

AGENDA ITEM 20: APPENDIX O

WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 01/04/2014

Title:

ENVIRONMENTAL SERVICES - RESTRUCTURE PROPOSALS

[Portfolio Holder: Cllr Donal O'Neill]

[Wards Affected: All]

Note pursuant to Section 100B (5) of the Local Government Act 1972

An annexe to this report contains exempt information by virtue of which the public is likely to be excluded during the item to which the report relates, as specified in paragraph 1 of the revised Part 1 of Schedule 12A of the Local Government Act 1972, namely:-

Information relating to an individual.

Summary and purpose:

This paper sets out proposals for a management restructure of the Environmental Services team.

How this report relates to the Council's Corporate Priorities:

The delivery of high quality front line services is the Council's top priority.

This report relates specifically to the Council's Value for Money priority- providing customer-focused services at the best value for money.

Financial Implications:

A calculation has been undertaken following the evaluation of the proposed new posts. The overall estimated savings arising from this restructure total £37,700 in a full year. Of this, £14,200 has already been implemented and the saving included in the 2014/15 budget. The remaining proposals are set out in this report and generate the balance of £23,500 saving. Based on this unbudgeted saving, the payback for the one-off costs is 2.1 years.

Legal Implications:

The proposed redundancy of post EA09 has been addressed in accordance with the Council's restructuring and redeployment policies and the restructuring exercise complies with those policies.

Introduction

1. Options for bringing about further service improvements within the Environmental Services team were initially considered at the Environmental Services Star Chamber meeting in November 2013.
2. These options have since been developed, for consideration by the Executive, with a view to addressing a number of identified issues around service resilience and succession planning , and the proposals contained within this report represent the culmination of that work. They are intended specifically to deliver the following outcomes:
 - To achieve a greater consistency of approach and higher service standards across Environmental Services.
 - To deliver customer service improvements.
 - To build the capacity of the team and create greater service resilience.
 - To deliver these aims in the most efficient and effective way.
3. In order to achieve these aims it is proposed to undertake a service restructure which will enable:
 - i. Further integration of the customer services function across Environmental Services in line with the recommendations of the 2013 Customer Services 'Foresight' report.
 - ii. The creation of additional front-line supervisory capacity across the team.
 - iii. The development of a more streamlined and integrated approach to service delivery with a more joined-up, cross-service team- creating more flexibility, capacity and service resilience.

Recent and pending staffing changes

4. A number of recent staffing changes across the team mean there is currently a window of opportunity during which there will be a greater amount of flexibility than normal to undertake a restructure.
5. Through a combination of part-time working requests, retirements and resignations, the team is currently carrying vacancies equivalent to 2.4 FTE. Where necessary, these posts have been filled through a combination of secondments and agency cover on a temporary basis. The proposals contained within this report would see these temporary arrangements coming to an end, and a new, permanently staffed structure being put in place.

The Current Structure

6. The current structure of the Environmental Services team is shown at Annexe 1. This structure follows a traditional 'service area' approach, with a team leader/ manager responsible for each of the four areas of Environmental Health, Environmental Services, Parking Services and Corporate Health & Safety/ Emergency Planning.

7. As previously mentioned, this structure has some shortcomings - particularly around the lack of front-line supervisory capacity- and it also does not recognise the fact that many roles and functions are currently replicated between the parking and environment teams, meaning that there is the potential to create a greater resilience (and in some cases reduce areas where duplication might occur) across the two service teams.

Proposals for a new structure

8. At Annexe 2 is a proposed structure chart for a revised structure, intended to address the aims of:
- a) Further aligning customer services across the service;
 - b) Preparing the ground for the integration of elements of Community Services into this approach;
 - c) Creating more capacity and resilience across the service in terms of project management (an area in which the Environmental Services team is currently strong but Parking Services lacks capacity),
 - d) Bringing together into a single team the various contract monitoring/ inspector roles currently spread across the services;
 - e) Providing additional front-line supervisory capacity.
9. In practice, this would result in 3, rather than the current 4 Service Managers reporting to the Head of Environmental Services, as follows:
- Environmental Services and Parking Manager
 - Environmental Health Manager
 - Safety & Emergency Planning Adviser
10. Environment and Parking Services would then be restructured into three separate functions:
- Customer Services for the whole service (in time, also incorporating grounds maintenance, parks, arboriculture as 'Phase 2')
 - Projects for the whole service- incorporating the existing Environmental Services project team, but with a team leader (the existing team currently reports directly to Environmental Services Manager), and incorporating Parking projects.
 - Contract monitoring/ technical team- incorporating Environmental Services contract monitoring officers, Parking technical team (and potentially, as a 'Phase 2' the Grounds Maintenance monitoring resource) under a team leader. This team could possibly operate on a geographical 'patch' basis, rather than by discipline.

HR Implications

11. In summary the proposed structure would result in the deletion of the two vacant posts of P/T Administrative Assistant (post AB10) and P/T Environmental Services Technical Officer (Post EB30). It would also see the formerly full-time role of Permit Administrator/ Appeals Officer (post EB01) becoming part time on a permanent basis.

12. These changes are all without HR implications as they impact vacant posts, or posts in which the post holders have already requested a reduction in hours.
13. However, the creation of a single managerial role in the place of the two posts currently overseeing both waste & recycling and parking services will result in the loss of a post. The Environmental Services Manager post is currently graded as a pay band 4 post, with the role of Parking Services Manager being a pay band 5 post. The restructure will result in a single post of Environmental Services and Parking Manager at pay band 4. The post of Parking Services Manager will therefore be deleted and the post holder will be at risk of redundancy. The details are included in (Exempt) Annexe 3.

Staff Consultation

14. Following the discussion at Star Chamber, and in order to help shape these proposals, the Head of Environmental Services has now undertaken a formal consultation process with both post-holders, with support from Strategic HR. The feedback from this consultation has been considered and reflected in these final proposals.
15. In addition, job descriptions have now been prepared for the four roles of Environmental Services and Parking Manager (evaluated at pay band 4) , Customer Services Team Leader, Operational Team Leader and Projects Team Leader (all evaluated at pay band 8):

Summary of proposed changes

16. The proposed changes to the establishment with effect from 1 May 2014 are summarised below:

Delete:

- EA09 Parking Services Manager
- AB10 P/t Administrative Assistant (vacant)
- EB30 P/t Environmental Services Technical Officer

Redesignate:

- Environmental Services Manager to Environmental Services and Parking Manager
- Operational Services Team Leader to Customer Services Team Leader

Create:

- Operations Team Leader
- Projects Team Leader

Recommendation

It is recommended that the Executive recommends to Council that:

1. the restructuring proposals set out in paragraph 16 above be agreed; and
2. the redundancy of post holder EA09 be agreed, as detailed in (Exempt) Annexe 3 of this report, with redeployment being the Council's preferred option if at all possible.

Background Papers

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

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