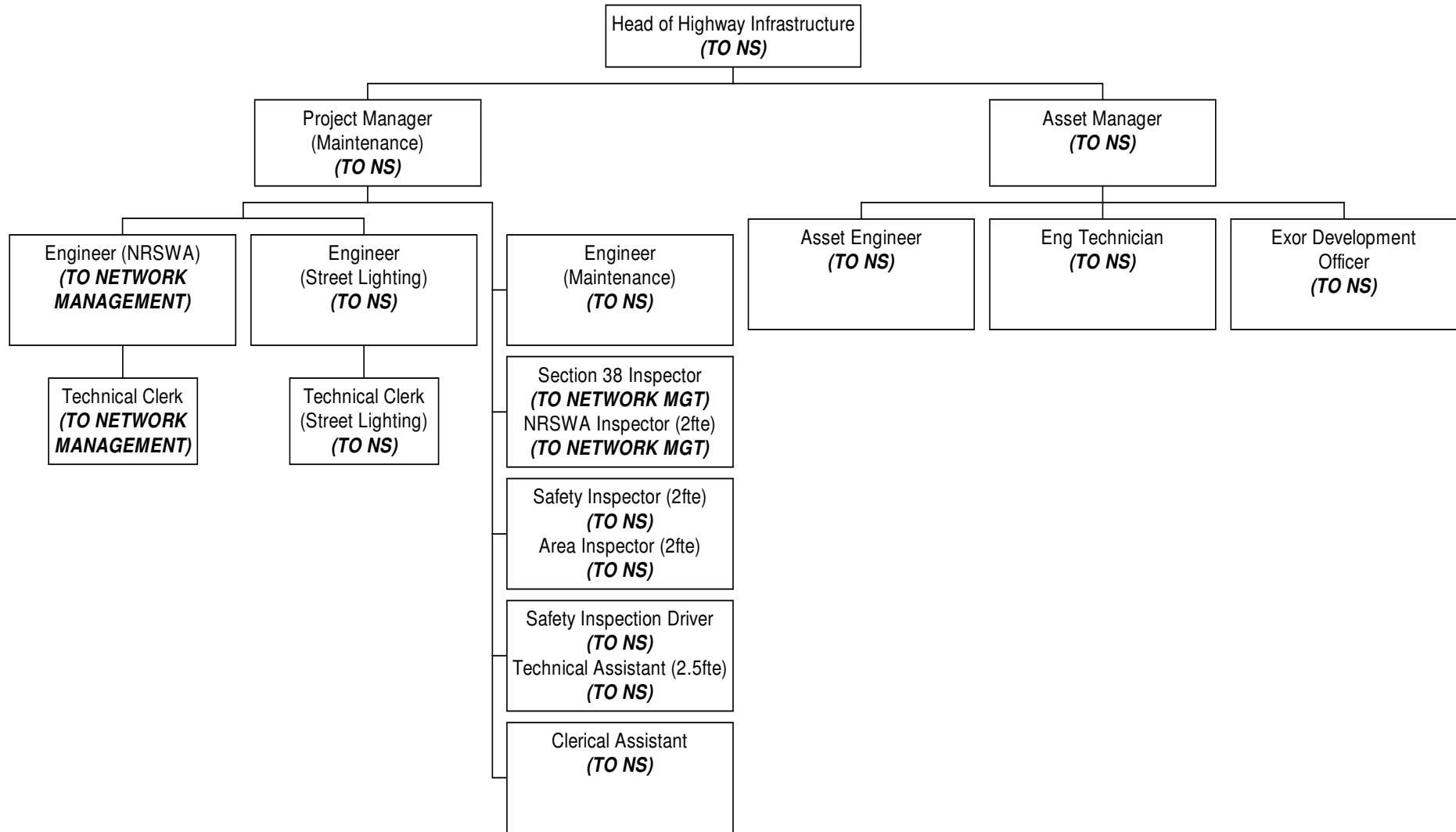
City Strategy Structure of Transferring Highways Services



