

Environment and Street Scene Directorate – restructure proposals**Recommendations**

(1) That the following posts be deleted from the establishment:

Post No.	Post
LSS01	Leisure Development Manager
LSS02	Administrative Manager
LSS03	Clerical Assistant
LSS10	IT Systems Manager
EAA01	Office Manager
EAA03	Finance & Technical Officer
EAA05	Team Leader
EAA09	Team Leader
EHW01	Assistant Head (Highways)
EHWxx	Area Waste Management Officer
EHWxx	Area Waste Management Officer
EHWxx	Area Waste Management Officer
EHW20	Development Control Engineer
EHW38	Administrative Assistant
EEG14	Senior Engineer
EEG03	Assistant Engineer
EHG02	Principal Team Leader (CP)
EHG03	Principal Team Leader (EP)
EEG02	Principal Team Leader
EHG23	Technical Team Co-ordinator
EHG24	Technical Officer
EHG25	Technical Officer
EHG26	Technical Officer
EHG27	Technical Officer
EEG01	Engineering Services Manager
EHG01	Environmental Health Manager
EHG04	Environmental Health Support Officer
LH003	Assistant Head of Leisure Services
EHG13	Licensing Enforcement Officer (Vacant)
EAA10	Secretarial Supervisor (Job share)

(2) That the following new / replacement posts be added to the establishment:

Replacement post

Performance & Quality Manager
 Finance & Procurement Manager
 Systems Manager
 Administration & Office Services Manager
 CSO Team Leader
 Finance Officer
 Finance Officer
 Public Health Manager
 Neighbourhoods Manager
 Drainage Manager
 Engineer
 Waste Service Development Officer
 Recycling Officer
 Neighbourhood Officers (6)
 Assistant Director (Technical)

Replacement post

Assistant Director (Neighbourhoods)
Assistant Director (Performance & Operations)
Performance & Quality Support Officer
Executive Assistant (job share)

(3) That the ring fencing arrangements for new / replacement posts be as set out in Appendix 5;

(4) That subject to the above recommendations the structure of the Environment & Street Scene Directorate be as set out in appendices 1, 2, 3 and 4; and

(5) To note that the above proposals have been designed to accommodate further structural change resulting from the safer, cleaner, greener initiative, which will be the subject of a further report.

Background

1. Stage one of the Council's structure review was completed with effect from the 1st of October 2007, when the original service structure was replaced by the following Directorates:

- Deputy Chief Executive;
- Corporate Support Services;
- Housing;
- Finance and ICT;
- Planning and Economic Development; and
- Environment and Street Scene

2. As part of that process a number of service areas were relocated, with the following moving away from Environmental Services into a new Directorate:

- Private sector housing and Architectural services to the new Housing Directorate;
- Contaminated land and Environmental Co-ordination to the new Planning and Economic Development Directorate; and
- Licensing functions, Building Maintenance and Internal Health and Safety to the new Corporate Support Services Directorate

and the following services transferring into the new Environment and Street Scene Directorate:

- Leisure Client and Waltham Abbey Sports Centre from Leisure Services;
- North Weald Airfield (operational) from Leisure Services;
- Grounds Maintenance from Leisure Services; and
- Safer Communities from Research and Democratic Services

3. At Cabinet in December 2007, Members agreed to establish a core of 18 Assistant Director posts to support the new service Directors. Cabinet also agreed that wherever possible and where the new Assistant Director posts were broadly commensurate with former Assistant Head of Service roles, post holders should be assimilated into those new Assistant Director positions.

4. The former Environmental Services included three Assistant Head posts as follows:

- Environmental Health Manager
- Engineering Services Manager
- Assistant Head (Waste & Highways)

The former Leisure Services included one Assistant Head Post:

- Assistant Head Leisure Services

5. The new Environment & Street Scene Directorate has three Assistant Director Posts, namely:

- (a) Assistant Director Neighbourhoods;
- (b) Assistant Director Performance & Operations; and
- (c) Assistant Director Technical

The first two of these have been dealt with by assimilation as set out in the appendices; the third remains vacant and will be filled in accordance with normal HR procedures. Detailed structure proposals are set out in the attached appendices, but in broad terms Directorate responsibilities are proposed to rest with the Assistant Directors as follows:

AD Technical	AD Neighbourhoods	AD Performance & Operations
Waste Management & Strategy Parking Residual Highway functions Land Drainage Flood Alleviation Environment Agency liaison Private Sector Drainage Contaminated Land Strategy Private Water Supplies Project consultancy	Environmental & Public Health Safer Communities Neighbourhoods CCTV Police liaison PCT liaison	Grounds Maintenance North Weald Operations Leisure Client Waltham Abbey Sports Centre Administration Performance Systems Support

6. As part of the Corporate Restructuring exercise each Directorate has been required to find savings of approximately £50,000 from staff budgets, in order to produce an overall General Fund continuing services budget (CSB) saving of £250,000.

Service delivery proposals

7. The next stage of the process is to bring the professional skills together within the new Directorates. Cabinet has adopted for 2008/09 as one of its key themes:

“Safer, Cleaner, Greener Epping Forest”

Street scene and related services are considered as key to the way the district is seen and perceived by its residents, working population and visitors and Members wish to see, amongst other things:

- (a) the better co-ordination of all street scene related services; and
- (b) the integration of the existing enforcement activities with those available under new environmental legislation

The proposals which follow are intended to deliver these key principles using and building upon the existing sound professional base from the former service areas.

