

Subject: Restructure of Operations and Communities Teams

Status: For Publication

Report to: Cabinet

Date: 17 March 2011

Report of: Director of Customers and Communities

Portfolio

Holders: Environment and Communities

Key Decision: Yes

Forward Plan General Exception Special Urgency

1. PURPOSE OF REPORT

- 1.1 To propose to Cabinet phase one of the restructure of the Operations and Communities Teams which will generate more effective locality based working and efficiencies to contribute to the financial savings required for 2011-12 and beyond.

2. CORPORATE PRIORITIES

- 2.1 The matters discussed in this report impact directly on the following corporate priorities:-

- **A Clean and Green Rossendale** – creating a better environment for all, this priority focuses on clean streets and well managed open spaces.
- **A Healthy and Successful Rossendale** – supporting vibrant communities and a strong economy, this priority focuses on health inequality, building resilient communities and supporting businesses.
- **Responsive and Value for Money Local Services** – This priority focuses on responding to and meeting the different needs of customers and improving the cost effectiveness of services.

3. RISK ASSESSMENT IMPLICATIONS

- 3.1 The removal of Housing Market Renewal Funding (HMRF) and the implications of the Medium Term Financial Strategy (MTFS) have put the future of the neighbourhood working at risk. HMRF was used to directly fund three posts to support that work. This restructure mitigates that risk by enabling better use of resources across the Operations and Communities Teams.

- 3.2 Although the new structure will further develop and strengthen neighbourhood based working, there will be an overall reduction in resources. The work of the teams will be to ensure that work delivered is in accordance with the business plan and neighbourhood plans, as agreed by members.
- 3.3 There is a litigation risk associated with the disestablishment of posts and possible redundancies. This is being mitigated through ongoing engagement with staff and adherence with Council policy, which has been agreed with the unions.

4. BACKGROUND AND OPTIONS

Context

- 4.1 Following the Comprehensive Spending Review (CSR) which was announced in October 2010, we now know that Rossendale Borough Council will have to save in the region of £2.6m over the next three years. HMRF funding has been removed, and amongst other things, this currently funds three staff posts in the Communities Team. In addition, the new format of neighbourhood forums has been in place for over 12 months, neighbourhood plans have been produced for each of the four areas and these have been presented to Cabinet. Feedback on the new format has been largely positive and this was strongly supported at the Cabinet meeting in November 2010. Members have expressed a desire to retain the model of four neighbourhood forums across the Borough.
- 4.2 Given this context, the functions and structures of the Operational and Communities teams have been reviewed and a new structure has been proposed, with a view to further developing and strengthening neighbourhood based working, whilst delivering financial savings.
- 4.3 There are also a number of areas where there is crossover between the work of the Operations and Communities Teams, notably in relation to environmental issues such as dealing with fly tipping, waste and litter audits, enforcement and delivering events. It is proposed that a change in the organisational structure and movement of some staff between the two will result in further clarity of focus and more efficient working for each area.

Vision

- 4.4 The vision for the new structure will be to improve customer satisfaction and service efficiency and effectiveness by further developing and enhancing locality based working in Rossendale. It is proposed that we will achieve this by ensuring the needs of the people who live in those localities are at the heart of service delivery.

Overview of Functional Changes

- 4.5 The format of Community Safety Partnerships (CSP) across Lancashire is currently being reviewed and it is likely that there will no longer be a Community

Safety Partnership which is Rossendale specific; rather it is likely to cover the police division in East Lancashire, where we will have representation via Locality Managers.

- 4.6 At a local level, the community safety function will be delivered by locality staff working in partnership with police, the youth service and other partners in neighbourhood forum areas, to ensure that they are tackling issues which are relevant and specific to those areas. The statutory responsibilities in relation to community safety, the implementation of national requirements and the management of the CCTV system will be integrated into the roles of the Locality Managers.
- 4.7 The Police Seconded who currently sits within the Communities Team will finish her secondment and return to Police operational duties from 1 April 2011.
- 4.8 Following feedback from staff and a number of traders, support for our markets will be provided by a Markets Officer working 4 days per week. This will be a temporary post and will be reviewed in 12 months thus enabling the impact of the ongoing work in relation to Haslingden Market to be considered.
- 4.9 The Parks and Open Spaces Team already work closely with the Communities Team with regard to planting, benches, play areas and events and it is proposed that this function transfers in its entirety to the Communities Team so it can be better integrated into customer responsive, locality working.
- 4.10 Those mainly responsive elements of the street cleansing function, which are deployed to deal with fly tipping, will also transfer to the Communities Team to enable them to be responsive to their locality needs.
- 4.11 This will enable the Operations Team to have an increased focus on the important recycling agenda, with a view to reducing waste, and the cost of sending waste to landfill, and increasing income to the council from the sale of recyclables. This is a key element of the financial strategy for the council going forward.

