

**Report of Chief Officer Environmental Action**

**Report to Director of Environment and Housing**

**Date: 22nd September 2014**

**Subject: Restructure of the Locality Teams within the Environmental Action Service**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**1 Summary of main issues**

- 1.1 The report seeks approval from the Director of Environment and Housing to restructure the Locality Teams within the Environmental Action Services of Environment and Housing. This will bring a number of environmental services previously delivered through separate management and delivery arrangements under one management and service delivery structure.
- 1.2 In addition, a recommendation is made regarding a small number of posts in the property and contracts service of Housing Leeds.
- 1.3 The reports sets out how the restructure will be implemented over two main phases and seeks approval for the detail relating the first stage. A further report will be provided in relation to the detail of phase two following further clarification and discussion with unions on some key issues.

**2 Recommendations**

To approve the restructure of the service, as detailed in section 6 and 7 and set out in appendix 2.

**3 Purpose of this report**

This report sets out recommendations to restructure the Locality Teams within the Environmental Action Services of Environment and Housing. The scope of the recommendations is as follows:-

<b>Phase 1 (covered by this report)</b>	
<b>In scope</b>	<b>Not in scope</b>
<p>Locality Team Supervisory &amp; managerial roles:</p> <ul style="list-style-type: none"> <li>• Team Managers (including in city centre)</li> <li>• Supervisors (including in city centre)</li> <li>• Resource Casework Supervisors.</li> <li>• Senior Environmental Action Officers (including in city centre).</li> </ul> <p>Housing Services Supervisory &amp; managerial roles:</p> <ul style="list-style-type: none"> <li>• Environmental Managers</li> <li>• Team Leaders</li> </ul>	<p>Locality Teams:</p> <ul style="list-style-type: none"> <li>• Locality Managers</li> <li>• Service Managers</li> <li>• Environmental Action Officers</li> </ul>
<b>Potential Phase 2 (to be covered in a future report)</b>	
<b>In scope</b>	<b>Not in scope</b>
<p>EAS Locality Team operational posts:</p> <ul style="list-style-type: none"> <li>• Non LGV Drivers,</li> <li>• RSC Drivers,</li> <li>• Streetscene Attendants,</li> <li>• Streetscene Attendants (GNP),</li> <li>• Refuse Collector/Civic Amenity Drivers (within the Bulky Waste Collection Service)</li> </ul> <p>Housing Services operational posts:</p> <ul style="list-style-type: none"> <li>• Estate Caretakers</li> </ul>	<p>EAS Locality Team operational posts:</p> <ul style="list-style-type: none"> <li>• Gulley Tank Attendants and Drivers.</li> </ul> <p>City Centre Street Cleansing operational posts:</p> <ul style="list-style-type: none"> <li>• Non LGV Drivers,</li> <li>• RSC Drivers,</li> <li>• Streetscene Attendants,</li> <li>• Streetscene Attendants (GNP),</li> <li>• Skip Drivers</li> </ul>

#### **4 Background information**

4.1 The 2011 restructure of services and senior management positions in the then Environment and Neighbourhoods Directorate resulted in the creation of Locality Teams. This brought together local Environmental Action Teams (enforcement and regulatory functions) with street cleansing services (which had been separated from the citywide refuse collection service). Earlier that year, a Collective Agreement on street

cleansing operations was signed; introducing new shift patterns, job descriptions and grades for work carried out.

- 4.2 Through the new Locality Teams, environmental enforcement and cleansing services were delegated to Area Committees; giving Members clear responsibility for achieving good cleanliness outcomes across the city, according to a strong, local steer and delivered through an annual Service Level Agreement.
- 4.3 From early 2011, a period of significant change occurred through the establishment of a new JNC management team, new operational deployment and a clear local direction and responsibility for cleansing and enforcement services. Since then, there has been further significant structural and operational change within the Locality Teams, but on the enforcement/regulatory functions rather than cleansing operations. It is the intention to now make further improvements to the way cleansing functions are carried out to update some features of the 2011 structure (for example to localise some functions still delivered through a citywide team/crew) and to integrate the cleansing and enforcement work on Council Estates with that on other public land.
- 4.4 Over the past two years, the Service Level Agreements with Area Committees have continued to evolve and the service has built a good relationship with Area Committees (now known as Community Committees).
- 4.5 The regulatory services of the Locality Teams were restructured in 2012/13 to reinforce a local focus and accountability and to build a stronger connection with cleansing colleagues.
- 4.6 In June 2013, Executive Board agreed to integrate housing management and services previously delivered through Arm's Length Management Organisations (ALMOs) within the council's Environment and Neighbourhoods directorate. It was reported then that this new arrangement would allow synergies to be made with existing services on environmental management to improve performance and reduce duplication and confusion. There was a clear expectation that this would reduce management layers and costs across related services.
- 4.7 The Locality Team delivery model and service delegation was viewed corporately and by Elected Members as a success and something to be built on. Work therefore took place to look at extending the remit of the Locality Teams in the Directorate to include cleansing work on Council estates. This approach has now been piloted on selected estates from the summer of 2013 and has proved popular on the ground with good anecdotal and surveyed evidence of their impact. The learning from these pilots has been incorporated into the new service proposed in this report.
- 4.8 Whilst the thinking and the practice on integrating work on Council estates into Locality Teams has been on-going for some time, this work has more recently become inextricable from the decisions, pace and direction of the wider work and projects in Housing Leeds. This includes the removal of senior management posts across the directorate to help achieve corporate financial targets. This report deals with the proposals for the new, one environmental service to be created in Locality Teams and a small operational group of 12 posts which will be located within the property and

contracts service of Housing Leeds. The proposals will provide opportunities both ways for staff currently in Locality Teams and Housing Leeds.

## **5. Main issues**

5.1 In the period since the last universal change to street cleansing services, it has become clear that some features of the work and delivery can be improved to be more efficient and effective. The direct connection to Area Committees has proved valuable in understanding what works and equally what does not from the perspective of residents and Members. Equally, enforcement and cleansing staff have raised issues and ideas since 2011 on how to further improve and integrate how services work. Whilst these ideas have been responded to where possible, this has been sporadic and incremental. We want to make use of the significant opportunity of the integration of services to have both a deeper impact and to build local responsibility and ownership of issues to secure lasting change. The issues which have been highlighted from a range of sources are as follows:

- Cleansing roles are narrow and are presented in isolation with a lack of connection across the roles. The focus of the work as stated in job descriptions is not based on outcomes but mechanistic tasks, with insufficient regard to what a person working to the job description can actually achieve.
- Many staff work in isolation, remote from any work base or any other colleague. This brings complications and difficulties around communications, opportunities to engage with the service and of course health and safety through such regular lone working.
- The reliance on supervision by staff who work largely in an office base and at some distance to the tasks being supervised has not worked well.
- Whilst the service resource varies according to geographical area, the same numbers of staff are in place every day of the week. This clearly doesn't fit the changing pattern of demand across the days of the week.
- Productivity can be improved over and above changes made thus far which have focussed largely on better co-ordinated working with others and use of a wider range of facilities such as work bases and tipping points.
- Service cover to deal with peaks of work and unplanned absences is too reliant on over-time cover which is not always the most cost effective way to provide cover.
- Some services are provided on a city-wide basis such as needle picking and ginnel cleansing. This does not fit the locality model now well established and these services need further alignment with local areas.
- There is very little contact between the customer and the people directly providing the service at the front line. Opportunities to have direction and clarity between customers and staff and also feedback from the customer to staff having undertaken the work are therefore lost. This customer / provider relationship is absent in current roles, yet offers such opportunities for customer and staff satisfaction and ownership and efficient operations at the sharp end.

