

**Report of: Chief Officer Community Safety**

**Report to: Delegated Decision Panel Environment and Housing**

**Date: 7<sup>th</sup> October 2014**

**Subject: Restructure of Leedswatch Service within the Environments and Housing Directorate – Phase 1 Management Team**

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 checked="" 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: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**Summary of main issues**

1. This report sets out the proposed re-design of Phase One of the Leedswatch Service - The Management Structure
2. The proposal sets out the budgetary implications and funding structure for the Service.
3. The report sets out the rationale for the proposals, the workforce implications, proposed method of implementation and financial implications.

**Recommendations**

4. That following any amendments made through the process of consultation, that :
  - 4.1. Phase One - the proposed Management structure for the Leedswatch Service is agreed and implemented by 31<sup>st</sup> October 2014.

## 1 Purpose of this report

- 1.1 This report sets out the proposals for the re-design of the Management structure (Phase 1) of the LeedsWatch Service and seeks approval for implementation. The proposals set out in this report aim to provide a fit for purpose management structure for the service, with greater resilience and flexibility so that the service can more effectively respond to the demands of customers and support future growth which will protect the service's longer term sustainability.

## 2 Background information

- 2.1 Over the past 3 years, the LeedsWatch service has undergone significant change. The integration of areas of business, such as Security Services, Out of Hours Noise Nuisance call handling, Metro CCTV monitoring, the Out of Hours Emergency service, Parkswatch, the monitoring of Tower Blocks in the East of the city, and the development of new areas of income generating business such as an in-house CCTV maintenance and installation service, has grown the team from around 42 officers in March 2011, to a service that now has over 80 posts within its structure.
- 2.2 Management posts relating to specific service teams (Security and the Service Development Manager), have been transferred from various parts of the Council on temporary arrangements, without recruitment procedures being followed. This has resulted in a number of officers residing in posts on long standing honorariums, and/or with no formal recruitment process taking place.
- 2.3 The restructure of the LeedsWatch Management team aims to address this issue, and ensure that all those successful in securing a post, do so on a substantive basis, providing a management structure that is fit for purpose, aligned to the demands of the service and sustainable moving forward.

## 3 Service Description

- 3.1 The LeedsWatch Service currently comprises of six main areas of business:

<b>Business Area</b>	<b>Service Delivery</b>
1. CCTV Monitoring	<ul style="list-style-type: none"><li>- Monitoring of 250+ CCTV Cameras</li><li>- Monitoring 26 Metro bus stations across West Yorkshire</li><li>- Radio liaison with WYP and other blue light services</li><li>- Monitoring of Tower Blocks in the East of the City</li><li>- Support to BACIL network</li><li>- Supporting specific covert WYP Operations</li></ul>
2. Security Call Handling and Despatch	<ul style="list-style-type: none"><li>- Out of Hours Noise Nuisance</li><li>- Care Ring calls</li><li>- Alarm monitoring and testing</li><li>- Lone worker</li><li>- White Knights Volunteers – dispatch of drivers to transport blood and other emergency supplies to NHS services</li></ul>
3. Security Emergency Mobile Response/Patrol	<ul style="list-style-type: none"><li>- Care Ring response (vulnerable individuals)</li><li>- Response to alarm breaches in Council and private assets</li><li>- Estate patrols inc. Cross Green Industrial Estate (income generating)</li></ul>
4. Out of Hours Emergencies Team	<ul style="list-style-type: none"><li>- Emergency repairs for ALMOs</li><li>- Out of hours service of Emergency Planning</li><li>- Support for Out Hours Noise Nuisance</li><li>- A wide range of other emergency responses for Council services</li></ul>
5. Parkswatch	<ul style="list-style-type: none"><li>- Managing Parks and Greenspace to prevent crime and disorder</li><li>- Working with partners including WYP to deal with specific issues</li><li>- Opening and closing of parks and cemeteries</li></ul>

	<ul style="list-style-type: none"> <li>- Supporting the general public to enjoy the city's greenspaces and make them safe places</li> <li>- Monitoring of licensed premises in the city's parks</li> </ul>
6. CCTV Installation and Maintenance	<ul style="list-style-type: none"> <li>- Installation of new CCTV Public Surveillance Systems</li> <li>- Maintenance and repair of existing CCTV Public Surveillance Systems</li> </ul>