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

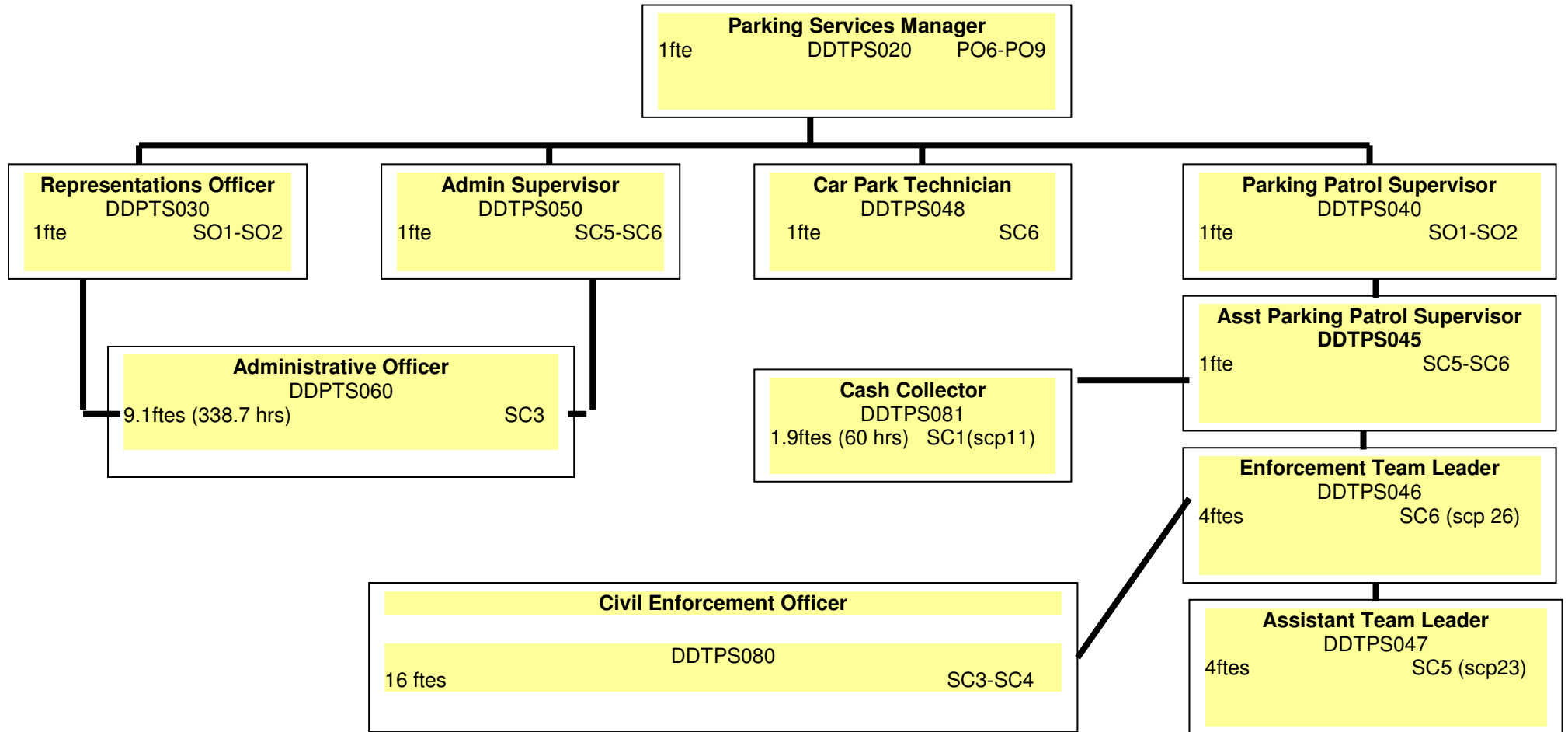
Transferring Highways Service

- 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
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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)

Appendix 2

Implementation plan for the transfer of Highways Infrastructure from City Strategy to Neighbourhood Services

Notes	Phase 1	Date	Status
1	Staff consultation	June-September 2008	Complete
2	Urgency Committee	3 rd December 2008	
3	Transfer Date	5 th January 2009	
4	Staff meeting re induction	13 th January	
5	Alterations to ECO depot to accommodate staff	November/December 2008 January 2009	
6	Staff moves, St Leonards to ECO depot	January 2009	
7	Staff Moves, Swinegate to ECO Depot	February 2009	
8	Document scanning	December/January 2009	
9	Settling in period	January-May 2009	
10	Business appraisal	January-May 2009	
	Phase 2		
11	Staff consultation	May 2009	
12	Business plan and new structure proposals	June 2009	
13	Further staff consultation	June 2009	
14	Report to NS EMAP on future structure	July 2009	
15	Implement new structure	August/Sept/Oct 2009	

Notes Phase 1

1. Full staff consultation on phase 1 of the move has taken place over the last four months, including group meetings with all staff and the AD Maintenance Services having 1 2 1 interviews with all of the transferring staff.
2. Urgency Committee
3. Date of transfer of staff and functions assuming a positive result from Urgency.
4. Meeting of all highways staff from Neighbourhood Services and City Strategy to start the process of forming a single team to deliver the highways repair and maintenance function. This will include a tour of the depot, an introductory talk from the Director and AD and a question and answer session about the new arrangements.
5. Alterations to the layout and staffing arrangements at Hazel Court to accommodate all the transferring staff including some building works. Planning permission is being sought for alterations to the outside of the amenity block.
6. Once building works are completed a phased relocation of staff from St Leonards and
7. ... Swinegate will be implemented
8. In order to accommodate staff and to make the transfer easier the current files held within St Leonards will be scanned in line with the CYC policy on document management. Discussions on moving this work forward have already commenced with the corporate EDRMS (Electronic Document Recording and Management System) team.
9. The next 4-5 months will act as a settling in period for the new staffing arrangements to help inform the structure required to deliver a joined up service. Working with [Easy@York](#) to improve the business processes to rationalise the requests for work into the department. Work has already commenced in this area.
10. A full financial and operational appraisal of the business will take place to help inform the future structure of the service. This will include preparing a joint service plan and agreeing success measures for the new business arrangements. All staff will have individual appraisals and opportunity to be involved in the remodelling of the service.