- It is clear that a key driver of satisfaction with Council Estates is the environmental quality of those estates. The recommendation to Executive Board of an in-house model of housing management recognised that the management and deployment of staff carrying out environmental work separately from others carrying out the same work but elsewhere is inherently flawed. With the current separation, there has been a lack of clarity of responsibility for action and increases the possibility of areas of land falling between services, meaning they lack attention or are dealt with after a delay. Through bringing together this work within one workforce covering all public land, both Members and residents know who is responsible for action and who to contact to request that. One combined workforce also brings the advantage of greater flexibility in deployment according to need and urgent situations.
- Void cleaning and clearance work is currently undertaken through the responsive repairs contract (West) and in-house estate caretakers (South and East). The eventual intention is to bring this together to be delivered through one approach city-wide.

- 5.2 In addition to addressing the above current weaknesses, the proposals aim to make full use of opportunities and improvements.
- 5.3 The introduction of sizable zonal teams will provide a critical-mass of flexible staff at all times to complete key cleansing tasks in neighbourhoods, thereby reducing the impact of staff absences on service delivery. Currently, there is an over reliance on the use of overtime and other cover arrangements which are less reliable and often more expensive, leading in some cases to programmed work being left undone until the next scheduled attention.
- 5.4 We do not currently make the best use of the local intelligence and ideas from staff about what works best locally in the areas they know well. The prevalence of cleansing schedules and programmes does not make for fully efficient delivery, even though it provides regularity and therefore assurance to Members and residents. Zonal working via teams of operatives supervised locally and on-the job by working chargehands will also empower staff to better prioritise tasks and organise their own work-load based on local knowledge and priorities.
- 5.5 The service is currently under-using the undoubted interest and capacity within local communities to assist in keeping neighbourhoods clean. This needs capacity within the service to develop relationships, trust and joint delivery models, making full use of the 'social contract' ideology. The proposed zonal teams and Environmental Action Team Leader roles in particular will add much needed local capacity to develop local relationships with residents and other service delivery organisation and help extract community capacity to deliver safer and cleaner neighbourhoods.
- 5.6 The demarcation between enforcement, cleansing and education should be less dogmatic than currently practiced. The perceptions of those unfamiliar with and therefore anxious of undertaking enforcement work need to be broken down. This, to encourage all staff to comfortably engage in the preliminaries of such work in order to change behaviours, rather than see it as the sole preserve of a colleague with 'special' powers. We want all staff in all teams to be comfortable in collecting simple evidential information which could then result in further action by themselves or their colleagues.

- 5.7 We want staff to get to know an area, the people and networks within it and to have the freedom to respond to what they see and know without the need for centralised (ie depot-based) direction and oversight of their work.
- 5.8 There are savings that can be delivered through the integration of cleansing work into one delivery team, with enforcement as an integral part of delivering street cleansing outcomes. These take the form of overall reductions in managerial resources, the conversion of overtime budgets into full time posts and through working jointly with a wider range of service providers on common priorities.
- 5.9 Staff have expressed a view that the gulley cleansing service is best provided on a city-wide basis, allowing concentrated effort in areas on a cyclical basis and there is the opportunity to introduce this model now. This can be achieved via a number of routes and needs to be the subject of further consultation and consideration. It is recognised that in the context of dealing with highway drainage/flooding efficiently and to the optimum effect, there may be an overall benefit of moving the Gully Cleansing Service to Highways & Transportation where the Highway Asset, Highway Maintenance and Flood Risk Management teams are already located. This is not proposed in this report however and the Gulley Service will remain in Environmental action Services presently.
- 5.10 We need to look again at traffic management work, which is often addressed through costly solutions (through contractors) and in isolation across Highways, Street cleansing and Parks. Whilst outside the scope of these proposals, the notion of a co-ordinated resource across the Council which will provide an experienced and consistent level of traffic management will be pursued with colleagues.
- 5.11 There is a range of enforcement activities in the city centre which is provided by a range of services beyond Environments & Housing and which is also different to that in the Locality Teams. There is the opportunity to review the enforcement co-ordination and resource across all such services and this will be explored outside the scope of this report and recommendations.
- 5.12 The introduction of the Partnership Working Area (PWA) model in the new West Yorkshire Police local management and operational structures provides good opportunity for closer local working between cleansing and enforcement staff in the operational zones with local Inspectors, Sergeants and PCSOs in particular. We will look at opportunity for co-location and joint casework/offender management.

## **6. The Proposals.**

### **(a) Service Model**

- 6.1 The city will be divided into 21 operational zones, with seven zones in each locality. The zones will differ in size according to operational demand and will follow ward and Community Committee boundaries. The exact geography of each zone is subject to discussion with Members currently and will be kept under review alongside the annual consideration of the Service Level Agreements with Community Committees and their environmental sub groups. Council housing estates are incorporated into these zones.
- 6.2 The new service will bring the following functions together to be delivered through the zonal model:

- a. **Existing Locality Team work** – e.g. street cleaning (LCC highways paths and roads), litter bins, flytip investigations and removal, environmental enforcement and regulatory work.
- b. **De-leafing** – currently managed by each locality team but undertaken by additional staff bought in for the autumn months.
- c. **Graffiti removal, needle picking, public toilet cleaning, ginnel clearance, LCC bin-yard clearance** – all currently small city wide crews managed by a nominated locality but will be embedded into roles of each locality team.
- d. **Household bulky item collection service** – the management recently moved to SSE Locality Team to oversee - the management now needs dividing out between the 3 localities and delivering through zonal teams.
- e. **Work largely done previously by Estate Caretakers in council housing areas** – the work and expectation varies considerably across localities because of different approaches taken by the separate ALMOs. Elements that would be delivered by Locality Teams would include: clearance of void gardens (when a house becomes empty and is being prepared for the next tenant), cleaning of non-highway paths (incl. ginnels) and open spaces on estates, assistance with gritting around vulnerable tenant properties, helping tenants keep outside communal areas and grounds clean, supporting community action days.

6.3 A Team Leader will oversee the cleansing and enforcement work in up to two of the zones. Each zone will have its own cleansing and enforcement resource, with exact numbers differing according to issues and demand. Enforcement will be carried out by locally-dedicated Environmental Action Officers.

**(b) Workforce Model.**

- 6.4 This report will focus on detail of the management, supervisory and EAO elements of the new service only.
- 6.5 The relevant parts of the current and proposed structures are shown at appendix 1.0 and 2.0 respectively.
- 6.6 The proposed Job Description for the new Environmental Action Team Leader (SO2) post is at appendix 3.0.
- 6.7 The changes to posts proposed are listed in Table 1.0 below. The rationale for those changes is explained in the paragraphs referenced in the right hand column.

*Table 1.0. Main Proposals – changes to existing posts and the creation of new posts.*

Post	Change to post	Number proposed	Difference in number,	Para ref for
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			(current to proposed)	detail
Locality Manager JNC	No change to JD. Absorption of work on estates.	3	0	6.6
Service Manager PO6	No change to JD. Absorption of work on estates.	4	0	6.6
Team manager PO3	No change to JD. Absorption of work on estates.	4	0	6.6
Environmental Action Team Leader	New post. SO2	18	+ 18	6.7
Operational Supervisors SO1	Reduce number, retaining 2 in city centre on current JD. SO1 on shift.	2	-6	6.7
Resource & Casework Supervisor.	Delete 3 posts. SO1	0	-3	6.7
Senior Environmental Action Officer	Reduce numbers, retain 2 in city centre on current JD.SO2	2	-6	6.7
Environmental Action Officers	Retain current JD.	38	+6	6.8
Dog wardens	Retain current JD.	4	-1	6.8
Business Support Specialist	Retain current JD.	-	+3	6.9

- 6.8 There is no intention to amend the Job Descriptions of the Locality Manager, Service Manager or Team Manager posts. These roles will change however in that the scope of work of the posts will expand to incorporate the management of and responsibility for environmental action on Council estates, together with a number of previously city-wide managed services (eg Bulky household waste collection service). It is proposed that one of the current Team Manager posts will manage the gulley cleansing service as a city-wide function, however this post will still remain within the pool of Team Managers.
- 6.9 The Environmental Action Team Leader post is entirely new. The role will be to lead, supervise and coordinate a geographical team (covering 1 or 2 zones), contributing to the outcome of cleaner streets and neighbourhoods by directing resources, supporting residents and stakeholders and coordinating services. The post will have a key role in managing the operational resource to be responsive, mobile and consistently working on priority areas and issues. Crucially, this person will manage a joint team of cleansing and enforcement staff. Working out in the field for much of the time, a strong connection will be maintained with all such staff and cleansing staff in particular will benefit from greater support and direction that has been possible through the current arrangements.



