



General Purposes Committee

THURSDAY, 25TH JUNE, 2009 at 19:00 HRS - THE CIVIC CENTRE, HIGH ROAD,
WOOD GREEN, LONDON N22 8LE.

MEMBERS: Councillors Meehan (Chair), Griffith (Vice-Chair), Rahman Khan, Aitken,
Bloch, Bull and Davies

AGENDA

1. APOLOGIES FOR ABSENCE (IF ANY)

2. URGENT BUSINESS

The Chair will consider the admission of any of any late items of urgent business.
(Late items will be considered under the agenda item where they appear. New items
will be dealt with at item 8 below).

3. DECLARATIONS OF INTEREST

A member with a personal interest in a matter who attends a meeting of the authority
at which the matter is considered must disclose to that meeting the existence and
nature of that interest at the commencement of that consideration, or when the
interest becomes apparent.

A member with a personal interest in a matter also has a prejudicial interest in that
matter if the interest is one which a member of the public with knowledge of the
relevant facts would reasonably regard as so significant that it is likely to prejudice the
member's judgment of the public interest **and** if this interest affects their financial
position or the financial position of a person or body as described in paragraph 8 of
the Code of Conduct **and/or** if it relates to the determining of any approval, consent,
licence, permission or registration in relation to them or any person or body described
in paragraph 8 of the Code of Conduct.

4. DEPUTATIONS/PETITIONS

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's constitution.

5. STATEMENT OF ACCOUNTS 2008/09

To provide Members with the Council's financial statements for approval. These statements have been prepared with the aim of giving clear and concise information about the financial affairs of the Authority to Members of the Council, the public and other stakeholders. (TO FOLLOW)

6. CONSULTATION FEEDBACK ON RESTRUCTURE OF ENVIRONMENTAL CRIME (PAGES 1 - 28)

To receive the report of the Director of Urban Environment detailing the results of consultation on the proposals on the restructuring of the Environmental Crime Service to create a new Street Enforcement Service.

7. MINUTES (PAGES 29 - 34)

To confirm and sign the minutes of the meeting held on 10th March 2009.

8. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 2 above

9. EXCLUSION OF THE PRESS AND PUBLIC

Items 10 and 11 are likely to be the subject of a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government 1972; namely information likely to reveal the identity of an individual, and information relating to any individual.

10. LESSONS LEARNT FROM EMPLOYMENT TERMINATION CASE – EXEMPT (PAGES 35 - 40)

To receive the report of the Chief Executive on lessons learnt from a particular employment termination case.

11. MINUTES OF GENERAL PURPOSES COMMITTEE SUB-BODIES (PAGES 41 - 52)

- i. Minutes of the CEJCC – 22nd January 2009
- ii. Minutes of Staff Disciplinary Appeals and Grievance Hearings :-

23/09/08
07/01/09
29/01/09
12/03/09

Yuniea Semambo
Head of Local Democracy and Member
Services
5th Floor
River Park House
225 High Road
Wood Green
London N22 8HQ

Natalie Cole
Principal Support Officer (Council)
Tel No: 020 8489 2919
Fax No: 0208 489 2660
Email: natalie.cole@haringey.gov.uk

Wednesday, 17th June 2009

This page is intentionally left blank



Haringey Council

Agenda item: 6

[No.]

General Purposes Committee

On 25th June 2009Report Title. **Restructuring Environmental Crime – Consultation Results**Report of **Niall Bolger, Director of Urban Environment**

Signed :

Contact Officer : Robin Payne, Head of Enforcement
Contact tel: 020 8489 5513

Wards(s) affected: All

Report for: Non Key Decision

1. Purpose of the report

1.1. This report provides the results of consultation to proposals on the restructuring of the Environmental Crime service to create a new Street Enforcement Service.

2. State link(s) with Council Plan Priorities and actions and /or other Strategies:

Priority one of 'Going Green' Haringey's Greenest Borough Strategy 2008 – 2018' is 'Improving the urban environment'. To achieve this we want to "create safe and sustainable streets, buildings and urban spaces which foster a sense of local pride and that people want to use".

The Environmental Crime service was established to support our aims for clean and safe streets, public spaces and gateways to the borough.

Restructuring of Environmental Crime into a new Street Enforcement Service will use additional funding to extend the service remit and hours of operation.

3. Recommendations

3.1. That Members note the consultation undertaken and agree the proposed steps for introducing a Street Enforcement Service that will replace the existing Environmental Crime Service.

4. Reason for recommendation(s)

4.1. Members of this committee received detailed proposals in March 2009 for proposals for the restructuring of the service. Members instructed that officers return with results of consultation.

5. Other options considered

5.1. No other options have been considered.

6. Summary

6.1. Members of General Purposes Committee approved proposals for the restructuring of Environmental Crime on 10 March but subject to a further report outlining consultation undertaken and the results. This report identifies the range of actions taken to engage with staff on how the new service will operate and formal consultation undertaken. The results of consultation have confirmed that key issues for staff will be the introduction of shift patterns and the implications of greater lone and out of hours working.

7. Chief Financial Officer Comments

7.1. The total cost of the proposed structure is estimated to be approximately £1.2m including on-costs. This is within the available budget including an additional investment of £160,000 agreed by Council in setting the 2009/10 revenue budget. This is however dependent on continued funding of £389,000 Area Based Grant and income of £98,000 from Fixed Penalty Notices.

8. Head of Legal Services Comments

8.1. The Head of Legal Services has been consulted on the content of this report and its appendices and comments as follows. Consultation with staff and recognised trade unions is an essential part of the responsibilities of an employer in the course of a business reorganisation. An employer must give serious consideration to the results of that consultation and be able to justify its response where that response rejects the points raised.

8.2. All matters involving the potential redundancy of employees and proposals for redeployment should be dealt with in compliance with the Council's procedures

regarding organisational change.

8.3. Variations to contracts of employment should be implemented lawfully. Where changes to working patterns are proposed that impact upon employees with child care responsibilities, an employer should be in a position to justify these changes. In such cases particular consideration should be given to ensure that an objective balance is struck between the reasonable business need and the needs of any particular employee to ensure that the means adopted are appropriate and necessary.

9. Equalities & Community Cohesion Comments

9.1. Some of the consultation responses from staff have raised equalities implications which have been considered as part of the restructure process.