Phase 2

11. Staff consultation on proposed new structure
12. Business plan developed and new structure completed
13. Final staff consultation
14. EMAP July 2009
15. Implementation of new structure

Implementation plan for the transfer of Parking Services from City Strategy to Neighbourhood Services

Notes	Phase 1	Date	Status
1	Staff consultation	June-September 2008	Complete
2	Urgency Committee	3 rd December 2008	
3	Transfer Date	5 th January 2009	
4	Staff meeting / inductions	January 2009	
5	Consider impact of pay and grading on operational delivery	January 2009	
6	Business appraisal	January – July 2009	
7	Business appraisal: Identify process and systems improvements	January – March 2009	
8	Business appraisal: Identify policy issues	April 2009	
9	Prepare report to EMAP on interim findings	June 2009	
	Phase 2		
10	Identify performance measures for enforcement activity (level of obstruction, compliance)	July – September 2009	
11	Review staff training and competencies	July - September 2009	
12	Carry out enforcement benchmarking and consider opportunities to improve work with other aspects of Neighbourhood Services work.	July - September 2009	
13	Review customer experience	July - September 2009	

14	Review income levels as set in the budget – in preparation for the 2010/11 budget)	October 2009	
15	Review Signage	November 2009	

Notes Phase 1

Phase 1 will be to embed the service into the Neighbourhood Services Directorate and to review the systems and procedures supporting the service and the current policies on appeals and cancellations of PCNs.

1. Full staff consultation on phase 1 of the move has taken place over the last four months, including group meetings with all staff and the AD Environment Services having 1 2 1 interviews with all of the transferring staff.
2. Urgency Committee
3. Date of transfer of staff and functions assuming a positive result from Urgency.
4. Parking Services staff will continue to operate from their current offices, and the service is moving directorate in its entirety so there will be less to do than Highways Maintenance in terms of staff meetings and inductions. However we will organise a number of induction sessions during January to start to familiarise Parking staff and key staff from within Neighbourhoods (e.g. finance, performance, HR). This work would culminate in an agreed service plan.
5. The staffing structure in Parking services has been impacted by Pay & Grading (e.g. 4 levels of the existing hierarchy now placed within one grade band). An initial task will be to see how this impacts on operational activity.
6. A full review of Parking Services is planned within the Easy@York Phase 2 programme. This will take place between April and December 2009. Between January and July we will undertake an initial business appraisal to consist of items 7 and 8 that would complement and inform the early phases of the work with Easy.
7. Study the process and system improvements that could be made within the service.
8. Study the policies within the service that may be creating difficulties for staff and customers alike.
9. The intention would be to take an initial paper to NS EMAP setting out the findings of the initial business appraisal and making recommendations as appropriate.

Phase 2

Work during Phase 2 will clarify the service's objectives, will ensure that the service and its staff are able to deliver the customer and financial

expectations placed upon them, and will consider opportunities to work more closely with other service areas for mutual benefit.

The timetable for work during Phase 2 overlaps with that set out by the Easy @ York programme – that is to review the service between July and September 2009. Items 10-13 would be undertaken in conjunction with that Easy review programme.

10. There is clear evidence that the work of the enforcement team is having a beneficial impact on levels of obstruction, and that compliance with regulations is increasing. The Parking Service will have its own service plan, and this would include performance measures that promoted beneficial outcomes.
11. Understand how staff training and competency levels fit with the expectations placed upon them.
12. Clarify performance levels in York compared with other cities. Opportunities to be considered for closer working with other aspects of Neighbourhood Services work are:
 - Closer working with Street Environment Officers and Environmental Enforcement Officers which could:
 - Allow more staff to be out on the street at any one time by working alongside EEO's. This maintains the H&S practices for both sections but increases the number of patrols.
 - Cross department backup when dealing with difficult customers.
 - More eyes and ears out on the street spotting environmental crime, i.e. Graffiti.
 - Work closer with the drainage section to be more reactive to blocked gully's etc. Speed up the process of resident parking restrictions to enable gully cleaning and street sweeping to be more reactive. Look for more flexibility to the satisfaction of customers, i.e. do one side of a street at a time.
 - Work closely with Neighbourhood Pride and Waste Staff, both to respond to parking issues that are causing delays in delivering their services. Refuse vehicle movements etc.
13. The parking areas of the council are well run and well regulated but investment could be required to improve the customer experience i.e. improved signage.
14. In preparation for the 2010/11 budget – we will need to ensure that the service's systems, procedures and policies are able to deliver the level of income expected.
15. Review signage.

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Staffing Matters and Urgency Committee*3 December 2008*

Report of the Director of Resources

RESOURCES RESTRUCTURE**Background**

1. As a result of the deletion of an Assistant Director (AD) post in Public Services, and the approved transfers in respect of Property Services, and Policy and Performance, it already was necessary to restructure the Resources Directorate. In addition however, in the first few months since arriving the new Director, in consultation with Senior Management within the Directorate, has taken the opportunity to review a number of things, and look at how the structure needs to be amended to reflect priority areas.
2. In looking at the structure there are some overarching principles that have guided the review as follows: -
 - to group activity in a logical manner
 - to ensure that Core Statutory functions are properly resourced – e.g. accounts, budget monitoring, financial strategy
 - to ensure we are focused on the transformation /efficiency agenda
 - to ensure that specific major projects can be supported, but not at the expense of core statutory responsibilities
 - to ensure balance between the respective ADs
3. The structure of the Directorate needs to reflect upon best practice principles of Financial Management, and Use of Resources Assessment. In that respect, priority for core financial activity, supported by transformational/efficiency work is key. The structure seeks to ensure there is a senior manager tasked with each of the key priority areas of the Directorate.