- 6.10 Supervisors will be retained in the city centre, where the current close proximity and connection with field staff allows good contact and oversight of the work here. This post has proved to work well in the city centre setting.
- 6.11 Resource Casework Supervisor posts were created in the last restructure over a year ago. The intention was for the post holder to focus on forward planning; to ensure staffing cover and equipment and vehicle provision was controlled well to minimise standing down routes and general downtime. These posts were also seen as a need to add capacity to the operational supervisors, to maximise their contact with staff on the job. The proposals are to delete the Resource & Casework and Operational Supervisor posts with the work being undertaken by the Environmental Action Team Leaders who will have a much smaller geographical remit rather than one which is locality-wide at present.
- 6.12 The Senior Environmental Action Officers were created in the restructure of regulatory services a year ago. The proposal to introduce the Environmental Action Team Leader post covering both cleansing and enforcement work replaces the role of the SEAO. This role is therefore proposed for deletion in the Locality Teams.
- 6.13 The Environmental Action Officer roles have been shown to provide a well-rounded and responsive service in neighbourhoods. A significant proportion of their work is also proactive, aimed at behaviour change in areas where longstanding issues persist due to complex communities and neighbourhood design. Whilst the job description needs no change, it is proposed that the EAOs are primarily dedicated to a smaller, zonal team, working alongside and closely connected into cleansing staff. The EAOs will work closely with PCSOs, being the key operational link with West Yorkshire Police, with both carrying out proactive and reactive environmental enforcement activities. The neighbourhood management/policing model (Partnership Working Areas) developed by the Police brings real potential to work together more closely on common priorities. The proposals recognise the increased demand for this activity/role in areas of high council housing and therefore increased the number of posts on structure by 6 (two per locality).
- 6.14 There are no proposals to amend the Dog Warden job description, but it is proposed to delete one currently vacant post on structure. It is recognised that dog control work (including fouling and strays) is a service much valued by the public, with the expectation that the Council will continue to treat this as a priority environmental issue in local neighbourhoods and parks. These proposals recognise that tackling these issues is best achieved through a range of posts and not limited to Dog wardens alone. The increase in Environmental Action Officers proposed and the work to engage PCSOs and others in at very least identifying issues if not then taking action will provide a broader approach and achieve greater geographical coverage. In addition, the new kennelling contract now in place includes the need for personnel from the kennels to transport dogs. This function was previously carried out by the dog wardens who have therefore been significantly freed-up through no longer undertaking this transportation work.
- 6.15 The Locality Teams are supported by colleagues in the business support group, which is in the Environmental Health / Parking arm of the Environmental Action structure. The proposal is to continue with a matrix management approach to providing this support

and to add an additional post per Locality Team in recognition of the additional work being undertaken here through the extended remit of the Locality Team on Council estates, together with the household bulky item collection service.

- 6.16 In relation to gulley cleansing work, it is proposed that this service be delivered on a city-wide basis, managed by one manager. The location of the gulley cleansing service has been subject to discussion with Highways, but at present, the proposal is that they remain in Environmental Action.
- 6.17 Analysis of the average amount of time that the Environmental Caretakers currently spend on void clearance and cleaning work indicates an equivalent of twelve FTEs. This work will be retained within Housing Leeds, at least in the interim, its scope being internal to the property and closely connected to the tenancy itself. The remit of the Locality Team is to be external works only, ie beyond the 'front door'.

## **7. Workforce Implementation Plan**

7.1 Due to the proposed changes to Terms and Conditions of employment, which were unanimously agreed by the Council's General Purpose Committee on 29 July 2014, the implementation of this restructure and assimilation process will be in accordance with the Council's policies and procedures in place at the time implementation commences.

7.2 The following principles will be adopted:

- It is expected that slotting and ring-fence proposals will initially be open to groups of staff in scope from within Environmental Action services and Housing Leeds.
- Where staff preference more than one post, consideration will be given to minimise the number of selection processes the individual will need to go through.
- Those job roles that have been clearly defined as 'out of scope' above will remain unchanged as a result of this report.

7.3 Ring-fencing proposals:

### **(a) 5 x PO3 Posts (4 Team Manager posts in EAS, plus 1 in Housing Services)**

There will be four Team Manager (PO3) posts in the new service and in addition a Team Manager (PO3) post in Housing Leeds. There are five PO3 managers currently across the combined service (Environmental Action and Housing Leeds) and one PO2 manager in Housing Leeds

We are therefore proposing a ringfence to include all 6 managers. A selection process will be carried out, resulting in 1 potential displacement from this level, to be considered in the ringfence below. If the number in the ring-fence drops then those staff currently on PO3 will be slotted to a position of Team Manager and the person on PO2 will be interviewed for the remaining position.

### **(b) 21 x SO2 Posts (18 Team Leaders in EAS Locality Teams, plus 1 Team Leader in Housing Services, plus 2 SEAOs in EAS City Centre)**

The proposals include 18 new Environmental Action Team Leader posts at SO2 & the retention of 2 Senior Environmental Action Officer posts (SO2). In addition, there is one Team Leader post (SO2) in Housing Leeds. In total then, there are 21 SO2 posts proposed across the combined service (Environmental Action and Housing Leeds).

We are proposing to slot the 9 people on SO2 into either an Environmental Action Team Leader or SEAO post in city centre, according to a preferencing process. The remaining SO2 posts will be ringfenced to the SO1 post holders in scope and the displaced PO postholder from earlier recruitment. There are 14 staff currently in post on SO1 across the two services. There are therefore 15 people for 12 SO2 posts. At this point, any person currently on PO grade who has not secured a position would not be included in any further ringfences until phase 3 of the restructure.

**(c) 2 x SO1 (shift) Posts (both City Centre Supervisor posts)**

There are 2 SO1 (shift) posts proposed to remain on structure. The ringfence will be the displaced SO1 post holders from the SO2 recruitment and the 3 x C3 post holders in scope in Housing Leeds. There are therefore 6 people in the ring-fence for 2 posts at this level.

**(d) 6 x C3 Posts (Environmental Action Officers – Localities)**

Although the staff currently occupying the Environmental Action Officer C3 posts will not be affected by the restructure, the proposal to create six additional EAO posts creates an additional opportunity at this level. The proposal is to ringfence the displaced staff from the SO1 recruitment to the 6 vacant posts.

After this point, any person currently on C3 or SO1 who has not secured a position would not be included in any further ringfences until phase 3 of the restructure (i.e. after the second, operational phase to be set out in a further report) .

**(e) 3 x C1 Posts (Business Support Specialists)**

There are 3 additional Business Support Specialist (C1) roles proposed (no impact on existing staff already in post). It is proposed that these roles will be an opportunity at phase 3 of the restructure.