3.2 In total there are currently 71 officers in post (79.08 FTEs) across all sections of the service. The service is also carrying 14 FTE in vacancies

### 3.3 Current Management Structure

3.3.1 A Management team oversee the operational and business development element of the service. This comprises of:

Post	Comment
1 CCTV Operations Manager PO6	Temporarily working as part of Community Safety Programme of Change Team
1 CCTV Deputy Operations Manager PO4	Post vacant
1 CCTV Co-ordinator PO3	Currently on secondment to HR
1 Security Operations Manager PO2	Longstanding appointment to PO2 Business Development role – no recruitment process evident
1 Security Assistant Manager SO2	longstanding honorarium to PO2 Operations Manager post (above) – no recruitment process evident
1 Operations Manager PO4	Currently occupying LeedsWatch Service Development Manager post – no recruitment process
1 Parkswatch Manager SO1	Currently receiving pay protection to SO2 – temporary local agreement
1 CCTV Maintenance Manager PO2	Not affected by restructure proposals

3.3 A copy of the current structure for the LeedsWatch Management Team, including posts unaffected by proposed service restructure is attached at appendix 3a.

3.4 The restructured LeedsWatch service will continue to deliver the services outlined at 3.1, however, the proposed changes to the Management Team will seek to develop a leaner, more flexible and responsive Management structure, capable of providing management support during peak times which are outside of normal working hours

3.5 The LeedsWatch service will lose £114k of income per annum as a result of the Adult Social Care Directorate's decision to re-develop the Care Ring Response Service. This significant loss of budget will be incorporated in to the budget setting process for the service redesign. A recent meeting with colleagues in Adult Social Care who are leading on the redesign of the Care Ring Response Service have confirmed that they are working towards the implementation of their new structure from November 2014.

3.6 Additional capacity outside of normal working hours 7 days per week, 4pm – 10pm Monday to Friday and 8am – 7pm Saturday and Sunday, has been included in the new management structure. The additional capacity recognises that managerial support is required during peak demand periods outside of normal working hours across the service. This additional capacity has been built in to the structure following consultation with the existing Management team, some of whom strongly expressed their choice to not

work outside the normal Leeds City Council flexitime regime. These new posts are part time and have been calculated using agreed public service criteria.

- 3.7 In deciding the new management structure for Leedswatch, minimising the loss of frontline capacity has been paramount. In total a saving of £26,072 will be made on the management structure, which includes building in new additional management capacity to effectively deliver a 24/7 service. The remaining efficiency of £48,928 will be made through Phase 2 of the Leedswatch Restructure which will involve 72.08FTE's currently in post.
- 3.8 Over the past 24 months, discussions have been taking place with staff and customers, to listen to their views and incorporate these within the new service structure. An example of how the views of members of the management team have been incorporated in the Phase 1 can be demonstrated through changes that have been made to the original management proposals as outline below;

## 4 Main issues

### 4.1.1 Scope of the structure

4.1.2 **Phase 1** of the restructure will affect 7 Officers at management level within the current service. A copy of the proposed structure is attached at appendix 3b.

4.1.3 The restructure provides an opportunity to consolidate staffing resources and create a more flexible staff structure. This will enable the service to respond to change as it develops and new areas of work are incorporated. The proposed management structure will provide the capacity and capability to better respond and drive the service more dynamically to respond to customer needs, and changes in the way that local services are being delivered. In particularly an increase in activity in the controlroom, as the Council embarks on a programme of CCTV installation in Tower Blocks across the city. The proposals for the management restructure are as follows:

4.1.4 The proposal is to create two strategic arms to the service, managed by one senior officer.

4.1.4.1 **PO6 Leedswatch Service Manager** – Overall responsible for all elements of the service, taking forward business development and technical support, responsibility for the development and delivery of a 24/7, 365 day per year operational service comprising of 6 key areas of service (see section 3.1):

The Leedswatch Service Manager will be responsible for the overall management of 4 senior managers (see below). They will be responsible for ensuring that all staff are properly managed, developed and supported to deliver the best possible service to Leedswatch customers.