9.2. Some staff raised concerns about the impact of evening and weekend working on staff with family commitments, while some expressed concern that the 10% supplement for unsociable hours would not adequately cover childcare costs incurred as a result. In addition, some staff expressed concern that the burden of working evenings and weekends could fall on officers without family commitments. Managers acknowledge that out of hours working will have an impact on officers with family or other personal commitments, however it is intended that shift arrangements will be managed fairly and flexibility to provide for personal circumstances. Options for flexible working have been built into proposed shift patterns. A 10% supplement is the maximum that can be awarded under single status.

9.3. An Equalities Impact Assessment will be undertaken as part of the restructure project.

10. Consultation

10.1. Formal consultation on the proposals previously began on 18 May 2009 and was scheduled to complete on 15 June 2009. During this time the employee side representative requested an extension to this period. Therefore any responses received after 15th June, which is the despatch date of papers for this committee, will be reported when presented to members at the meeting.

10.2. In addition to formal consultation there has also been extensive work undertaken to develop proposals with the staff involved. This has included four full service meetings with staff and a number of work groups to develop a broad range of operational detail. This has been incorporated where possible into proposals and additional consultation.

10.3. Formal consultation has included proposed ring fences, proposals for extended working hours and job descriptions. Results as of 15 June are provided as **Appendix 3**.

11. Service Financial Comments

11.1. This report introduces no new financial implications beyond those raised in the report as of 10 March 2009.

12. Use of appendices /Tables and photographs

- 12.1. Appendix 1 – Previous report to General Purposes Committee 10th March 2009
- 12.2. Appendix 2 – Proposed scheme for extended hours of operation
- 12.3. Appendix 3 – Table showing consultation responses

13. Local Government (Access to Information) Act 1985

13.1. General Purposes Committee Report 10 March 2009

14. Introduction

14.1. At their meeting of the 10 March 2009 Members of this committee received a report outlining proposals for a restructure of the existing Environmental Crime Service. Details of this report are provided as **Appendix 1**.

14.2. A project board chaired by the Assistant Director for Frontline Services has been developed to steer the restructure arrangements and reconfiguration of the service. Staff have been encouraged to attend these board meetings with up to 2 staff at any one time.

14.3. Key elements of the proposals are -

- The introduction of improved Area Based Working with one named officer for every ward in the borough.
- The introduction of extended hours of operation including evening and weekend working.
- All uniformed staff to be enforcement staff, effectively deleting the remaining street warden posts.
- Increased responsibility for enforcement officers to work with colleagues across services to deliver solutions to locally identified environmental problems.
- Increased use of mobile working technology – subject to funding being made available.

15. Consultation Undertaken

- 15.1. There has been significant engagement with staff over the proposals for change associated with this restructure. Although much of the successful attributes of the Environmental Crime Service remain there are significant changes that will impact on the staff employed. Therefore in addition to formal consultation arrangements we have worked with staff to develop specific proposals on arrangements for the service, over and above those required for formal consultation. In some cases these early discussions with staff were used to shape proposals, for example the scheme of operation for extended hours of working.
- 15.2. On the 18 May formal consultation was initiated with the employeeside and staff. Full details of the proposals as reported to this committee were made available together with an anticipated timetable and the ring fences to be applied with indicative grades. These indicative grades were confirmed in a formal consultation meeting with employeeside and staff on 11 June. The scheduled timetable for responses to this consultation was 15 June.
- 15.3. A revised table showing proposed ring fences was circulated on 4th June following responses received from employeeside and with Personnel advice. This effectively changed all closed ring fences to assimilation.
- 15.4. On the 4th June job descriptions were circulated for consultation for the posts of
- Street Enforcement Officer
 - Support Officer – Street Enforcement
 - Team Leader – Street Enforcement
 - Tactical Officer – Street Enforcement
- Consultation on draft Job Descriptions ended on the 15th June.
- 15.5. On 4 June a scheme outlining proposed arrangements for extending hours of service operation was sent out for consultation. The scheduled response time for this consultation is 2 July however we have requested an in principle position to be reported back this committee when this report is presented. Details of the proposed scheme are included as **Appendix 2**.
- 15.6. In addition to formal consultation arrangements, management have met with staff on *four* occasions to discuss proposals that will change the way that the service operates. This has included –
- Arrangements for staff deployment to new teams and the allocation to wards.
 - Service funding.
 - Interim arrangements prior to re-launch of service.

- Performance management arrangements and new measures to capture achievements that affect public perception and ward level reporting.
- Increased visibility and new uniforms.
- Transportation needs – in particular the extent to which the service could operate with reduced reliance on cars.
- Welfare arrangements – in particular access to facilities arising from increased mobile working and extended hours of operation.
- Health and Safety issues arising – particularly the implications of lone working and extended hours of operation; increased visibility and mobile working.
- Stray dog collection and the need for cover arrangements to Dog Warden.
- Arrangements for rota working and the implications for staff – particularly issues relating to remuneration and flexibility for those with caring responsibilities.

16. Results of consultation

Results of the consultation and discussions held are provided as **Appendix 3**.

Key issues that have been raised to date through the consultation process, and a response to each issue from service management, are outlined in the following table.

Key issue	Response
Impact of out-of-hours working on officers with family or other personal commitments.	Managers acknowledge that out of hours working will have an impact on officers with family or other personal commitments, however it is intended that shift arrangements will have a degree of flexibility built in to provide for these circumstances. Options for flexible working, subject to service need, include the ability swap shifts or to split shifts to enable work/life balance, for example a split shift from 8am to 12pm and 5pm to 8pm.
Concern that the burden of working evenings and weekends could fall on officers without family commitments,	Shift patterns will be managed fairly, with all Street Enforcement Officers expected to work a fair share of out of hours working within a flexible rota system.
A 10% supplement may not be sufficient to cover child care costs required because of out of hours working.	10% is the maximum supplement that can be awarded under single status.