Overview of Staff Changes

- 4.12 A) It is proposed that the following 20 posts be disestablished (see existing structure in Appendix 1):

Assistant Operations Manager - Refuse and Cleansing : Grade 8
Assistant Operations Manager - Parks and Open Spaces: Grade 8
Business Support Manager - Operations: Grade 6
Operations Supervisor (Refuse and Recycling): Grade 6
Operations Supervisor (Street Cleansing): Grade 6
Operations Supervisor Parks (East): Grade 6
Operations Supervisor Parks (West): Grade 6
Area Manager West: Grade 8
Area Manager East: Grade 8
Neighbourhood Manager Elevate Grade 8
Neighbourhood Officers West x2: Grade 6

Neighbourhood Officers East x2: Grade 6
Neighbourhood Officer Elevate Area x2: Grade 6
Community Safety Manager: Grade 7
Markets Caretakers x 3: Grade 2

In addition to the review of management grades, the following 2 posts, which are currently vacant, will also be disestablished:

Operations - Admin Support: Grade 3
Operations - non-LGV driver post: Grade 3

B) It is proposed that the following 13 posts be established (see proposed structure in [Appendix 2](#)):

Locality Manager x 3 Communities Team: Grade 8
Locality Officer x 3 Operations Team: Grade 6
Locality Officer x 3 Communities Team: Grade 6
Team Leader x 3 Communities Team: Grade 6
Markets Officer x1 Communities Team: Grade 4

Next Steps

- 4.13 Once the management structure is agreed, there will be a process to fill the newly established posts. This is considered to be phase one of the restructure. Given the importance of improving recycling income and reducing the cost of landfill, additional capacity to focus on improving recycling will also be considered in this phase.
- 4.14 Phase 2 will consist of working with staff in the grades below 6 to move them into the locality structure. Working practices and street cleansing and refuse rounds will be reviewed as part of phase 2 to ensure that they are aligning with locality based working in the most efficient and effective way.

COMMENTS FROM STATUTORY OFFICERS:

5. SECTION 151 OFFICER

- 5.1 The proposal will see the following 22 posts (20.6 full time equivalents) disestablished, saving £606k:

See table on next page.

Post	FTE	Cost (exclude Pension costs)
Assistant Operations Manager - Refuse and Cleansing	1.0	35,403
Assistant Operations Manager - Parks and Open Spaces	1.0	40,254
Business Support Manager - Operations	1.0	27,335
Operations Supervisor - Refuse and Recycling	1.0	29,074
Operations Supervisor - Street Cleansing	1.0	29,074
Operations Supervisor Parks (East)	1.0	29,074
Operations Supervisor Parks (West)	1.0	27,335
Area Manager West	1.0	38,298
Area Manager East	1.0	40,254
Neighbourhood Manager - Elevate	1.0	40,254
Neighbourhood Officer - West	1.0	29,074
Neighbourhood Officer - West	1.0	29,074
Neighbourhood Officer - East	1.0	27,335
Neighbourhood Officer - East	1.0	29,074
Neighbourhood Officer - Elevate	1.0	26,425
Neighbourhood Officer - Elevate	1.0	29,074
Community Safety Manager	1.0	36,324
Operations - Admin Support	1.0	18,890
Operations - Non LGV Driver	1.0	18,890
Market Caretaker - Haslingden	0.3	4,443
Market Caretaker - Bacup	0.5	7,132
Market Caretaker - Rossendale	0.8	13,781
	20.6	605,871