4.1.4.2 **Technical and Business Development Service** – This part of the service will consist of the following officers:

- **PO1 Business Development Manager** (revised JD re-evaluated 08/07/2014 - Job Evaluated ref. 3800) – responsible for providing quotes for service from new clients, drawing up service specifications and contracts for service, processing charges (internal and external) and supporting the Service Manager in developing promotional material to sell services available through Leedswatch to clients from other public and private sector organisations.
- **PO2 CCTV Maintenance Manager (not affected by the proposed restructure arrangements)** – responsible for the delivery of maintenance for the Leedswatch CCTV service and other clients, providing quotes for new installations, delivery of new CCTV installations and the management of the SO1 CCTV Maintenance Engineer.

4.1.4.3 **Leedswatch Control room** – The Controlroom will become the hub of Leedswatch, providing a wide range of services including CCTV, Security alarm monitoring and response dispatch, and call handling for Council emergency operations.

- **PO2 Controlroom Manager** (Job evaluation ref. 3801 20/07/2014) – Line management of a minimum of 2 x Out of Hours Duty Managers and 5 x Supervisors (Grade TBA) responsible for the delivery of a 24/7 365 day service and their associated teams, which includes all operational elements of the CCTV monitoring, alarm monitoring and dispatch, and emergency call centre functions, working closely with West Yorkshire Police and other Council services, such as the Leeds Anti-Social Behaviour Team (LASBT). (see section 3.1).
- **PO2 Security Response Manager** (Job evaluation ref. 142134 04/08/2014) - Responsible for the line management of a minimum of 5 x Supervisors (Grade TBA) working a 24/7 365 day service, and their associated teams. This post will support the Leedswatch Service Manager to deliver a city wide security response service, working closely with West Yorkshire Police and other Council services, such as the Leeds Anti-Social Behaviour Team (LASBT).
- **SO2 Out of Hours Duty Manager x 2** (Job evaluation ref. 142135 04/08/2014) – These posts have been created to provide support to all the Leedswatch shifts during peak demand times. They will operate Monday to Friday (4pm–10pm) and Weekends (8am–7pm). They will also provide line management to the Controlroom Operatives with responsibility for handling emergency calls. These posts have been specifically created in response to consultation with the existing management team, some of whom did not want to work outside normal office hours.

4.1.4.4 It is proposed that all the Leedswatch managers will gain a working knowledge in the disciplines of all of the Leedswatch functions to some degree (less so in relation to the Technical and Maintenance elements of the service), in order to provide greater resilience and to support cross service working.

## 5 Workforce Implications and proposals for change

- 5.1 The restructure will be implemented with reference to the proposed changes to Terms and Conditions of employment, which have been agreed General Purpose Committee on 29 July 2014, decisions with regard to the workforce implementation plan for this restructure will be made in line with corporate decisions
- 5.2 In relation to the posts which are affected by the service restructure proposals. The new Management structure proposes 6.35 x FTE, a decrease of from the current structure of 0.65 x FTE. The new job descriptions are attached at Appendix 1. All the Job Descriptions have been through Job Evaluation.

## 6 Method (s) of Implementation

- 6.1 The table below summarises the proposed method of implementation, using a two up / two down ring-fencing arrangement.

Current Role	Proposal	Comment
PO6 CCTV Operations Manager	Delete	Ring-fenced to PO6 Leedswatch Service Manager post
PO4 Deputy CCTV Operations Manager	Delete	Post vacant
PO4 Customer Services Operations Manager	Delete	Ring-faced to PO6 Leedswatch Service Manager post, PO2 Controlroom Manager, PO2 Security Manager posts
PO3 CCTV Co-ordinator	Delete	Ring-fenced to PO2 Controlroom Manager,

		PO2 Security Manager and PO1 Business Development Manager posts'
PO2 Security Manager	Delete	Ring-fenced to PO2 Controlroom Manager, PO2 Security Manager and PO1 Business Development Manager, and SO2 Duty Manager posts.
PO2 CCTV Maintenance Manager	Retain	Slot to existing post holder
SO2 Security Assistant Manager	Delete	Due to long standing honorarium to PO2 - ring-fenced to PO2 Controlroom Manager, PO2 Security Manager and PO1 Business Development Manager and SO2 Duty Manager posts.
SO1 Parks Patrols Manager	Delete	Due to pay protection arrangement to SO2 - ring-fenced to PO2 Controlroom Manager, PO2 Security Manager, PO1 Business Development Manager and SO2 Duty Manager Posts.