<p>Some officers felt that 10% was not sufficient remuneration to cover out of hours working.</p>	<p>10% is the maximum supplement that can be awarded under single status.</p>
<p>Whether alternative shift patterns could be explored, where officers work extended hours over a shorter working week in return for a longer weekend.</p>	<p>This is currently being explored by managers, and a detailed proposal can be developed depending on feedback received over the duration of the consultation on extended hours of working.</p>
<p>Whether the existing arrangements where street wardens and enforcement officers currently work after 8pm to deal with evening enforcement issues in return for time off in lieu will continue.</p>	<p>We welcome proactive identification by officers of times and areas where additional enforcement presence is required. Working beyond 8pm in return for time off in lieu has been integrated as an option for flexible working in the proposals for out of hours working.</p>
<p>Concern that officers may be required to work in and around the areas in which they live.</p>	<p>An officer's main area of work will not be in the vicinity of their home. However, according to service requirements officers may be required to work in these areas on an occasional basis, an example being assisting a colleague on an out-of-hours shift.</p>
<p>Health and Safety – risk of working out of hours</p>	<p>All ways of working will continue to be subject to risk assessment. Proposed shift patterns provide for a minimum of two officers working in each team for late and weekend shifts.</p>

This page is intentionally left blank



Appendix 1

GENERAL PURPOSES COMMITTEE
On 10TH March 2009

Report Title. Restructuring Environmental Crime	
Report of Niall Bolger, Director of Urban Environment	
Signed :	
Contact Officer : Robin Payne, Head of Enforcement Contact details: Telephone: 0208 489 5513	
Wards(s) affected: All	Report for: [Key / Non-Key Decision] Non-Key Decision
1. Purpose of the report 1.1. This report outlines a proposed restructuring of the Environmental Crime service, in the Urban Environment Directorate, to create a new Street Enforcement Service. The investment for this was agreed as part of the council's budget setting report on 23 rd February 2009. Formal consultation will begin towards the end February 2009.	
2. Introduction by Cabinet Member (if necessary) 2.1. N/A	
3. State link(s) with Council Plan Priorities and actions and /or other Strategies: 3.1. Priority one of 'Going Green' Haringey's Greenest Borough Strategy 2008 – 2018' is 'Improving the urban environment'. To achieve this we want to "create safe and sustainable streets, buildings and urban spaces which foster a sense of local pride and that people want to use". The Environmental Crime service supports clean and safe streets, public spaces and gateways to the borough.	

Restructuring of Environmental Crime into a new Street Enforcement Service will support this priority through working with communities to resolve the problems they have and to foster with them a sense of belonging and pride.

4. Recommendations

- 4.1. That Members note the contents of this report and agree the proposed steps for introducing a Street Enforcement Service that will replace the existing Environmental Crime Service.
- 4.2. That Members agree to receive a further report following consultation with staff and unions which reflects how the results of consultation.

5. Reason for recommendation(s)

- 5.1. Restructuring of the service will allow us to develop a more broadly based service that will provide a named Street Enforcement Officer per ward. The intention is that we develop our area based working and generate local action plans that focus on ward level priorities. The service will maintain its use of powers where appropriate but will develop a problem solving approach and joint agency working with other council services and external partners.

6. Other options considered

- 6.1. Options were considered as part of the budget setting process. This option reflects the agreed level of investment.

7. Summary

- 7.1. The Urban Environment Directorate is proposing to restructure our Environmental Crime Service to create a new borough wide Street Enforcement Service. This report outlines the principles for the structure chosen and provides the proposed service structures and establishment. Consultation is planned for March and the report proposes to report back on the outcomes of this consultation and implementation planning.

8. Chief Financial Officer Comments

- 8.1. The total cost of the proposed structure is estimated to be approximately £1.2m including on-costs. This is within the available budget including an additional investment of £160,000 recently agreed by Council. This is however dependent on continued funding of £389,000 Area Based Grant and income of £98k from Fixed Penalty Notices.

9. Head of Legal Services Comments

- 9.1. The Head of Legal Services has been consulted in the preparation of this report, and makes the following comments.
- 9.2. The proposed reorganisation of the service must be carried out in compliance with the Council's procedures regarding organisational change, redeployment and redundancy. Consultation must take place with both the staff affected and the relevant trade unions concerning the proposals.
- 9.3. It is noted that the report indicates at Paragraph 19.1 that consultation with staff and trade unions is due to commence in the week beginning 23 February 2009.

10. Head of Procurement Comments – [Required for Procurement Committee]

- 10.1. Not Applicable

11. Equalities & Community Cohesion Comments

- 11.1. The service will seek to engage fully with community groups and ensure that priorities we operate to reflect these views. Service resources will be skewed to ensure that areas of greatest deprivation have the highest levels of resource.

12. Consultation

- 12.1. Formal consultation on these proposals with staff and employeeside will commence in the week beginning 23rd February 2009. Consultation will be for 28 days.

13. Service Financial Comments

- 13.1. Revenue investment of £160k in 2009/10 has been agreed as part of the Council's budget setting process to support this proposed restructuring. Further capital funding is planned that will support ward based mobile working.
- 13.2. In 2010/11 there is £110k of planned savings to be taken.
- 13.3. The existing Environmental Crime service budget is supported by Fixed Penalty Notice income, Street Trading Account income and Area Based Grant.

14. Use of appendices /Tables and photographs

- 14.1. None used

<p>15. Local Government (Access to Information) Act 1985</p> <p>15.1. [List background documents]</p> <p>15.2. [Also list reasons for exemption or confidentiality (if applicable)]</p>
--

16. Introduction

16.1. The Environmental Crime service began in 2005 and initially included 5 Warden schemes, a small Environmental Response team and a small Heavy Enforcement team. In 2006 a new Street Enforcement service was launched to provide a uniformed presence delivering a broad range of enforcement interventions with one officer per area Assembly Area and additional response officers dealing with complaint and hotspot issues . This has been a successful service producing high volumes of enforcement activity and playing an important role in improving environmental quality and tackling eyesores and crime hotspots.

16.2. The Environmental Crime Service currently comprises of 27 posts.

- 10 Street Enforcement Officer posts
- 6 Street Enforcement Wardens – includes 3 supervisors.
- 4 Street Wardens
- 3 Tactical Enforcement Officers
- 1 Animal Warden post
- 2 Team Leaders
- 1 Service Manager

16.3. The council is currently developing the way in which it works at an area level to involve and engage communities in improving service delivery. The aim of the proposal is to provide a service that will help deliver solutions to the environmental problems that face communities by better joining up our Frontline Services, applying problem solving tools together with enforcement powers and improving partnership working. Specifically the service will be reconfigured to –

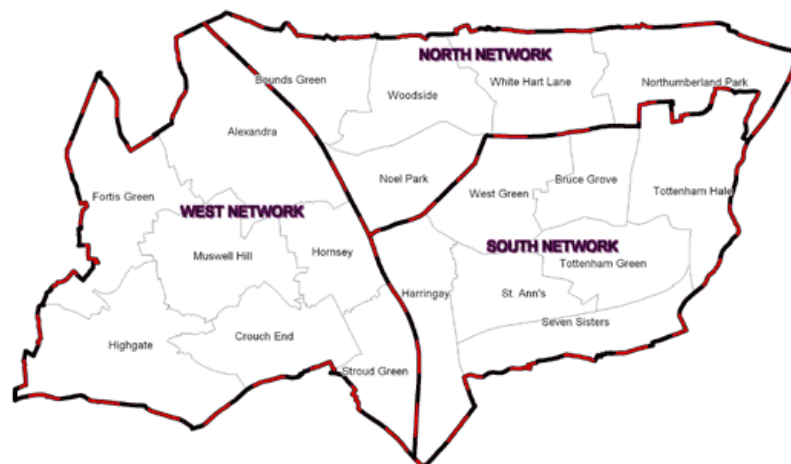
- Increase our visibility and on the ground enforcement capacity by providing a named contact per ward.
- Develop more effective local partnerships that will improve our effectiveness and perception of the Council.
- Improve coordination of cross service interventions by investment in support functions.