Context

4. Within the 2008/09 revenue budget there was an assumption of a £200,000 saving from restructuring. Within this a figure of £85,000 was allocated to the Resources Directorate. It is planned that this will be met primarily by the deletion of the Head of Public Services.
5. This paper sets out a number of consequential changes arising from this post being deleted, and also identifies other proposals for savings, together with some minor investment of savings. In summary the following main changes are considered in this paper.
 - deletion of Head of Public Services

- deletion of the PA for Public Services
 - deletion of Head of Revenue and Benefits
 - deletion of the Corporate Planning and Policy Manager
 - creation of a new post of Head of Efficiency and Procurement
 - creation of a new post of Head of Policy and Performance
 - regradings arising from reallocation of activity, primarily in relation to the Head of Public Services post being deleted
 - Use of £17,000 of the “efficiency” funding toward the Head of Efficiency and Procurement
 - Create a Deputy IT Business and Customer Services Manager post
 - Delete the current post of IT Customer Support Team Leader
 - Delete the vacant post of Resources Systems Support and Development Manager
6. The overall impact of the proposals is to achieve the required £85,000 saving, and within existing resources to create extra capacity to drive forward the transformation/efficiency agenda and the policy/performance process.
7. Further changes below the chief officer level will be required, but these will be dealt with through delegated powers, operating within budget constraints.

ASSISTANT DIRECTOR LEVEL – ALLOCATION OF RESPONSIBILITIES

8. Each of the revised Assistant Director Posts are set out below, with a brief description of the Manager posts that will report to the ADs

ASSISTANT DIRECTOR OF RESOURCES – CORPORATE FINANCE

9. The proposals seek to ensure that the focus on this area will be the Core Statutory activities of financial planning, accounting and monitoring. The “efficiency” programme has been taken out of this area (though there will still be natural links), and within the section it is intended that any major ad hoc/project work will be shared around, including potential use of wider financial resources within departments to develop skills across the Council. This AD post will develop enhanced linkages and working with the ADs & Finance Managers in the service directorates to ensure streamlined and focussed financial support for the council. The FMS Project team will also report directly to this AD post.
10. It is proposed to separate out the planning, monitoring, and accounting roles, to ensure a senior manager is tasked as their primary responsibility to lead on one of these three areas. The AD – Corporate Finance will ensure coordination. This will also allow for a sharper focus to these crucial areas. There will be three senior managers reporting to this post, plus there is a direct relationship with the four service Finance Managers also.

- **HEAD OF TECHNICAL FINANCE** – responsibility for the Statement of Accounts, Treasury Management, Capital Budget and Capital budget monitoring. Financial systems development team support.
- **HEAD OF ACCOUNTING SYSTEMS** – responsibility for Revenue Budget Monitoring, Financial Systems maintenance, VAT, Collection Fund

- **HEAD OF FINANCIAL PLANNING** – similar to now, but the post will have primary responsibility for developing the financial strategy. This will play a key role in ensuring the planning of the revenue budget, and in dealing with assessing local government finance issues.

ASSISTANT DIRECTOR OF RESOURCES – CUSTOMER SERVICE & GOVERNANCE

11. This is the current Head of Audit and Risk Management, but is now expanded to include the YCC and Policy/Performance teams. The Managers that would report to this post are as follows: -

- **HEAD OF INTERNAL AUDIT** – to manage the shared Internal Audit partnership (including Information Governance) and support the Assistant Director on Governance matters for the Council.
- **HEAD OF PERFORMANCE AND BUSINESS ASSURANCE** – this “replaces” the vacant Policy Manager post, and brings together both the Policy and Performance teams into one unit, which is felt more appropriate in terms of both line management. The post will however undertake a Business Assurance role, with particular reference to data quality and the development and monitoring of the York Business Model. Key tasks would include
 - To ensure Business Assurance operates effectively and appropriately, within internal guidelines.
 - Ensure appropriate processes and procedures are in place and are regularly reviewed in order to achieve the above. It is envisaged the post would work closely with Internal Audit in ensuring compliance, and also in the development of the Business Model.
- **HEAD OF FINANCIAL PROCEDURES** - this is a new post but will be filled by the existing Head of Procurement and Risk. This section will focus on compliance, advice and training around Financial Regulations, delivery of a new single income collection service, which will incorporate Debtors, cashiers and other recovery teams across the Directorate, and implementing the new Income Policy. It will also include delivery of the risk management, and insurance services. A number of these issues have been identified as weaknesses in previous External Audit reports, and bringing them together will serve to give focus on this key aspect of financial control.
- **HEAD OF YCC** – this is an enhanced role, which brings in the entire Benefits and Council Tax services. This also includes the Revenues and Benefits Business Management Team, which will support YCC and the Head of Financial Procedures on monitoring income/debt collection.