- 6.2 Employees subject to ring-fencing arrangements will be asked to submit an expression of interest for the posts they have preferenced. All those expressing an interest will be interviewed. Those in scope will be asked to complete a preference form indicating which posts they are interested in applying for and a shortened application form will then be completed. It is therefore intended that all employees who indicate they wish to be considered for a post will be interviewed and no short listing will take place, providing the post is within their ringfence.
- 6.3 Affected employees have already been offered the opportunity to be included in the Talent Pool at Priority 3 ahead of final structure being agreed. This will not adversely affect their opportunities within the assimilation to the new structure unless an offer of alternative employment is accepted ahead of the implementation of the new structure. Support and guidance continues to be offered by Human Resources.
- 6.4 If appropriate the Directorate will make use of the Early Leavers Initiative where possible to agree requests from employees for voluntary early retirement or voluntary severance.

## 7 Corporate Considerations

### 7.1 Consultation and Engagement

- 7.1.1 The Chief Officer for Community Safety and Head of Service have provided opportunities for all staff to meet with them to share the functional structure proposals and enable officers to discuss these further within their team meetings.
- 7.1.2 Formal proposals including structure, grades and assimilation proposals were shared with staff at meetings commencing 24<sup>th</sup> September 2013. These have subsequently been revisited in light of concerns raised by the current management team, and due to the imminent withdrawal of the Care Ring Response service which will result in LeedsWatch losing £114k per annum of income from Adult Social Care.
- 7.1.3 The Trade Unions were presented with the proposal on the 12<sup>th</sup> September 2013. The period of formal consultation commenced on the 24<sup>th</sup> September 2013. Employees have had the opportunity to provide feedback to the Chief Officer and Head of Service by email and in a face-to-face meetings.

- 7.1.4 A further meeting with the Trade Unions took place on 5<sup>th</sup> February, where it was agreed to split the restructure in to two parts. Further consultation will take place with officers in relation to the revised Phased One proposals with members of the management team.
- 7.1.5 Formal consultation in regards to Phase 1 of the revised restructure commenced 17<sup>th</sup> April 2014. All Members of staff affected were invited to attend. Some officers who are members of the GMB Union declined to attend the consultation meeting. A suggestion was made that their Union Convenor represent them at the meeting. The GMB Convenor contacted the Head of Service prior to the meeting, to send his apologies and advise that advice was being sought from the GMB Regional Officer with responsibility for Leeds City Council. His apologies were therefore noted. Notes of the meeting were taken and will be shared with those members who declined to attend.
- 7.1.6 A further informal meeting took place 4<sup>th</sup> June with officers affected by the restructure proposals and the Head of Service. All those affected attended with the exception of Stuart Inman, who declined the invitation and Rob Moore who was on annual leave. A detailed discussion took place where the proposed structure was agreed by those who attended.
- 7.1.7 A final meeting with the Unions took place on the 14<sup>th</sup> August and was attended by all Trade Unions.
- 7.1.8 The Head of Service has repeatedly offered opportunities for staff affected by the Phase 1 restructure to meet with her on a 1-2-1 basis. Many of those affected have taken up this opportunity. In summary, the main issues raised in person and via the Trade Unions are:
- Lack of consultation with members of the management team in advance of the formal consultation commencing
    - Senior officers from the Leedswatch management team, supported the Head of Service to develop the Phase 1 proposals prior to formal consultation commencing. Officers have been given every opportunity to comment on the proposals as part of the formal consultation process, which has been undertaken in line with Council policy.
  - Grades of new roles
    - Grades for the new JD's have been undertaken through the Job Evaluation Team in line with agreed policy.
  - The transfer of a PO4 Operations Manager from Citizens and Communities in November 2013.
    - A DDN has been completed and signed by the appropriate CO.
  - The loss of the CareRing contract and the impact this will have on the service restructure proposals.
    - Discussions have been taking place with ASC, and efforts to minimise the impact of the CareRing restructure on frontline staff are being investigated.
  - The existing PO6 CCTV Operations Manager requested a slot to the new PO6 Leedswatch Service Manager post.
    - Staff have been advised that with the exception of 1 PO2 CCTV Engineering Manager post, all the other jobs are new and have job descriptions that are substantially different from the current job descriptions, also some have different grades to those the existing structure. This means that all of these post will be ring-fenced not slotted.
  - The existing Parkswatch Manager has raised concerns that the deletion of his role, will reduce the service's ability to be flexible.
    - Parkswatch will sit within the new Security Response team. Additional 24/7 Supervision capacity and deputy roles have been built in to the draft Phase 2 team structure to support more flexible working. Also, the Parkswatch and Security team will become one team, and whilst they will continue to have specific functions in relation to the use of the city's parks and green

spaces, the proposed new team will encourage great team working to support service delivery. Further discussion in regards to the operation structure of this team will be undertaken as part of Phase 2 of the Leedswatch restructure.