- Work with local residents and councillors to identify and deliver local priorities and use problem solving tools to sustain improvements.
- Improve communication on where and how we have been active.
- Increase our hours of routine operation by investment in unsociable hours payments to rota in patrols and operations from 8am to 8pm.
- Make more effective use of people who are out of the office by capital investment in mobile working.

17. Area Based Working and Organisation

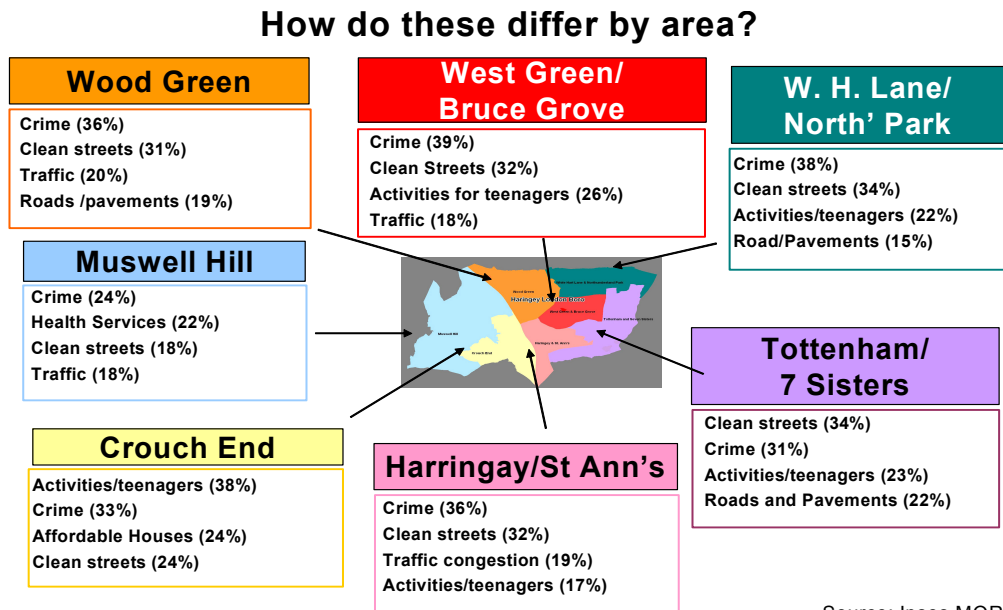
17.1. The proposal for the restructure of the Environmental Crime Team is to have two teams aligned to the Children's Network and Area Assemblies. The map in Figure 1 below shows how the area assemblies also clearly align to the three areas.

Figure 1 – Map showing alignment of Children's Network and Area Assemblies



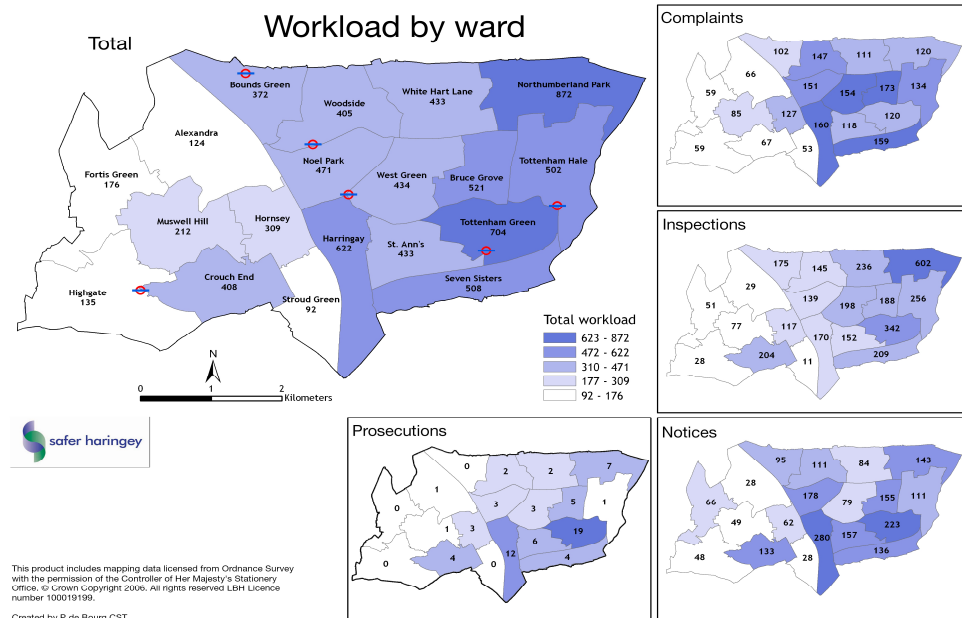
- 17.2. A key driver of the re-structure is to ensure that resources are allocated to areas most in need. Key data and performance information has been analysed in order to inform this decision.
- 17.3. Figure 2 below shows that lower crime, followed by cleaner streets, are by far our residents' main priorities for the improvement of their local area. These are the two factors they consider most important in making a place somewhere good to live. They are the also the two factors they believe need most improving locally. This emphasis on lower crime and cleaner streets is consistent with the findings of successive waves of BVPI surveys across English local authorities.

Figure 2 – Area Assembly Priorities



- 17.4. In all areas, crime and clean streets are often mentioned as things which need improvement. However, this is less the case in affluent parts of Haringey. Fewer people mention crime in Muswell Hill (24%) than White Lane/Northumberland Park (38%) or West Green/Bruce Grove (39%). Similarly, fewer people say the streets need to be cleaner in Muswell Hill and Crouch End (18% and 24% respectively) than in White Hart Lane/Northumberland Park (34%) or West Green/Bruce Grove (32%). It is clear from this data that the services that Frontline Services provide in conjunction with our partners are the most critical in addressing these priorities and there is clear evidence that these are of greater concern in the North and South areas.
- 17.5. Figure 3 below shows the level of Environmental Crime enforcement activity within the borough. As can be seen from the map the majority of activity has taken place within the North and South areas and these in fact account for over 80% of the workload. Activity has been targeted in these areas as they have been perceived as having the greatest need.