8. One of the frequent criticisms received from the public and elected Members is that they have difficulty in determining who they should be talking to when they need a matter of concern or complaint to be resolved. This is inevitable within a large and complex organisation such as Epping Forest District Council. To overcome this within Environment and Street Scene, it is proposed that each Assistant Director will assume responsibility for a defined geographical part of the district, at this stage using the existing Planning Sub Committee areas (East, West and South) as the model. Day to day issues will still be managed by the relevant professional officers, but where there are concerns or complaints about service delivery which have not been satisfactorily resolved, the appropriate Assistant Director will assume full responsibility for ownership of the particular issue and for finding a resolution. The Assistant Directors will also attend relevant local meetings such as Town Centre Partnerships and Town & Parish Councils.

9. Alongside the improved co-ordination of services which will result from the newly formed Directorates, the new approach to 'neighbourhoods' will be key in the delivery of a "Safer, cleaner & greener" Epping Forest. It is therefore proposed, within the new Neighbourhoods Grouping, to develop a revised approach to enforcement and related issues. Changes to the present arrangements will include:

- a new Neighbourhoods Team with its own Team Manager
- an expanded role for existing technical / enforcement officers to encompass the new Cleaner Neighbourhoods legislation and the recent review of the Rogers Report and enforcement priorities;
- enforcement officers to be clearly identifiable;
- a clear distinction between contract compliance and environmental enforcement roles; and
- the involvement of other Directorates in the reporting of environmental problems

A further Cabinet report will set out detailed proposals for additional resources within the Neighbourhoods Team to support the new initiative.

10. Through these and future arrangements it should be possible for real improvements in street scene to be achieved and for problems to be rapidly identified and dealt with. The Council has a reputation for not using its enforcement powers excessively. However, it is clear that the public and central government expect the Council to react quickly and effectively to deal with issues and to take a firmer approach to the use of the powers it has available to it to achieve real and visible improvements. It is recognised that officers will need additional training and support and this will be dealt with in the further report to Cabinet referred to earlier.

11. At this time no significant changes are proposed with respect to officer structures at North Weald Airfield, to the core Leisure Client Role nor to Grounds Maintenance. However, given on going issues relating to the Leisure contracts and in particular Waltham Abbey Sports Centre, and the likelihood of forthcoming changes to depot accommodation, it will be necessary to keep these areas under careful review.

12. The proposals also include the bringing together of all drainage and water related matters under the one operational grouping, along with the retention of contaminated land strategy, waste management and the remaining parking and highway functions. This will provide a sound technical/engineering base and will enable other Directorates to have available an in-house technical base to advise or provide services direct where cost effective.

13. Finally, administration will be brought together under one Assistant Director and structured to allow for all administration and procurement to be delivered from within that Group, thereby freeing up the front line staff and ensuring compliance with relevant financial standing orders. A professional systems resource officer is also contained within this grouping. With respect to the "customer support team" the Deputy Chief Executive will be undertaking a review of customer services on a corporate basis and it is therefore possible that further changes in this area may arise in the future.

14. Appendices 1 to 4 attached set out the basis of the new Directorate structure.

Resourcing proposals

15. As referred to in paragraph 6 above, when approving the Assistant Director proposals, Members established the need for the next stage of the restructure proposals to identify savings of £250,000, to be achieved across all the Directorates. This will hopefully be achieved through the management of existing vacant posts. There are however, significant changes required to take forward the new Environment and Street Scene Directorate which will result in the deletion of existing vacant and occupied posts and the creation of new posts which may be filled through assimilation or through ring fenced internal appointment arrangements (see appendix 5).

15. The appendices 1 to 4 set out the detailed Directorate structure proposals, and appendix 5 sets out the posts proposed to be deleted and those proposed to be created. Where possible,

and in accordance with existing HR policies, new posts will be filled by the holders of equivalent existing posts through assimilation. However, there are posts (through duplication or the creation of new higher level posts) where, again in accordance with HR policy, internal ring fenced appointments will be required.

16. Appendix 5 sets out the details of:

- (a) posts to be deleted from the establishment;
- (b) posts to be added as replacement or new posts;
- (c) details of assimilation of existing post holders into these new or replacement posts; and
- (d) details of the ring fencing arrangements for officers who are considered to be "at risk" by virtue of their present posts being deleted and there not being an equivalent post available for assimilation purposes

It is assumed at this stage that all posts identified to be assimilated will do so at their present grade and SCP. This may be subject to change through job evaluation on the basis of a later review. All other posts not referred to in appendix 5 remain as present, although potentially within a new service grouping within the Directorate.

The consultation process

17. All officers were provided with access to the above report, the resources detail and the proposed structure charts. The responses to that consultation are set out in the table to the accompanying report for all of the Directorates' proposals.

18. Following the consultation a number of minor changes were made which have been incorporated into:

- (a) the recommendations;
- (b) the structure charts; and
- (c) the resources details

The changes made were:

(1) in order to provide a structure within the Technical Group which would best ensure high calibre applicants for the most senior engineering post, it was agreed that the post should be redesignated from Assistant Engineer to Engineer level and be provisionally regraded at grade 8 rather than the original grade 7. Furthermore the remaining Assistant Engineer posts would then report to the new Engineer level post (see note 8 on the resources appendix).; and

(2) in order to properly resource the Facilities Management grouping within Corporate Support Services it was agreed that one part time Clerical Assistant post should transfer wholly from Environment & Street Scene (see note (vi) on the resources appendix)