7.1.9 More detailed responses have been provided via the Trade Unions to the various issues including those raised above.

7.1.10 Other key stakeholders such as the Adult Social Care, Citizens and Communities, Metro have been given the opportunity to feedback on the proposals in as much as how the staffing structure may impact on delivery and joint working.

## 7.2 Equality and Diversity / Cohesion and Integration

7.2.1 An Equality Impact Assessment has been undertaken in relation to the proposed structure and is attached at Appendix 2. There are no adverse impacts to specific groups of staff as a result of this restructure and the assimilation process proposed.

## 7.3 Council Policies and City Priorities

7.3.1 The proposed structure has been designed to maximise the ability of Leedswatch to meet the city priorities, support the delivery of the Safer Leeds Strategy and to support the wider Council in it aims to generate income and promote a more enterprising approach to service delivery.

## 7.4 Resources and Value for Money

The table below illustrates the posts in the current structure and the proposed structure (posts not affected by restructure are not included below). The proposed functional structure is illustrated at Appendix 3b.

Leedswatch Restructure					
		2013/2014		VARIATIONS	
	<i>Actuals in Post</i>	<b>Current Approved Budgeted Structure</b>	<b>Proposed Structure</b>	<b>Current to Proposed</b>	<b>Actual to Proposed</b>
<b>Grade</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
PO6	1.00	1.00	1.00	0.00	0.00
PO4	1.00	2.00	0.00	-2.00	-1.00
PO3	1.00	1.00	0.00	-1.00	-1.00
PO2	2.00	2.00	3.00	+1.00	+1.00
PO1	0.00	0.00	1.00	+1.00	+1.00
SO2	1.00	1.00	1.35	+0.35	+0.35
SO1	1.00	1.00	-0.00	-1.00	-1.00

7.4.1 The detailed financial breakdown of how the posts are to be funded is shown in Appendix 4. The financial analysis of the proposed Phase 1 restructure shows that there will be a full year cost of £268,224 against an actual cost of £294,296, resulting in a saving of £26,072.

7.4.2 The Leedswatch service has been given an efficiency target of £75k to delivery through its redesign. The proposed Phase 1 restructure, which involves 7FTE's, will contribute to the delivery of on third of this efficiency. The Phase 2 restructure proposals, which will involve approx. 72 FTE's will seek to deliver the remaining efficiency target.



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

7.5.1 The recommendations within this paper are not subject to Call In as they are within the delegated authority of the Director of Neighbourhoods and Housing.

## **7.6 Risk Management**

7.6.1 Failure to restructure the service will result in an on-going shortage in capacity to deliver the existing programme of activity, and to grow the income generating side of the business. This may put the service at risk in the future and therefore put jobs at risk.

7.6.2 Assimilation of staff into the new structure has been discussed with Trade Union colleagues and will be monitored to ensure that a fair and transparent process is followed. Support to all staff within scope will continue to be offered.

7.6.3 A comprehensive training and development programme will need to be put in place as part of the restructure process to ensure that new / merged areas of business are fit for purpose moving forward.

## **8 Conclusions**

8.1 The proposed management structure has been drawn up to enable the LeedsWatch service to meet its current business needs, while also enabling it to exploit opportunities to develop new income generating activity. In order to achieve this, the service needs to operate more flexibly and the management structure needs to be better aligned to the needs of the business.

8.2 In order to protect the operational arm of the business, it has been agreed that the management structure will be reduced to deliver additional efficiencies as a result of the service losing the Care Ring Response contract.

## **9 Recommendations**

9.1 The Director of Neighbourhoods and Housing is recommended to approve Phase One of the LeedsWatch structure.

## **10 Background documents**

Appendix 1 – Job descriptions

Appendix 2 – Equality impact assessment

Appendix 3a – Existing structure chart

Appendix 3b – Proposed management structure chart

Appendix 4 – Financial information

Appendix 5 – Variations to staff numbers