Figure 3 – Environmental Crime Workload by Ward



17.6. Based upon the Children’s Network Areas, the South had the highest levels of reported dumping at 11,027 (59%), compared with 5,083 (27%) in the North and 2,714 (14%) in the west.

17.7. The evidence here shows that there is a greater need for key Frontline Services resources to be allocated to the South area of the borough, particularly Enforcement and Environmental Resources. There is far greater potential for improved outcomes in these areas.

18. Proposed Structure

18.1. It is proposed to create two teams. One will combine West and North network areas to create a single area of 12 wards. A second team of 7 seven wards will be formed to the south. This will ensure that available resources are focussed on field staffing and allow for reduced staffing levels to be used flexibly across areas of less need.

- Team North and West will include - Alexandra, Crouch End, Fortis Green, Highgate, Hornsey, Muswell Hill, Stroud Green, Bounds Green, Noel Park, White Hart Lane, Woodside and Northumberland Park (12).
- Team South will include – St Anns, Harringay, Seven Sisters, Bruce Grove, West Green, Tottenham Green and Tottenham Hale (7).

18.2. There will be seven Street Enforcement Officers in the South team, providing one per ward. The North West Team will have 8 Street Enforcement Officer for

12 wards. Deployment in the North and West Team will reflect where there is greatest need and some wards such as Northumberland Park and Noel Park will have at least one officer permanently deployed per ward..

- 18.3. All Street Enforcement Officers will be authorised to take enforcement action and will be trained in problem solving techniques. They will be supported by one Team Leader per Area and one Support Officer. Support Officer will be responsible for supporting local action planning, communications and systems.
- 18.4. It is intended that the service will introduce streamlined processes and mobile working solutions, so that their time can be maximised in the field. The service will operate 7 days per week and over an extended working day. Individual officers will be expected to work a percentage of their time outside normal working office hours and will receive a 10% supplement for unsociable hours working. We will consult with staff on how this can be introduced and would wish to retain flexibility so that we continue to reflect the needs of an area.
- 18.5. There will be 3 Tactical Enforcement Officers overall, with two in the South team. These officers will operate flexibly to tackle our most difficult cases where ever they arise, however it will also ensure that the South area has additional joint enforcement operations and a capacity to resolve more complex cases. It is estimated that each Tactical Enforcement Officer will be responsible for running a programme of approximately 50 joint operation per year. This will include operations to tackle fly tipping, nuisance garages and public eyesore locations.
- 18.6. The table below shows the establishment per team

North and West	South
Team Leader	Team Leader
8 Street Enforcement Officers	7 Street Enforcement Officers
1 Tactical Enforcement Officer	2 Tactical Enforcement Officer
1 Enforcement Support Officer	1 Enforcement Support Officer

- 18.7. We are proposing that a Dog Warden role, that replaces our previous Animal Warden, will be line managed through the North and West team.

19. Consultation

- 19.1. It is proposed to begin consultation on the new structure in the week commencing 23rd February 2009 with both affected staff and the employeeside. This will allow 28 days. All staff directly affected will have the option of a meeting with their Head of Service.

- 19.2. It is proposed that the management report back to this Committee the outcomes of consultation and more specific details of ring fences and implications to staff following the outcomes of staff and employeeside consultation. A verbal update will be provided to Members when this report is presented.

20. Implications for Staff

- 20.1. The service is currently operating with 8 vacancies resulting from staff leaving the service over 2008/9. There are currently three staff on acting up arrangements within the service. All acting up arrangements will cease to exist as the structure is rolled out.
- 20.2. All 17 Street Enforcement Officer posts will be required to operate unsocial hours. Although Street Wardens and one Street Enforcement officer already work unsocial hours in return for a 10% supplement, all currently uniformed staff will have changed terms and conditions.
- 20.3. There are three uniformed officers who do not currently have enforcement powers. Under the proposals all uniformed staff will be expected to undertake enforcement action.
- 20.4. There is currently one Team Leader and one Service Manager in post. It is expected that these post holders will be absorbed into equivalent posts and with no salary change.
- 20.5. Uniformed officers are currently on substantive grades from Scale 5 to P01. All current Street Enforcement Officers are on P01. Under proposals all Street Enforcement Officers will be on P01, although implications of single status may affect this.
- 20.6. All Tactical Enforcement posts are currently vacant. One substantive post holder is acting up to a Team Leader post and two Street Wardens are currently acting up to Tactical Enforcement posts.

21. Implementation

- 21.1. It is expected that the service will commence ring fence recruitment from April 2009 and that all vacancies will be filled by July 2009. A service launch is scheduled for September 2009.
- 21.2. As an interim measure we will align existing staff on existing terms and conditions to the new area groups and to use this as an opportunity to trial the new way of working. This will be subject to consultation and if possible will begin in March 2009.

22. Financial Implications

22.1. The proposed structure will be met from existing resources plus an investment of £160k as from April 1 2009. The service is currently funded by a combination of mainstream funding, £389k of Area Based Grant, and estimated £90k of fixed penalty notice income.

22.2. Legal Implications

22.3. The Council is not under a general duty to deliver street enforcement activity, however, the services delivered by environmental crime are considered to be essential services. Failure to deliver enforcement activity will leave the council at risk of a charge of maladministration and would have a serious impact on our performance measures relating to antisocial behaviour (NI 21 and 27) and cleanliness (NI 195 and 196).

Environmental Crime restructure Proposals for extending service hours

Purpose of document

This document sets out a proposal for hours of operation and provides an indicative shift pattern.

Hours of operation

8am to 8pm Monday to Friday,
8am to 4pm at weekends.

Working hours

36 hours per week will be split between day, late, and weekend shifts.

Shift	Hours	Area	Minimum levels of cover	Likely staff cover	Implications for each officer
Day shift	8am – 4pm or 9am – 5pm (depending on service priorities)	Own ward	7 officers	7 or 8 officers per shift (4 officers working late shift each day, at least 2 officers on a day off in lieu of weekend shift, also an average of 1-2 officers on annual leave or away through sickness at any one time)	Day shift will be worked where officer is not working late shift or having a day off in lieu of weekend shift.
Late shift	12 – 8pm	Own ward from 12-5pm. Team area 5-8pm.	4 officers (2 per area)	4 officers per shift	Maximum 2 late shifts per week.
Weekend shift	8am – 4pm	Team area.	4 officers (2 per area)	5 officers per shift	One weekend shift every three weeks. 2 days off in lieu of weekend shift.