## **8. Financial Considerations**

8.1 Table 2.0 below shows the cost of the proposals and the funding sources to accommodate phase 1 of the new structure. The costs below represent top of grade costs. The actual staffing costs according to the scenarios outlined in 7.1 will only become known once the recruitment to the new structure is complete.

8.2 Responsibility for the management of the majority of Environmental Services functions previously delivered by ALMOs will now be with Environmental Action and the increased charge to the Housing Revenue Account reflects this transfer of responsibility.



The chief officer has held regular meetings with convenors from GMB, Unison, UCATT and Unite starting in early September 2013. This continued through fortnightly meetings of a wider group following the release of the detailed proposals (covering the operational parts of the proposals too) in mid Dec 2013 until March 2014. The final, full proposals were shared verbally with Convenors in June and the main issues which had been of contention were again covered in July both verbally and in writing. The final occasion when the service and TUs discussed the proposals was on 5<sup>th</sup> September 2014. A subsequent meeting was held with the Director and Chief Officer on 12<sup>th</sup> September..

Housing Leeds managers have discussed the separation of the void clearance and cleaning work from the environmental function with relevant Trade Union representatives.

### 9.3 *Elected Members:*

The Executive Members for Environment and for Housing have been briefed throughout the consultation period and are aware of the themes emerging from the consultation and the service response to those. In addition, Environment Lead Members and Area Committee chairs have been briefed on the proposals and the last cycle of Community Committees/Sub Groups have considered the proposals as part of the discussion to prepare future SLAs.

#### **Consultation outcomes:**

- 9.4 A number of issues have been raised in relation to the proposals as they affect the staff in scope of this report. Typically, these include the extent of weekend cover, car user allowances and the ringfence proposals. The recommendations in this report and the amended job descriptions in the appendices confirm the position on these issues. For the most part, clarification was being sought on these points and the amendments made do provide this and have addressed most relevant points made by and on behalf of these staff.
- 9.5 At the last meeting with unions, there was agreement that the restructure be progressed in two stages. There was a consensus that the move to bring the staffing groupings together as one new, flexible service was the right thing to do. The unions agreed with the detail of the proposals relating to non-operational staff positions in the new service structure (i.e. as set out in this report) and for this part of the restructure to be progressed.
- 9.6 There however remained some issues that the Director and the unions agreed to further explore/clarify. These related entirely to proposed operational posts.
- 9.7 It was agreed that management and unions work together to bring forward the second part of the restructure proposals which would deliver the operational element of the new zonal teams.

## **10 Equality and Diversity / Cohesion and Integration**

- 10.1 An Equality, Diversity and Integration Impact analysis has been undertaken and is provided at Appendix 4.0. As the impact on staff covered in this report is inextricably linked to the operational part, this impact assessment covers the current proposals for the entire service (i.e. phase 1 and 2). An updated analysis/assessment will be provided

with the report that is to cover the proposals for the operational part of the new service/structure.

## **11 Council policies and City Priorities**

11.1 The restructure supports the Action Plans derived from the City Priorities and the City Business plan.

## **12 Resources and value for money**

12.1 Details of the financial implication of the recommendations are provided in section 8.

## **13 Legal Implications, Access to Information and Call In**

13.1 Under the rules for Scrutiny board procedure the decision concerning restructuring of the Environmental Action Service is eligible to call in.

13.2 Powers of delegation to the Director for this decision are contained within the scheme under Part 3 of the Constitution.

13.3 Exempt Appendix 5.0 is a copy of the legal advice. Appendix 5.0 is considered exempt under Access to Information Procedure Rule 10.4(4) and (5) because it contains information in respect of consultation in connection with labour relations matters and which a claim to legal professional privilege could be maintained in legal proceedings. It is considered in these circumstances that the public interest in maintaining the exemption from publication outweighs the public interest in disclosing the information.

## **14 Risk Management**

14.1 A key risk associated with these recommendations is the degree of change proposed, affecting a high number of staff whose work (as opposed to work pattern) has not been fundamentally reviewed for some considerable time. This will prove an unsettling period for staff affected until the restructure is implemented and the final position in terms of positions secured is known. Communication both directly with staff and Trade union representatives needs to be honest, regular and open throughout this period in particular.

14.2 The managerial capacity has been reduced to enable proposals for a significant net increase in operational staff and extension of the scope and type of work to be carried out by the new service. This will be offset by the level of local supervision proposed, however it remains a risk in terms of being able to deliver all expectations and demands on those posts.

14.3 The Environmental Action Team Leaders and Environmental Action Chargehands (to be included in the second phase of this restructure) will need to be skilled and at ease with managing in a way which engages staff at all levels and truly values knowledge amongst the staff and local residents and businesses. A development programme will be put in place for these individuals in particular.

14.4 The new service will bind together two separate workforces with the inevitable difference in outlook, culture and aspiration that will need resolving if they are to unite and function well.

- 14.5 The bringing together of two services previously entirely separate with limited mutual knowledge is inherently risky in predicting precisely how operations will integrate and continue on the ground from day one.
- 14.6 There is a need to manage the timing of the restructuring across Housing Management and Environmental Action Services to ensure all candidates have an awareness of the full options available when the time comes for them to preference and /or apply for a new post.

## **15 Conclusions**

- 15.1 The street cleansing service has developed well since the last changes introduced via the Collective Agreement and since services were delegated to Area Committees in 2011. We are at another pivotal point in moving the service on again, not least by extending the scope of the Locality Teams to cover all land on Council estates, previously in the hands of the ALMOs.
- 15.2 These proposals aim to make best use of that and other opportunities and issues that have come to light over the course of the last 2-3 years. Partners, particularly the Police, are changing the way they deliver services within neighbourhoods. The Council has a strong desire to see the social capital that exists in local communities being used more effectively for better outcomes all-round. The financial climate for the foreseeable future remains one where our challenge will be to deliver services with maximum impact for the staffing and other resources invested in keeping Leeds clean. Whilst there are recognised risks associated with these proposals, they represent a good platform on which to deliver improved cleanliness outcomes.
- 15.3 Although there remains some detail to clarify and agree with the unions on the operational element of the new zonal service, both managers and unions agree that it is sensible to progress the management and supervisory parts. This will allow progress to be made in preparing the practical arrangements for the delivery of new service, including training and staff development.

## **16 Recommendations**

- 16.1 The Director of Environments and Housing is requested to approve phase 1 of a new Environmental Action Services delivery model/structure, as detailed in section 6 and summarised in appendix 2, and the recruitment to the posts as set out in section 7.