12. As part of this change it is possible to delete the Head of Revenues and Benefits post. The Creditors section will move into Procurement, and the Procurement team is transferred to another AD post.

ASSISTANT DIRECTOR OF RESOURCES – TRANSFORMATION AND EFFICIENCY

13. This brings together the existing Easy@york Programme, ICT and the Efficiency and procurement agenda. This proposals seeks to align a range of transformational initiatives,

- Easy@york transformation programme
- The new Efficiency Programme which it is intended will be delivered through an external Performance Partner
- The delivery of the strategic procurement plan
- The delivery of the procurement and creditors service
- A range of IT transformation projects such as Electronic Document Records Management System (EDRMS) and Flexible working
- Development of IT Strategy and investment plans.

14. The posts reporting to the AD – Transformation and Efficiency are: -

- **EASY@YORK PROGRAMME MANAGER**

Ongoing delivery of phase 2 of the easy@york programme delivering customer service transformation and efficiency.

- **HEAD OF OPERATIONAL ITT**

When the Easy Programme was established, the then AD for IT was seconded to be the Programme Director for the Easy Programme whilst continuing to have responsibility for strategic IT issues. A Head of Operational IT was put in place to oversee the day to day service delivery of the IT service. This post has reported to the Director, but has maintained strong links to the Easy Programme AD, who provides the direction for Strategic IT transformation. As this has worked well it is intended to continue this arrangement. It will be necessary to review this if/when the transformation agenda changes significantly in the future.

Formerly the Resources Business Support Group and Systems support team were managed by the AD for Public Services. The proposal is for them to be assimilated into IT, necessitating further restructuring within the IT department. This will be self funding and will include: -

- Expanding the role of the IT Business and Customer Services Manager
- Establish a Deputy Business and Customer Services Manager post to free up capacity for the Business and Customer Services Manager
- The current post of IT Customer Support Team Leader to be deleted from the establishment
- Delete the vacant post of Resources Systems Support and Development Manager
- Revise the Job descriptions of the IT Systems support team and the BSG team
- Formalise the current arrangement to establish separate Internet and Intranet Manager posts.

- **HEAD OF EFFICIENCY AND PROCUREMENT**

A new post of Head of Efficiency and Procurement will be created, to ensure sufficient focus is given to the Efficiency and Procurement agenda. The procurement

section, plus creditors will move into this area, to integrate the whole procure/pay process. This potentially will create efficiency.

15. The proposals also seeks to ensure the Assistant Director is not given any large scale day to day service management responsibility, thereby ensure a sole focus on transformation/change agenda which is crucial to the Council in the future.

16. The Head of Efficiency, and Procurement will be funded from the savings on the Revenue and Benefits Manager Post, plus there was a sum of £20,000 allocated to support the efficiency process as part of the 2008/09 budget, which has not yet been allocated.

Summary

17. The resources management Team will consist therefore of

- Director of Resources
- AD – Corporate Finance
- AD – Customer Service and Governance
- AD – Transformation and Efficiency
- Head of Operational IT

18. The Portfolios will look like this.

AD Corporate Finance			
Technical Finance	Accounting Systems Management	Financial Planning	Service Accountants
<ul style="list-style-type: none"> • Final Accounts • Capital • Treasury 	<ul style="list-style-type: none"> • Budget Monitoring • Financial System Maintenance • VAT 	<ul style="list-style-type: none"> • Financial Strategy • Grant funding • Pensions 	
AD Customer Service and Governance			
Internal Audit	Performance and Business Assurance	YCC	Financial Procedures
<ul style="list-style-type: none"> • IA shared service including fraud and information governance. 	<ul style="list-style-type: none"> • Policy • Performance Improvement • Business Assurance 	<ul style="list-style-type: none"> • Customer Centre • Revenues back office (excluding recovery functions) • Benefits Service front and back office • Business Management Team (inc NNDR) 	<ul style="list-style-type: none"> • Income (including HB overpayments, Council Tax recovery, sundry debtors and cashiers) • Risk Mgt • Insurance • Compliance advice/training – financial regulations

AD – Transformation and Efficiency			
Easy Programme	Efficiency Procurement	& ITT	
	<ul style="list-style-type: none"> • Procurement • Creditors • Efficiency Programme 	<ul style="list-style-type: none"> • ITT Services • Resources Systems Support • Business Support Group 	

Timescales

19. There are inevitably some timing issues with the proposals. In particular it is important that there is a smooth transition of responsibilities, and that all areas are given time to prepare. However there are a number of interim arrangements in place following the departure of the AD for Public Services and more recently the Revenues and Benefits Manager. It is therefore proposed that the changes are implemented in stages.