The current arrangement where one officer covers the whole borough for a week on a rota system to respond to urgent reports and issues will continue, although this will be 1 week in every 15.

Explanation of example shift pattern

Appendix 2a

The example shift pattern shows how the arrangements stated in the above table could translate into an actual rota.

Please note that the example shift pattern does not take into account annual leave or sickness as this is seasonal. Annual Leave will continue to be approved in line with the council's policy.

There are two example shift patterns:

1. June and July – normal working weeks.
2. April and May – includes bank holidays.

1. The rota operates on a three week rotating pattern, with a different pattern each week (ie pattern 1, pattern 2, and pattern 3). The three week pattern repeats at the end of each cycle. It demonstrates that:

- five officers are scheduled to work each weekend.
- each officer will work no more than every 1 in 3 weekends.
- each officer will receive two days off in lieu of working a weekend.
- four officers will work a late shift each weekday (two from each team).
- each officer will work no more than two late shifts per week.

2. The bank holiday schedule differs in that the patterns are rotated slightly differently on a one-off basis to ensure that the same officers do not work the weekend before (or after in the case of Good Friday) each bank holiday. The same principles of weekend, late shifts and days off as stated in point 1 continue to apply.

Potential options for flexible shift working

There is an expectation that all staff will undertake their fair share of late and weekend shifts. However there will be a degree of flexibility to take account of personal circumstances. The attached rotas are an example of how the shift patterns will operate. Options for flexible working include:

- Ability swap shifts to allow for childcare / other personal arrangements.
- Split shifts to enable work/life balance, for example to allow for child care requirements. Example 8am to 12pm and 5pm to 8pm.

Shift changes will only be allowed with prior consent of the Service Manager or Team Leader.

There will also be an option, depending on service need, to continue the existing arrangement where officers work later into the evening (ie beyond 8pm) on an occasional basis in return for time off in lieu to respond to late evening enforcement issues.

Unsociable hours supplement

Enforcement Officers will work unsociable hours (ie evenings and weekends) for a 10% supplement. For posts at P01 (spinal points 32 to 34) this equates to:

Appendix 2a

Sp PT	1/4/08 arbitration award	10% of 1/4/08 arbitration award	Including 10% supplement for unsociable hours
32	28515	2851.5	31366.5
33	29307	2930.7	32237.7
34	30090	3009	33099

This page is intentionally left blank

SAMPLE ROTA - JUNE TO JULY 2009

KEY	<input type="checkbox"/> = Day Shift	<input type="checkbox"/> = Late Shift	<input type="checkbox"/> = Weekend Shift	<input type="checkbox"/> = Weekend off	<input type="checkbox"/> = Day Off
-----	--------------------------------------	---------------------------------------	--	--	------------------------------------

Mon Tue Wed Thu Fri Sat Sun Mon Tue Wed Thu Fri Sat Sun Mon Tue Wed Thu Fri Sat Sun Mon Tue Wed Thu Fri

June	Pattern 3							Pattern 1							Pattern 2							Pattern 3							Pattern 1						
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30					
Officer 1	LS	DO				WE	WE	DO		LS						LS						LS	DO			WE	WE	DO							
Officer 2		LS	DO			WE	WE	LS	DO		LS						LS						LS	DO			WE	WE	DO						
Officer 3			LS			DO	WE	LS		LS							LS						LS	DO			WE	WE	DO						
Officer 4				LS				LS	DO			WE	WE					LS						LS					LS						
Officer 5				LS				LS		DO		WE	WE					LS						LS					LS						
Officer 6	LS								LS		DO	WE	WE						LS					LS					LS						
Officer 7	DO	LS						LS			DO	WE	WE						LS					LS					LS						
Officer 8	LS	DO							LS							LS		DO	WE	WE	DO														
Officer 1				DO	LS	WE	WE	DO								LS							DO	LS			WE	WE	DO						
Officer 2				LS		DO	WE	LS	DO							LS							LS				WE	WE	DO						
Officer 3				LS				LS		DO		WE	WE										LS				DO	WE	LS						
Officer 4				LS					LS		DO	WE	WE										LS				DO	WE	LS						
Officer 5				DO	LS				LS							DO							LS						LS						
Officer 6				DO	LS				LS							DO							LS						LS						
Officer 7				DO	LS				LS							DO							LS						LS						

July	Pattern 1							Pattern 2							Pattern 3							Pattern 1							Pattern 2						
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31				
Officer 1							LS							LS	DO			WE	WE	DO									LS						
Officer 2								LS						LS	DO			WE	WE	LS	DO								LS						
Officer 3								LS						LS	DO			WE	WE	LS	DO								LS						
Officer 4									LS							LS						LS	DO						LS						
Officer 5									LS							LS						LS	DO						LS						
Officer 6									DO							LS						LS	DO						LS						
Officer 7									DO							LS						LS	DO						LS						
Officer 8										DO						LS						LS	DO						LS						
Officer 1								LS							DO			WE	WE	DO									LS						
Officer 2								LS							DO			WE	WE	DO									LS						
Officer 3								LS							DO			WE	WE	DO									LS						
Officer 4									DO							LS						LS	DO						LS						
Officer 5									DO							LS						LS	DO						LS						
Officer 6									DO							LS						LS	DO						LS						
Officer 7									DO							LS						LS	DO						LS						
Officer 8										DO						LS						LS	DO						LS						
Officer 1										LS						DO			WE	WE	DO								LS						
Officer 2										LS						DO			WE	WE	DO								LS						
Officer 3										LS						DO			WE	WE	DO								LS						
Officer 4										DO						LS						LS	DO						LS						
Officer 5										DO						LS						LS	DO						LS						
Officer 6										DO						LS						LS	DO						LS						
Officer 7										DO						LS						LS	DO						LS						

This page is intentionally left blank

This page is intentionally left blank

Appendix 3: Consultation responses as of 15th June 2009

1. Trade Union responses

1.1 Employee side Unison

Comments were received on the content of the draft job evaluations around the following issues:

Concern that general items in each of the job descriptions requiring officers to carry out other duties from time to time could give managers discretion to impose additional duties that could be remunerated at a grade higher than that of the post.

The job description for the Tactical Street Enforcement Officer includes comments on the form of supervision that that are inconsistent with what will actually be undertaken by the post holder.