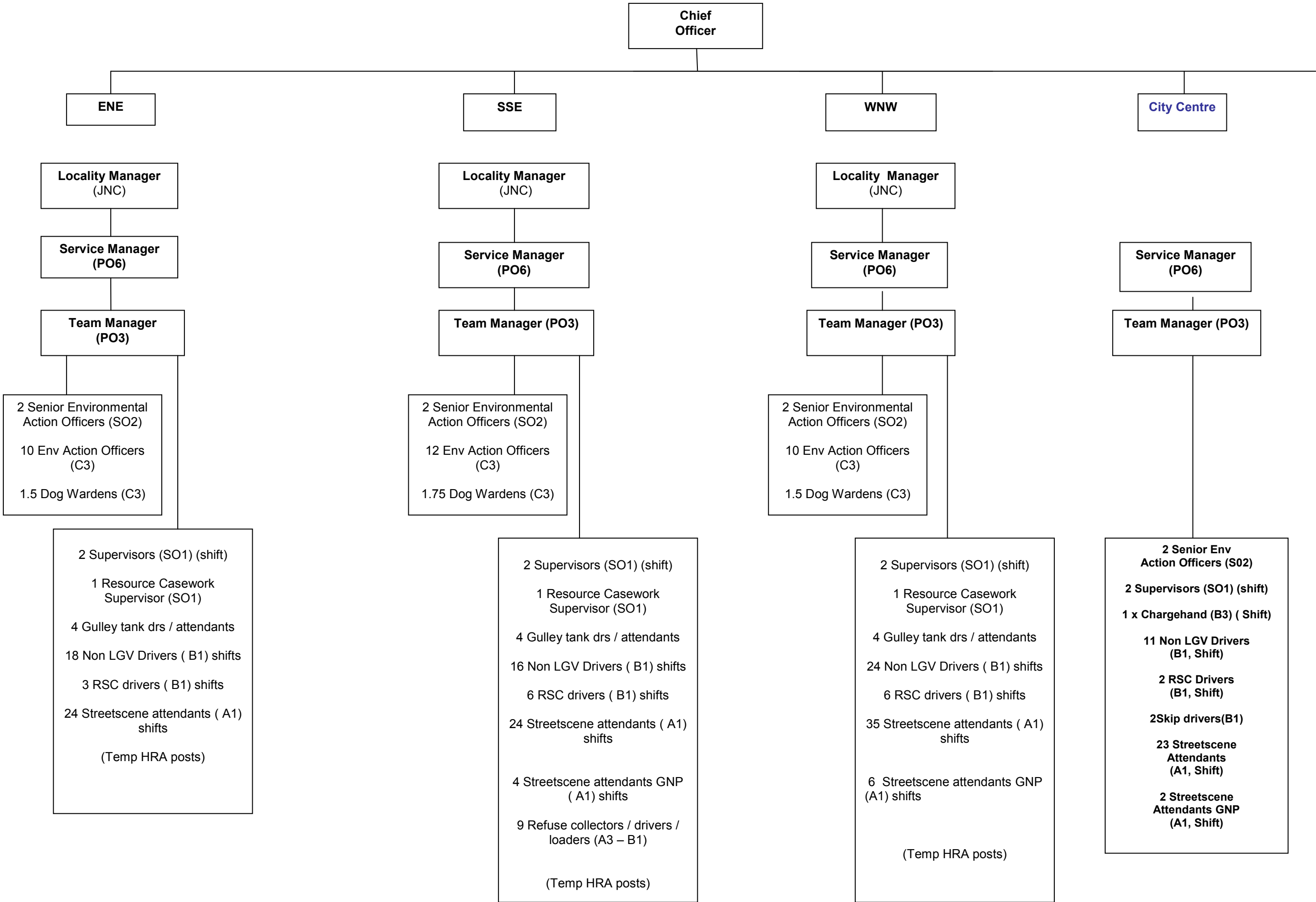
## **17 Background documents<sup>1</sup>**

None

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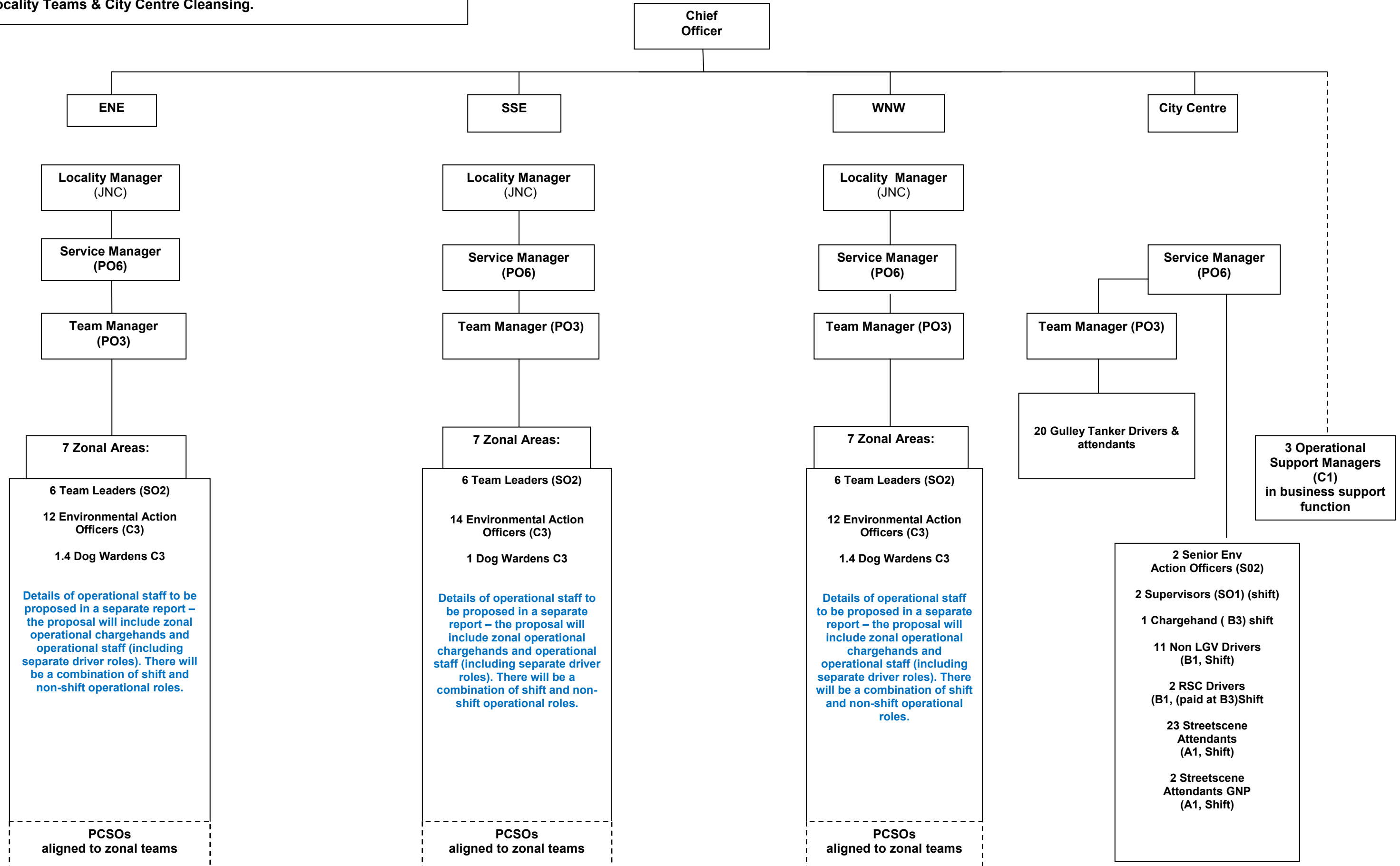
<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

**ENVIRONMENTAL ACTION CURRENT STRUCTURE**  
**Locality Teams & City Centre Cleansing.**





**ENVIRONMENTAL ACTION PROPOSED STRUCTURE**  
**Locality Teams & City Centre Cleansing.**



### Appendix 3.0 New Job Descriptions.

<b>Job Title:</b>	<b>Environmental Action Team Leader</b>	
<b>Service Area:</b>	Environmental Action . Locality Team	<b>Grade:</b> SO2
<b>Directorate:</b>	Environment & Housing	<b>Date:</b> Jul 2014
<b>Responsible To:</b>	Team Manager, Locality Team	
<b>Responsible For:</b>	A team of Environmental Action Chargehands, Operatives, Officers, dog wardens and any apprentices/work experience placements as required	

#### **PURPOSE OF JOB:**

To support the managers in ensuring improved accountability and continuous improvement of the service.

To lead, supervise and coordinate a geographical team, contributing to the outcome of cleaner streets and neighbourhoods, by directing resource, supporting residents and stakeholders and coordinating services.