5.2 The proposal will establish the following 13 new posts (12.8 full time equivalents) at a cost of £400k:

Post	FTE	Cost (include on-costs)
Locality Manager Communities - Grade 8 (1 of 3)	1.0	40,254
Locality Manager Communities - Grade 8 (2 of 3)	1.0	40,254
Locality Manager Communities - Grade 8 (3 of 3)	1.0	40,254
Locality Officer Operations - Grade 6 (1 of 3)	1.0	29,074
Locality Officer Operations - Grade 6 (2 of 3)	1.0	29,074
Locality Officer Operations - Grade 6 (3 of 3)	1.0	29,074
Locality Officer Communities - Grade 6 (1 of 3)	1.0	29,074
Locality Officer Communities - Grade 6 (2 of 3)	1.0	29,074
Locality Officer Communities - Grade 6 (3 of 3)	1.0	29,074
Team Leader Communities - Grade 6 (1 of 3)	1.0	29,074
Team Leader Communities - Grade 6 (2 of 3)	1.0	29,074
Team Leader Communities - Grade 6 (3 of 3)	1.0	29,074
Markets Officer - Grade 4	0.8	17,805
	12.8	400,233

5.3 The restructure generates c.£206k of annual savings, however, some of the disestablished posts are directly funded by Housing Market Renewal finance which will cease at the end of 2010/11. The balance of c.£110k is a direct saving on current core Council budgets and is £17k higher than the 2011/12 budget planning assumptions. The net saving is summarised as follows:

	FTEs	Cost (including on-costs) £
Total Savings	7.8	205,638
Savings pertaining to Elevate fund posts	3.0	95,753
Saving to Council tax funded revenue budgets	4.8	109,885

5.4 The proposal will incur restructure costs associated with pension strain, redundancy costs and any pay protection commitments. Clearly until this process is completed it is not possible to predict the individuals who will be deployed and therefore the eventual restructure costs. However, the range of potential cost is as follows:

- Redundancy: £23k to £76k
- Pension strain: £0 to £76k
- Pay protection: to be confirmed

It is proposed that this cost will be funded from Change Management Reserve

5.5 In addition to the above restructure costs there exist the possibilities of additional employment contract cost due to individual fixed term contracts beyond 31st March 2011. The maximum cost of which is £31k. We anticipate at this stage that this cost (less the £17k noted above) will be an additional budget cost pressure during 2011/12.

6. MONITORING OFFICER

6.1 Comments are included within the body of the report.

7. HEAD OF PEOPLE AND POLICY (ON BEHALF OF THE HEAD OF PAID SERVICE)

7.1 Consultation has taken place with the Trade Unions and employees affected by the proposed changes. Where there is a reduction in posts, employees will be identified as at risk of redundancy. The Council's workforce agreements will apply.

Staff engagement - timeline

- 4th November 2010 - Original proposals (version 1) shared with staff and all staff offered separate one to one meetings with HR and Service Heads;

- 18th November 2010 - First consultation deadline. Feedback from staff received;
- 7th December 2010 – update provided to staff with regards to ongoing work to consider staff feedback and change proposals accordingly. Vacancy match form provided;
- 20th December 2010 – Proposals amended following staff feedback - revised draft job descriptions and person specifications (version 2) shared with staff;
- 12th January 11– ‘You said, we did’ feedback provided to staff and second consultation deadline extended from 10th January to 26th January;
- 26th January 2011 – Second consultation deadline. Feedback from staff received.
- January/February 11 - Job evaluation on new JDs with Union;
- 18th February 2011 - Second ‘You said, we did’ feedback provided to staff;
- 21st February 2011- Proposals amended following staff feedback – revised draft structure, job descriptions and person specifications (version 3) shared with staff;
- 8th March 2011- Third consultation deadline. Feedback from staff received.
- 11th March 2011 – Third and final ‘You said, we did’ feedback provided to staff. JDs being updated following consultation.
- The process for implementation will commence in the week beginning 4th April 2011.

8. CONCLUSION

- 8.1 The review of the functions delivered by the Operations and Communities Teams has provided an opportunity to restructure the two teams to further develop and strengthen neighbourhood based working.

9. RECOMMENDATION(S)

- 9.1 To disestablish the list of posts as set out in section 4.12 A.
- 9.2 To establish the list of posts as set out in section 4.12 B.
- 9.3 To implement the revised structure as detailed in Appendix 2.

10. CONSULTATION CARRIED OUT

- 10.1 Extensive consultation with Trade Unions and staff has been carried out. Relevant Portfolio and Shadow Portfolio Holders have also been consulted.

11. COMMUNITY IMPACT ASSESSMENT

Is a Community Impact Assessment required No

Is a Community Impact Assessment attached No

12. BIODIVERSITY IMPACT ASSESSMENT

Is a Biodiversity Impact Assessment required No

Is a Biodiversity Impact Assessment attached No

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