Comments that the tasks of policy development and of maintaining a regular round of ward walkabout are outside of the remit of the Street Enforcement Support Officer.

Comments on other aspects of the restructure will be sent later after further consultation with staff and other trade unions.

2. Individual staff responses

Four individual responses were received from staff affected by the restructure:

2.1 It was raised that staff who are already on a 10% supplement for additional duties will be at a financial disadvantage if required to work as proposed on weekends and out of hours due to having to pay for child care arrangements.

2.2 The proposed salary increment of 10% is not sufficient and would place serious financial hardship on carers or young parent with childminding costs.

2.2 An officer who will be assimilated into the position of Street Enforcement Support Officer commented that they are happy with the proposed job description.

2.3 Comment on the Street Enforcement team leader job description about the requirement to provide managerial cover if one of the team leaders is on sick or annual leave.

3. Responses from staff meetings

3.1 There is an ongoing programme of meetings with Environmental Crime staff to gain input and feedback about new ways of working. In addition, an informal meeting with the Assistant Director and staff was held on 2nd June to discuss the restructure. The following issues were raised through these forums:

- Impact of out-of-hours working on officers with family or other personal commitments.

- A 10% supplement may not be sufficient to cover child care costs required because of out of hours working.
- Concern that the burden of working evenings and weekends could fall on officers without family commitments, although managers assured staff that it would be managed fairly with flexibility built into shift management.
- Some officers felt that 10% was not sufficient remuneration to cover out of hours working. Managers explained that 10% is the maximum supplement that can be awarded under single status.
- Whether alternative shift patterns could be explored, where officers work extended hours over a shorter working week in return for a longer weekend. This is being explored by managers.
- Whether the existing arrangements where street wardens and enforcement officers currently work after 8pm to deal with evening enforcement issues in return for time off in lieu will continue. This has since been integrated as an option for flexible working in the proposals for out of hours working. Some officers supported continuing this approach, while others expressed a view that 10% remuneration for out of hours working would not be appropriate for hours after 8pm.
- Concern that officers may be required to work in and around the areas in which they live. Managers have advised that their main area of work will not be around where they live, but according to service requirements officers may be required to work in these areas on no more than an occasional basis, an example being assisting a colleague on an out-of-hours shift.
- Health and Safety – risk of working out of hours. Managers have assured staff that all ways of working will continue to be subject to risk assessment.

**MINUTES OF THE GENERAL PURPOSES COMMITTEE
TUESDAY, 10 MARCH 2009**

Present: Councillor Eddie Griffith (Chair), Councillor Rahman Khan (Vice-Chair), Jonathan Bloch, Councillor Isidoros Diakides, Councillor Monica Whyte and Councillor Bernice Vanier.

MINUTE NO.	SUBJECT/DECISION
GPCO01.	<p>APOLOGIES FOR ABSENCE (IF ANY)</p> <p>No apologies for absence were received.</p>
GPCO02.	<p>URGENT BUSINESS</p> <p>No items of Urgent Business were raised.</p>
GPCO03.	<p>DECLARATIONS OF INTEREST</p> <p>No declarations of interest were made.</p>
GPCO04.	<p>DEPUTATIONS/PETITIONS</p> <p>No deputations or petitions were received.</p>
GPCO05.	<p>MINUTES</p> <p>It was noted that at the previous meeting the Committee had requested that details of the Bernie Grant Centre Partnership accounts be provided and that to date these had not been provided.</p> <p>There was agreement that this should be followed up by officers.</p> <p>RESOLVED:</p> <p>That the minutes of the meeting held on 29 September 2008 be confirmed as a correct record.</p>
GPCO06.	<p>CAPABILITY, GRIEVANCE AND HARASSMENT & BULLYING PROCEDURES</p> <p>The Committee considered a report setting out the revised Capability, Grievance and Bullying and Harassment Procedures.</p> <p>A review of the Council's formal employment procedures, in consultation with the trade unions, HR officers and elected Members, had been carried out during the latter half of 2007. Following this review a series of recommendations had been made and these were reflected in the revised documents presented.</p> <p><u>Capability Procedure</u></p> <p>At present the procedure was lengthy with many stages and disciplinary sanctions</p>

**MINUTES OF THE GENERAL PURPOSES COMMITTEE
TUESDAY, 10 MARCH 2009**

were imposed. As such managers often avoided using the procedure. To provide clarification and to ensure that managers used the Capability Procedure where appropriate, rather than issuing a written warning in the first instance, a review period would be agreed. Within this period clear standards of work, performance and competence would be set, which would need to be met.

At the end of the process if an employee failed to meet the standards agreed following reasonable review periods they may be dismissed. Employees could appeal against this and the appeal would be considered by a Member Panel.

In response to concerns the Committee was advised that there had been extensive consultation with the Unions on changes to this and the other procedures. The revised Procedures put forward for adoption were acceptable to the Unions.

It was confirmed that elected Members had been consulted as part of the process.

Grievance Procedure

The Committee was advised that the main areas of change were around the timescales governing the completion of grievances; there was often insufficient time to deal with complex cases effectively and therefore it was proposed that the timescales should be extended.

It was also proposed that the number of stages within the process should be reduced from four to three. At present there was a perception that stage four, which was a re-hearing considered by elected Members, was the end of the process and that the preceding three stages were a route to this. Therefore the simplified system would be reduced to three stages that concluded in a Panel constituted of elected Members who would review the case.

The Committee was advised that a mediation option was being introduced and that this mechanism could be used at any stage of the process. Before a case could precede to stage three this would have to have been explored (unless this was deemed to be inappropriate). Training sessions on mediation were being arranged in partnership with the Primary Care Trust (PCT) to help develop the skills required to facilitate this.

It was noted that Human Resources (HR) would nominate individuals to act as mediators. If either party had an objection to person proposed another individual would be selected.

In response to a query the Committee was advised that systems for monitoring equalities and diversity were being revised and that once the data collected had been audited new and more detailed monitoring reports would be provided. In addition a detailed annual report would be published that provide an overview of trends and set out how these could be addressed.

The Committee was advised that it was difficult to monitor trends in individual cases. However, trends were tracked and monitored through the reporting process.

In response to a query the Committee was advised that all managers should receive internal training on Council policies and procedures. If managers were

**MINUTES OF THE GENERAL PURPOSES COMMITTEE
TUESDAY, 10 MARCH 2009**

unsure of the processes that should be followed HR were available to assist and answer any queries.