#### **ROLES AND RESPONSIBILITIES:**

1. To undertake daily supervisory and line management duties for the clean neighbourhoods teams.
2. To ensure that available resources are being deployed in the most effective way to deal with, and tackle the root causes of, environmental issues facing the neighbourhoods in which the teams are operating.
3. To oversee the process and allocation of referrals received by the team so that staff are provided with good quality information, promptly. To ensure responses to customers are timely and appropriate.
4. To provide support and guidance to team members with day to day issues, including investigations and interventions, and support / guidance regarding the preparation of any necessary paperwork, including prosecution packs.
5. To monitor the quality of work undertaken, and to respond appropriately to instances of under and over performance.
6. To train staff and to ensure they have appropriate development plans in place where necessary in order that they achieve their potential.
7. To be responsible for the development and delivery of community based projects and campaigns.
8. To carry out a range of preventative actions including enforcement, educational activities and stakeholder engagement, to tackle the root causes of environmental issues.
9. To issue Fixed Penalty Notices and other legal notices within the context of environmental enforcement.
10. To provide evidence for court and attend court as a professional witness.

11. To support witnesses, members of the public, partners and colleagues, in being able to take action against the perpetrators of environmental crime.
12. To attend and represent the service at meetings such as community meetings, ward member meetings, environmental sub groups and Area Committees as required.
13. To ensure that the highest standards of customer service are provided and that customers are involved as part of the solution to the problems faced.
14. To investigate and resolve complaints regarding the service in accordance with the Councils complaints Policy.
15. To ensure that relevant databases and systems are kept accurately and promptly updated by the team.
16. To coordinate, and contribute to gathering intelligence and statistical information which helps to measure the success of interventions / service delivery.
17. To plan for, prepare and present operational / statistical reports.
18. To be accountable for the outcome of clean streets & neighbourhoods within a defined area, including accountability /responsibility for other key services such as Waste Management and Parks & Countrysides.
19. To work with partners, in particular the Police and Housing providers, in order to maximise their contributions towards achieving the outcome of clean streets/neighbourhoods, and to coordinate their resources effectively.
20. To work with Elected Members to achieve the outcome of cleaner streets/neighbourhoods within the framework of the Service Level Agreement.
21. To oversee the work of the business support team to ensure that their processes and activities support and service the operational teams efficiently and effectively.
22. Assist in the development and review of appropriate risk assessments, ensuring that safe systems of work are implemented as necessary.
23. To investigate and report on incidents and accidents to identify the cause and take corrective action to prevent further injury, adverse effects or ill health occurring.
24. To be responsible for the managing attendance process and local strategy to minimise absences.
25. To work with other Environmental Action Team Leaders to ensure that appropriate cover is available across the areas and to cover for one another where necessary.
26. To be responsible for the provision of all tools, equipment and vehicles in the area on a day to day basis.
27. To carry out and oversee/quality staff appraisals and 1-2-1s within the team.
28. To ensure that staff feel motivated and engaged in the values, vision and direction of the service, and to promote the values of the Council through appropriate behaviour and professionalism.
29. To ensure effective and positive staff and industrial relations in the working environment, including positive and open relationships with trade union representatives.

30. To undertake any other duties commensurate to the grade, as required.

**LOCATION:**

The postholder will spend a lot of their working day in the field. There will be a requirement to report to different bases in the city depending on operational circumstances.

**SOCIAL CONDITIONS:**

The postholder will communicate with all levels of staff, ward councillors, members of the public and external agencies and will work as part of a small local team as well as being part of a wider locality team. The post holder will be expected to work both positively and flexibly with team members upholding the values of the council. A flexible approach to ways of working will be required which on occasion may include the provisions of a similar service across other areas of the council. There will be requirement to work alone at times whilst fulfilling some field tasks.

**ECONOMIC CONDITIONS:**

The salary of the post is xx. The postholder will be entitled to xx days annual leave and 5 additional days after 5 years Local Government service.

**WORK HOURS AND PATTERNS:**

The usual working week will be 37 hours, working Monday to Friday. Exact start/finish times will be agreed locally. This may be varied as a result of operational reviews and through discussions with the teams and managers. The post holder will be occasionally required to work flexible hours to meet service requirements which will usually be within the provisions of the Councils flexitime scheme and therefore any hours accrued will be taken as flexi-time or TOIL (time off in lieu)

The post will involve a weekend working programme to be agreed with the team managers. This will be no more than one weekend every six weeks unless otherwise negotiated. Where weekend work is programmed in, the postholder will have two days off the subsequent working week. This will form part of the standard working hours and no additional payments will be applicable.

There may be occasional ad hoc requirement to work additional hours which will be recompensed in accordance with planned overtime rules. A reasonable period of notice will always be provided.

There may also be occasions where you could be called upon at short notice and in exceptional circumstances to provide a proportionate response to an emergency situation out of office hours, if you are able to do so. In these situations the Council has the discretion to pay an allowance in accordance with the time worked, or apply an inclusive rate of pay to take into account all features of the job.

Other conditions in accordance with the provisions of the scheme of Conditions of Service of the National Joint Council for the Local Government Services as adopted or amended by the Council.

Car Use Allowances – The postholder would normally have access to a fleet van. However, where this is not the case and if the postholder meets the criteria for essential car user status the corresponding allowance plus mileage will be paid whilst the postholder provides and maintains a vehicle for business use. Casual car user mileage is payable in accordance with local conditions of service.

**RELATIONSHIPS:**

The post holder will maintain effective relationships with staff at all levels within the Directorate, other Council Directorates, Elected Members, external agencies and the general public.

**PROSPECTS:**

Whilst no guarantee can be given to subsequent promotion, there are currently a number of higher graded posts within the Council which potentially provide the opportunity for career progression within the Council. Any subsequent vacancies will be filled in compliance with agreed Council procedures.

<b>Job Description Prepared / Reviewed by: John Woolmer</b> <b>Job Description Approved by: Helen Freeman</b> <b>Date: July 2014</b>
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*(This job description is current as at the date shown. In consultation with the postholder, it is liable to variation to reflect or anticipate changes in or to the job. This job description is issued as a guide to help you understand the duties you will initially be expected to undertake.)*

<b>SELECTION CRITERIA</b>	<b>Essential/ Desirable E/D</b>	<b>Means of Assessment: App./Interview/ Test/Certificate</b>
<b>Environmental Action Team Leader SO2</b>		
<b>KNOWLEDGE</b>		
An understanding of the role of elected members within the Council and the community	D	
An understanding of the diverse needs of communities and neighbourhoods and of how to involve them effectively in finding solutions to the issues they face	E	
An understanding of and commitment to equality and diversity in terms of both employment and service delivery	E	
An understanding of responsibilities in terms of Health and Safety	E	
An understanding of HR Policies including managing attendance and disciplinary procedures	D	
An awareness of the Service Level Agreements with Area Committees, and how they affect service delivery and practice on a day to day basis	E	
An understanding of the Council values and a commitment to embed them into ways of working	E	
<b>SKILLS</b>		
Ability to provide effective leadership, direction and coordination regarding resources, workloads, processes and projects	E	
Ability to manage and monitor performance effectively and provide clear objectives	E	
Ability to plan, manage and evaluate projects and strategies	E	
Excellent communication skills, both verbal and written	E	
Ability to make an effective contribution to internal/external meetings and working groups	E	
Ability to resolve potential conflict and to gain cooperation and trust	E	
Ability to direct and motivate staff	E	
Ability to develop productive working relationships that command respect, trust and confidence	D	
Ability to manage competing priorities whilst delivering on a range of service objectives and whilst adapting to changing circumstances	E	
Ability to use IT systems e.g. case management systems / databases, email and Word in particular	E	
Ability to produce work of a high standard with a attention to detail, whilst meeting often tight deadlines	D	
Ability to work across service boundaries to achieve objectives and outcomes	E	

