



Haringey Council

Agenda item: 6

[No.]

General Purposes Committee

On 25th June 2009

Report Title. **Restructuring Environmental Crime – Consultation Results**

Report of **Niall Bolger, Director of Urban Environment**

Signed :

Contact Officer : Robin Payne, Head of Enforcement
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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>