November/December 2008

- Revenues and Benefits transfer to the YCC Manager
- Revenues and Benefits Business Management Team transfer to YCC Manager
- NDR transfers to Revenues and Benefits Business Management Team
- Temporary Procurement Manager recruited to take on Project Management for Procure to Pay project (and other projects as necessary) and management of creditors section. Until the substantive post is recruited to.
- Debtors, Cashiers, Council Tax Recovery, Housing Benefits Overpayment all transfer to existing Head of Risk Management and Procurement.
- Restructure of IT to accommodate Business Support Group and Systems Support Team

January 2009

- YCC transfers to AD for Customer Services & Governance
- Benefits Manager role expanded to manage Benefits Technical Manager and reduce number of direct line reports to Head of YCC.
- Procurement, Creditors and Efficiency transfers to the AD Transformation and Efficiency

Financial Implications

20. The implications have been set out in the report, and will produce an initial saving of £85,000 for 2009/10. The saving will also be made in 2008/09 through the vacancies within Public Services.

21. However, it is anticipated that further savings will accrue further down the structure, and the opportunity will be taken for a review of each individual Senior Managers area, seeking to achieve efficiency from the better alignment of activity within the Directorate.

22. The table below sets out how the savings are made up

Post	2009/10 impact
	£'000's
Delete AD Public Services	-82
Delete PA Public Services	-10
Delete Head of Revs and Bens	-55
Delete Corporate Planning and Policy Manager	-50
Delete IT Customer Support Team Leader	-39
Delete Resources Systems support and Development Manager	-44
Use of Efficiency funding	-17
Regradings	17
Create Head of Efficiency and Procurement	58
Create Head of Policy and Improvement	58
Create IT Deputy Customer Services Manager	43
Create Intranet Manager	36
TOTAL	-85

23. In order to implement this structure some job descriptions will need to be revised and the estimated impact of potential regradings is £17,000, however these are subject to formal review, and may not all be implemented, in which case costs could be lower. In the case of the AD - Customer Service and Governance (where there is a significant change), the post will need to be assessed through the Hay process.

Implications

24. The implications of this restructure are -

- **Financial** - Saving of £85k pa
- **Human Resources (HR)** - Job descriptions and grades will need to be amended to reflect new duties. All deleted posts are either vacant or the incumbent will be redeployed to a new role. There are no redundancies
- **Equalities** – No implications
- **Legal** – No implications
- **Crime and Disorder** – no implications
- **Information Technology (IT)** – No implications
- **Risk Management** – each AD will now carry a larger load following the deletion of one AD post. There is a risk that capacity is stretched but the rebalancing of portfolios seeks to mitigate this and prioritises management time to strategic areas of work. Failure to implement the urgent recommendations in November/December will leave some services with no line management (Creditors and Debtors) which would pose a serious financial risk to the Council.

Consultation

25. All posts can be easily slotted in from existing staff, other than the Head of Performance and Assurance, and Head of Efficiency and Procurement, which will both need to be advertised. The costs associated with this can be met from the Resources budget in 2008/09

26. Affected staff have been consulted, and Unions were consulted at the Resources JCC in November.

Corporate Strategy

27. The restructure will assist the Council in delivering its corporate strategy by focussing management time upon the important issues of

- Financial Management
- Transformation and Efficiency
- Performance and governance

Recommendations

28. That the Committee agrees the new Resources Directorate Structure as set out including the creation and deletion of posts as set out in para 5, and the revised Assistant Director Portfolios

Reason: To reflect the Council and the Directorate's key priorities.