Ability to use own initiative to develop solutions to complex issues and problems to ensure effective delivery of the service Ability to carry out enforcement activity and translate and apply legislative options to real life scenarios / cases	D E	
<b>EXPERIENCE</b> Experience of working within a service area relevant to the post Experience of supervising staff/teams Experience of reporting to and working effectively with a range of colleagues and partners Experience of developing and presenting information on your work/ service and the associated outcomes Experience of problem solving, individually and in a group setting Experience of carrying out training or briefing sessions to staff/colleagues and partners Experience of responding to compliments and complaints Experience of managing and developing staff to achieve objectives and outcomes	D E E D E D D E	
<b>OTHER</b> A commitment to the public service ethos, with a genuine interest in serving the public A commitment to continuous improvement and delivery of a high quality service	E E	



## Appendix 4.0 Equality Impact Assessment

### Equality, Diversity, Cohesion and Integration Impact Assessment - Organisational change impacting on the workforce



As a public authority we need to ensure that all organisational change arrangements impacting on the workforce have given proper consideration to equality, diversity, cohesion and integration. In all appropriate instances we will need to carry out an equality, diversity, and cohesion and integration impact assessment.

This form:

- can be used to prompt discussion when carrying out your impact assessment
- should be completed either during the assessment process or following completion of the assessment
- should include a brief explanation where a section is not applicable

<b>Directorate:</b> Environment and Housing	<b>Service area:</b> Environmental Action
<b>Lead person:</b> Helen Freeman	<b>Contact number:</b> 0113 24 78888
<b>Date of the equality, diversity, cohesion and integration impact assessment:</b> 13 <sup>th</sup> August 2014	

#### 1. Members of the assessment team:

Name	Organisation	Role on assessment team e.g. service user, manager of service, specialist
Helen Freeman	Leeds City Council	Chief Officer Environmental Action
Emma Jaye	Leeds City Council	HR Business Partner

#### 2. Summary of the organisational change arrangements to be assessed:

A universal change to the street cleaning service by creating a new Localities Service the wider Environmental Action Service, by integrating the existing Locality Teams with the Environmental Caretaking function of Housing Leeds. The rationale for the changes includes: having a deeper impact to build local responsibility and ownership of issues to secure lasting change, reducing duplication at managerial level; making the service more locally connected and responsive; and increasing the flexibility of operational staff teams through team working and improved multi-tasking.

The Locality Teams currently works either 35 or 36hrs doing a 4x3 shift pattern and the Environmental Caretakers work 37 hrs. over Monday to Friday. The new service will have



a mixture of working arrangements, but the hours have been agreed as 35 hours a week. The new positions have been job evaluated and the shift arrangements has meant some staff may need to work some additional hours to maintain their take home pay.

**3. Scope of the equality, diversity, cohesion and integration impact assessment**  
The integration and restructure of the Environmental Caretakers and Locality Teams within the Environmental Action Service

<b>4. Organisational change</b> (please tick all appropriate boxes that apply below)	
Restructuring and assimilation	<input checked="" type="checkbox"/>
Re-organisation and job re-design	<input checked="" type="checkbox"/>
Flexible deployment	<input checked="" type="checkbox"/>
Early Leavers Initiative	<input checked="" type="checkbox"/>
Cessation of a service	<input type="checkbox"/>
Downsizing of a service	<input type="checkbox"/>
Switching	<input checked="" type="checkbox"/>
Recruitment	<input checked="" type="checkbox"/>
Equal pay considerations	<input type="checkbox"/>
Job evaluation	<input checked="" type="checkbox"/>

Any other organisational change arrangements	<input type="checkbox"/>
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**Please provide detail:**  
The proposals are essentially an integration of two services and a redesign of the new whole service.  
The Locality teams would be given training to assist them in achieving the B1 level post.

Equally the Environmental Caretakers will need to undertake some training in respect of some of the previous locality duties to understand the whole role. Environmental Action Charge-hand posts have been created to support the Environmental Action Operatives. There are sufficient posts for all staff.

<b>4a. Do your proposals relate to:</b> please tick the appropriate box below	
The whole service	<input type="checkbox"/>
A specific part of the service	<input checked="" type="checkbox"/>
More than one service	<input type="checkbox"/>
<b>Please provide detail:</b> The Localities Service is one function within the Environmental Action Service. The Environmental Caretaking function from Housing Leeds which is being integrated, this is a small element of Housing Leeds' work.	

<b>4b. Do your proposals relate to:</b> please tick the appropriate box below	
Employment considerations only	<input checked="" type="checkbox"/>
Employment considerations <b>and</b> impact on service delivery	<input type="checkbox"/>
<b>Please provide detail:</b> This is to assess the impact of the restructure in terms of existing employees.  However it is anticipated that the restructure will have a deep impact to service delivery in respect of customer relationship and staff satisfaction.	

<b>5. Fact finding – what do we already know</b> Make a note here of all information you will be using to carry out this assessment. This could include: previous consultation, involvement, research, results from perception surveys, equality monitoring and customer/ staff feedback.  (priority should be given to equality, diversity, cohesion and integration related information) Listening sessions and workshops regarding the overall themes and principles of the
--

intended service change have been held since Sept 2013. These have been open to all supervisory and operational Localities staff likely to be in scope of the restructure. Latterly, relevant Housing Leeds staffs were also included. These sessions provided feedback which has been used to design the final structure proposals.

In the January 2014 consultation period, every member of staff in scope will have had the chance to go to at least two briefings, one being with Trade Union Convenors. At these meetings, staffs have been able to ask questions and make comments. Closely linked staff groups who are out of scope have also been briefed and their comments have been listened to.

In addition, a pilot has been ongoing since summer 2013 which provides experience and insight regarding the way of working now proposed for the whole new service.

**Are there any gaps in equality and diversity information**  
**Please provide detail:**  
 No  
 The existing groups of staff are from a diverse background.

**Action required:**  
 Following the restructure more could be done to attract candidates from BME background

**6. Wider involvement – have you involved groups of people who are most likely to be affected or interested**

Yes       No

**Please provide detail:**  
 Staff in scope & those closely associated with those in scope.  
 Trade Unions (Convenors and Shop Stewards)  
 HR (Managers and Business Partners for both Environmental Action and Housing Leeds)  
 Senior Elected Members.

**Action required:**  
 None.

**7. Who may be affected by this activity?**  
 please tick all relevant and significant equality characteristics, stakeholders and barriers that apply to your strategy, policy, service or function

**Equality characteristics**

<input type="checkbox"/> Age	<input checked="" type="checkbox"/> Carers	<input checked="" type="checkbox"/> Disability
<input type="checkbox"/> Gender reassignment	<input type="checkbox"/> Race	<input type="checkbox"/> Religion or Belief
<input type="checkbox"/> Sex (male or female)	<input type="checkbox"/> Sexual orientation	

**Other**

(**Other** can include – marriage and civil partnership, pregnancy and maternity, and those areas that impact on or relate to equality: tackling poverty and improving health and well-being)

**Please specify:**

The proposals intend to predominately alter the working patterns to a 3x4 shift working pattern. For some the hourly working week will change from 37/36 to 35. Whilst we are reducing the number of post holders who will work on a shift pattern, there will be some who will commence working shifts as a result of these proposals. This has introduces the possibility of change in peoples' working days and hours.

The work is physical and demanding. The length of each working day will bring different physical demands to some, who may find this difficult to cope with fully.

There will however be some posts that are Monday to Friday working pattern.

There are some staff with high support needs, these staff will still be supported and will now work as part of a team instead of lone working which they currently do.