Bullying and Harassment Procedure

The Committee was advised that there were no proposed changes to this policy. However, it was proposed that greater consistency and clarity would be achieved by conducting and managing investigations of bullying or harassment using the grievance procedure framework.

In response to a query, the Committee was advised that, generally, there was limited cross over between the Whistle Blowing Policy and the Bullying and Harassment Policy as the former was used where people wished to remain anonymous. It was noted that the Whistle Blowing Policy had last been reviewed two to three years ago and there was agreement that a review of this should be programmed to assess whether it should be altered in the light of the changes to the policies above.

RESOLVED:

- i. That the revised Capability, Grievance and Bullying and Harassment Procedures presented be adopted.
- ii. That a review of the Whistle Blowing Policy should be scheduled into the work programme of HR.

GPCO07. PENSIONS POLICY STATEMENT - USE OF DISCRETIONS IN THE SCHEME.

The Committee considered a report reviewing the Council's Pensions Policy Statement on the use of its discretionary powers.

The report sought approval for limited use of the discretionary power to enhance an employee's termination package within the limits set by HM Revenues and Customs. This additional flexibility would enable to the Council to award added membership, added pension or monetary compensation in certain circumstances. Awards of this type would require the approval of the Chief Financial Officer and Head of HR; in the case of first and second tier officers Member approval would be required.

The costs associated with any award would be met from the relevant Service / Business Unit budget.

The Committee discussed this proposal and concerns were raised that this may lead to senior officers leaving the authority with what may be perceived as a 'pay off'. Concern was also raised that this would lead to pressure being placed on Members to award packages and allow officers to take early retirement.

Given the current financial climate and the impression that this may create there was agreement that the report should be deferred to the next meeting and that officers should include specific examples of the types of circumstances where such awards could be justified.

**MINUTES OF THE GENERAL PURPOSES COMMITTEE
TUESDAY, 10 MARCH 2009**

	<p>RESOLVED:</p> <p>That the report be deferred and that a revised report should be submitted to the next meeting setting out specific examples of how the option would be used.</p>
<p>GPCO08.</p>	<p>UPDATE ON EQUAL PAY</p> <p>The Committee considered a report that provided an update on progress in relation to the implementation of the Equal Pay / Single Status package agreed with the unions in September 2008.</p> <p>RESOLVED:</p> <p>That progress on the implementation of the equal pay and conditions package be noted.</p>
<p>GPCO09.</p>	<p>AN EVALUATION OF CONTROLLED STREET DRINKING AREAS WITHIN THE LONDON BOROUGH OF HARINGEY</p> <p><i>Prior to the consideration of the report it was noted that Appendix 6 contained errors in relation to Ward boundaries and officers noted these.</i></p> <p>The Committee considered a report that provided an evaluation of the current Street Drinking Control Zones within the Borough and an overview of Police activity within these zones. The report also sought the Committees view on extending the number of Street Drinking Control Zones in the Borough.</p> <p>The Police Safer Neighbourhoods Teams (SNTs) had indicated that the new powers available to them had formed a useful tool in combating anti-social behaviour and that a positive reaction had been received from local residents.</p> <p>Concern was raised at anti social behaviour arising from street drinking at Seven Sisters Station and Wicks Station and it was suggested that these areas should become control zones.</p> <p>It was noted that people cautioned for street drinking often had significant health problems and there was agreement that Police officers should be fully briefed on how people could be referred to the appropriate health services. This would be a practical way of reducing future instances of street drinking.</p> <p>The Committee agreed in principal that the number of controlled street drinking zones should be extended and that reports setting out details in relation to this should be received in the future. In order to monitor this there was agreement that the Committee should receive an annual report providing an evaluation of these.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> i. That the report be noted. ii. That a report setting out proposals for extending Street Drinking Control Zones should be received.

**MINUTES OF THE GENERAL PURPOSES COMMITTEE
TUESDAY, 10 MARCH 2009**

	<p>iii. That an annual report should be received providing an evaluation of Street Drinking Control Zones in the Borough.</p>
GPCO10.	<p>RESTRUCTURING ENVIRONMENTAL CRIME - URBAN ENVIRONMENT.</p> <p>The Committee considered a report setting out proposals for restructuring the Environmental Crime service to create a new Street Enforcement Service.</p> <p>The restructuring of the service would allow a broader based approach and greater area based working to be developed. It was envisaged that local action plans would be developed that would focus on Ward based priorities; a Street Enforcement Officer would also be designated to each Ward.</p> <p>The Committee discussed the use of Fixed Penalty Notices and concern was expressed around the use income derived from the issuing of these for essential services. In response to suggestions that this income should held separately and used to fund specific projects, the Committee was advised that the Government required Local Authorities use income from Fixed Penalty Notices within their mainstream budgets.</p> <p>The loss of income from Fixed Penalty Notices would result in a significant decrease in the funding available for services.</p> <p>It was noted that local businesses and members of the public often complained about the way parking restrictions were enforced and there was agreement that, given the current economic climate, a more lenient approach may be appropriate.</p> <p>RESOLVED:</p> <p>i. That the content of the report be noted.</p> <p>ii. That the proposals for introducing a Street Enforcement Service, replacing the existing Environmental Crime Service be approved.</p> <p>iii. That a further report should be received following consultation with staff and unions reflecting how the results of this would be accommodated.</p>
GPCO11.	<p>NEW ITEMS OF UNRESTRICTED URGENT BUSINESS</p> <p>No new Items of Urgent Business were received.</p>
GPCO12.	<p>EXCLUSION OF THE PUBLIC AND PRESS</p> <p>RESOLVED:</p> <p>That as Items 13 and 14 contained exempt information (as defined in Section 100a of the Local Government 1972; namely information likely to reveal the identity of an individual, and information relating to any individual) members of the press and public should be excluded from the remainder of the meeting.</p>
GPCO13.	<p>MINUTES</p>

**MINUTES OF THE GENERAL PURPOSES COMMITTEE
TUESDAY, 10 MARCH 2009**

	RESOLVED: That the minute of the meeting held on 4 November 2008 be confirmed as a correct record.
GPCO14.	NEW ITEMS OF EXEMPT URGENT BUSINESS No new items of exempt Urgent Business were received.

Councillor EDDIE GRIFFITH

Chair

The meeting closed at 9.15pm

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

Document is exempt

This page is intentionally left blank

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

Document is exempt

This page is intentionally left blank

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

Document is exempt

This page is intentionally left blank

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

Document is exempt

This page is intentionally left blank

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

Document is exempt

This page is intentionally left blank

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

Document is exempt

This page is intentionally left blank