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Report Approved

Date

21-11-08

Specialist Implications Officers: None

Wards Affected: *List wards or tick box to indicate all*

All

For further information please contact the author of the report

Background Papers: None

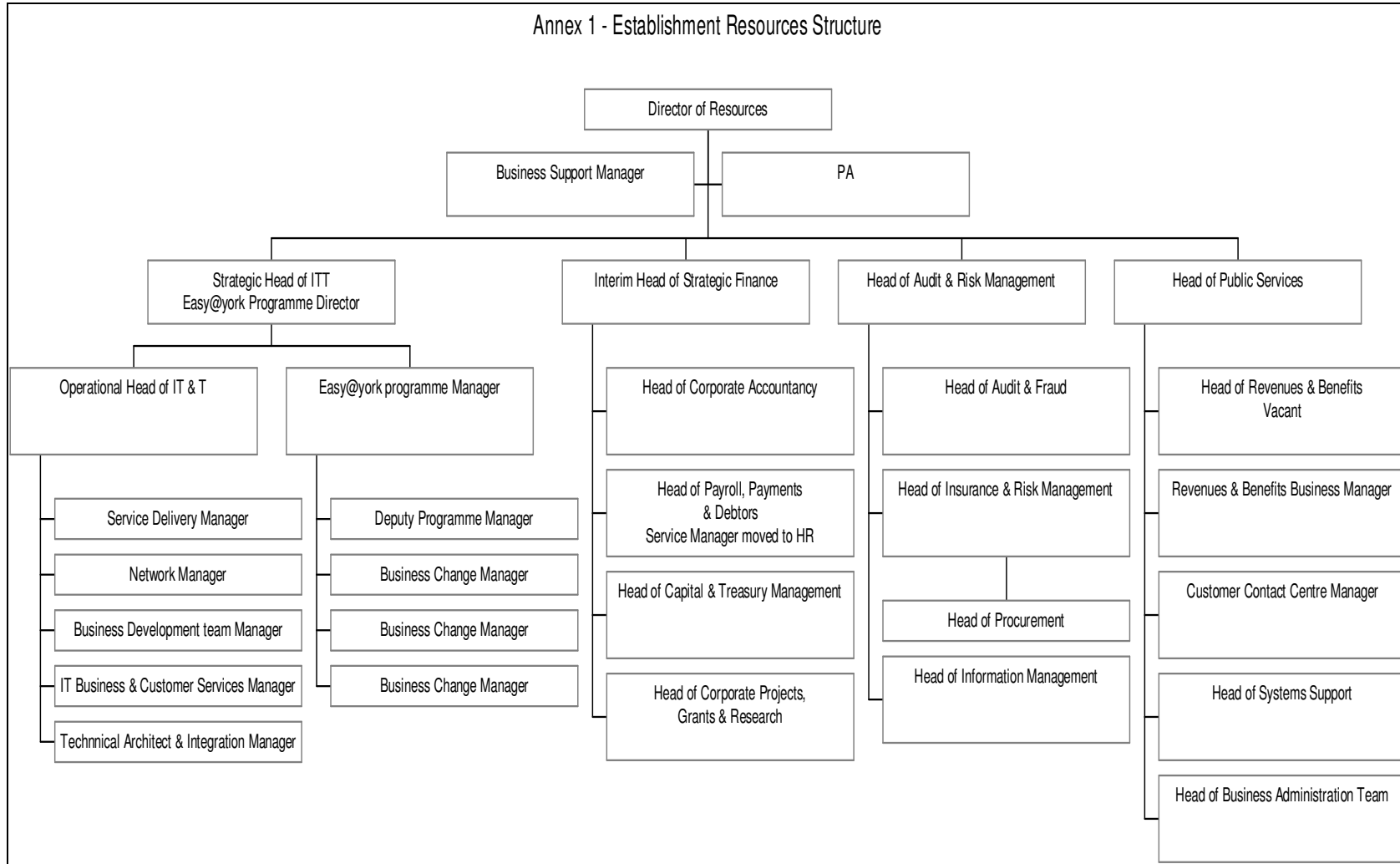
Annexes

Annex 1 – Old Resources Structure Diagram

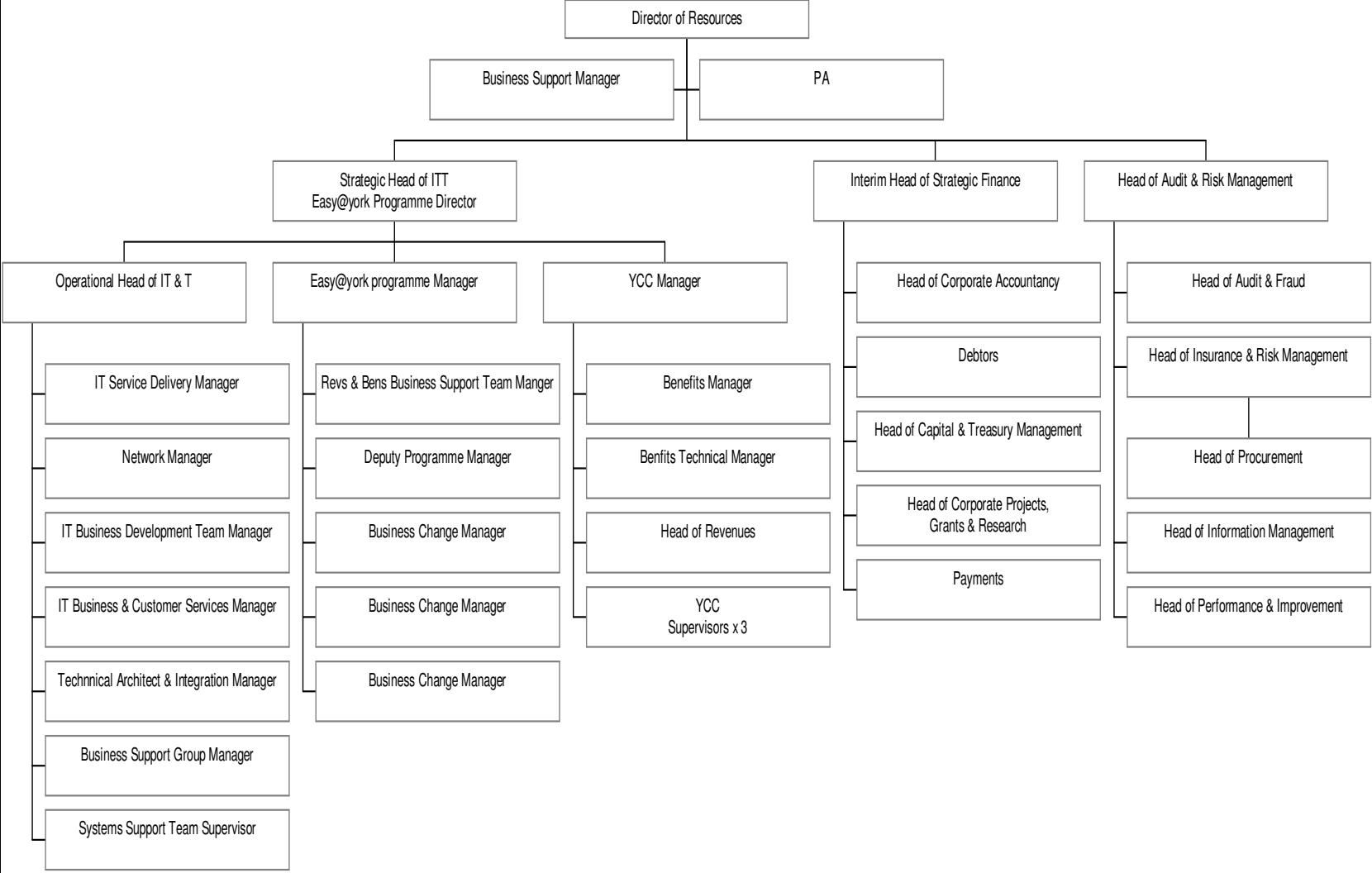
Annex 2 – Interim structure

Annex 3 – Proposed structure

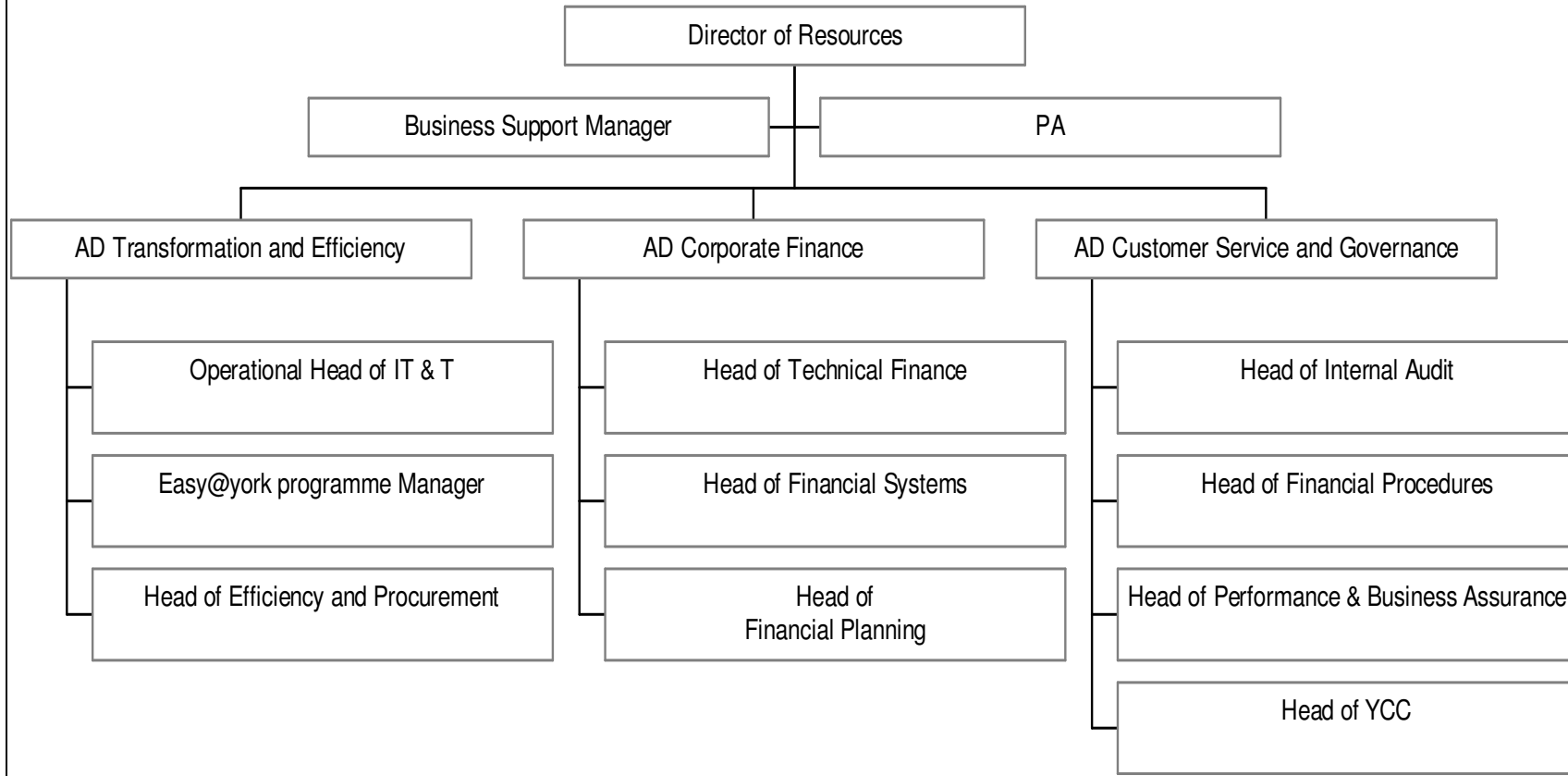
Annex 1 - Establishment Resources Structure



Annex 2 - Interim Resources Structure



Annex 3 - Proposed Resources Structure



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