As currently in operation now any agreed reasonable adjustments will remain in place and will be open to all staff that needs this support. There are sufficient posts for staff.

**Stakeholders**

- |   |  |   |
|---|--|---|
| <input checked="" type="checkbox"/> <b>Services users</b> | <input checked="" type="checkbox"/> <b>Employees</b> | <input checked="" type="checkbox"/> <b>Trade Unions</b> |
| <input checked="" type="checkbox"/> <b>Partners</b>       | <input checked="" type="checkbox"/> <b>Members</b>   | <input type="checkbox"/> <b>Suppliers</b>               |
| <input type="checkbox"/> <b>Other please specify</b>      |  |   |

**Potential barriers.**

- |  |  |
|--|--|
| <input type="checkbox"/> <b>Built environment</b>                        | <input checked="" type="checkbox"/> <b>Location of premises and services</b> |
| <input checked="" type="checkbox"/> <b>Information and communication</b> | <input type="checkbox"/> <b>Customer care</b>                                |
| <input type="checkbox"/> <b>Timing</b>                                   | <input type="checkbox"/> <b>Stereotypes and assumptions</b>                  |
| <input type="checkbox"/> <b>Cost</b>                                     | <input checked="" type="checkbox"/> <b>Consultation and involvement</b>      |

**specific barriers to the organisational change proposals**

**Please specify**

**8. Positive and negative impact**

Think about what you are assessing (scope), the fact finding information, the potential positive and negative impact on equality characteristics, stakeholders and the effect of the barriers

**8a. Positive impact:**

- Working pattern/hours: The proposals involve a change of shift pattern for some employees, which may present advantages for carers.
- Financial exclusion: The restructure could have involved a reduction in jobs/pay. The actual proposals mean that all operational staff can keep the same or more take-home pay.
- Communication: There are opportunities for better support and communication for operatives once the structure is implemented and all are in smaller teams with the support of a chargehand and a team leader.
- Location: Some employees may have the opportunity to work in a different place in Leeds which is more convenient in terms of their caring responsibilities or otherwise.
- Members should find the new service is more responsive and connected to their wards.
- Partners should find it is easier to work with the Council once the new service is implemented, in particular due to the zonal, multi-skilled teams.

**Action required:**

Team Leaders to establish/strengthen good local relationships to ensure the positive impact of the new structure is maximised.

**8b. Negative impact:**

- Working pattern/hours: The proposals involve a change of shift pattern for some employees, which may present disadvantages for carers.
- Communication: There is a risk that employees miss out on the opportunities available in the new structure if these are not communicated in a way they can access and understand.
- Disability: It is possible that employees with a disability cannot fulfil the new roles available to them without reasonable adjustments. The flexibility of working in a multi-tasking team should be drawn on to mitigate any negative impacts here.
- Location: Some employees may have the opportunity to work in a different place in Leeds which is less convenient in terms of their caring responsibilities or otherwise.

**Action required:**

- Managers to identify and support employees whose new role may have a negative impact on their financial situation or caring responsibilities.
- Managers to adapt their communication style to reflect the profile of employees.
- Managers to carry out risk assessments to assess if any reasonable adjustments are required.
- Managers to be flexible to enable staff to fulfil reasonable caring responsibilities.

**9. Will this activity promote strong and positive relationships between the groups/communities identified?**

Yes

No

**Please provide detail:** The Localities Service will be organised into 21 small zonal teams across Leeds, as opposed to 3 large localities. This provides the opportunity for zonal Team Leaders to act as a single point of contact for the Service in the relevant area. As a representative they will be able to build and maintain better links with local groups and stakeholders in order to improve local relationships. Furthermore, the zonal teams will be better placed to intelligently and proactively respond to the needs of their respective communities.

**Action required:**

None – action has already been considered as part of the proposals.

**10. Does this activity bring groups/communities into increased contact with each other (e.g. in schools, neighbourhood, workplace)?**

Yes

No

**Please provide detail:**

**Action required:**

**11. Could this activity be perceived as benefiting one group at the expense of another?**

Yes

No

**Please provide detail:**

<b>Action required:</b>

**12. Equality, diversity, cohesion and integration action plan**

(insert all your actions from your assessment here, set timescales, measures and identify a lead person for each action)

Action	Timescale	Measure	Lead person
Managers to identify and support employees whose new role may have a negative impact on their financial situation	At the time the appointment is made and one to ones. Staff have already been informed there will be potential for them to work extra hours to ensure take –home is maintained	Extra hours will be available for staff to work. Each manager will have a system to ensure additional hours are share out fairly.  Discuss/reviewed at one to one	The supervisors in each locality team.
Managers to identify and support employees whose new role may have a negative impact on their caring responsibilities	At the time the appointment is made. On-going	Discussed /Reviewed at one to ones	The supervisors in each locality team.
Managers to adapt their communication style to reflect the profile of employees.	Should already be doing this. It may need reviewing as the teams change. On-going	Feedback from staff and TU reps. Response from Engagement survey	The supervisors in each locality team.
Managers to carry out risk assessments to assess if any reasonable adjustments are required and implemented.	At the time the appointment is mad. On-going	Discussed /Reviewed at one to ones	The supervisors in each locality team.
Managers to be flexible to enable staff to fulfil reasonable caring responsibilities	At the time the appointment is made. On-going	Discussed /Reviewed at one to ones	The supervisors in each locality team.



Action	Timescale	Measure	Lead person
Team Leaders to establish/strengthen good local relationships to ensure the positive impact of the new structure is maximised	Should already be happening	Customer satisfaction surveys Feedback from customer groups	The Team Manager in each area.
Following the restructure more could be done to attract candidates from BME background – for example review advert and where the post is advertised.	Within six months from the completion of restructure	Increase in BME staff within the locality areas	HR Business Partner

<b>13. Governance, ownership and approval</b>		
State here who has approved the actions and outcomes from the equality, diversity, cohesion and integration impact assessment		
Name	Job Title	Date
Helen Freeman	Chief Officer Environmental Action	13 <sup>th</sup> August 2014
<b>Date impact assessment completed</b>		
13 <sup>th</sup> August 2014		

<b>14. Monitoring progress for equality, diversity, cohesion and integration actions</b> (please tick)	
<input type="checkbox"/>	As part of Service Planning performance monitoring
<input type="checkbox"/>	As part of Project monitoring
<input type="checkbox"/>	Update report will be agreed and provided to the appropriate board Please specify which board
<input checked="" type="checkbox"/>	Other (please specify): The Environmental Action Management Team will
Review the effectiveness of actions taken following the implementation of the new service. This will include reviewing any impact on an individual basis as part of the usual management meetings with staff ( 1-1s, appraisals).	

<b>15. Publishing</b>	
Though <b>all</b> key decisions are required to give due regard to equality the council <b>only</b> publishes those related to <b>Executive Board, Full Council, Key Delegated Decisions</b> or a <b>Significant Operational Decision</b> .	
A copy of this equality impact assessment should be attached as an appendix to the decision making report:	
<ul style="list-style-type: none"> <li>• Governance Services will publish those relating to Executive Board and Full Council.</li> <li>• The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.</li> <li>• A copy of all other equality impact assessments that are not to be published should be sent to <a href="mailto:equalityteam@leeds.gov.uk">equalityteam@leeds.gov.uk</a> for record.</li> </ul>	
Complete the appropriate section below with the date the report and attached assessment was sent:	
For Executive Board or Full Council – sent to <b>Governance Services</b>	Date sent: n/a
For Delegated Decisions or Significant Operational Decisions – sent to appropriate <b>Directorate</b>	Date sent:
All other decisions – sent to <a href="mailto:equalityteam@leeds.gov.uk">equalityteam@leeds.gov.uk</a>	Date sent:

