

Report of Chief Environmental Action Officer

Report to Director of Environments and Housing

Date: 22nd March 2017

Subject: Environmental Action Services Review

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 checked="" 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

The Environmental Action Service is required to make savings of £710k in staffing and related expenditure from 17/18. This report outlines the proposals to deliver that in ways which minimise the impact on front line service delivery and take into account the likely outcomes of the Council-wide review of Locality Working.

This report proposes that the current Locality Team structure be replaced by a city-wide management framework, whilst maintaining a number of local and dedicated operational teams covering cleansing and environmental enforcement work. The proposals include a net reduction of 18 posts overall and there are currently 43 FTE posts vacant from a total 430 staff of services in scope. A number of managerial and supervisory roles are proposed for deletion with changes to post numbers at the next level of supervision and the creation of a new Senior Team Leader post.

Alongside these changes, it is proposed to allow the release of ten operational staff who have sought to make use of the Early Leavers Initiative for some time. The timing of their departure will be managed as part of the wider recruitment on implementation of these proposals. Three employees become at risk of redundancy and will be supported through the Managing Staff Reductions process, with reasonable alternative posts available to all three. There are sufficient posts proposed for all staff currently employed in the services in scope. The majority of changes affect the Locality Teams and the city centre team, with two posts affected in Environmental Health and Business Support. Parking Services are unaffected by these proposals.

Recommendation

Having reviewed the Environmental Action structure within the Directorate, the Director of Environment & Housing is recommended to approve the proposals set out in section 3 below.

1. Purpose of this report

This report sets out the proposed review of the Environmental Action Service within the Environment and Housing Directorate.

2 Background information

- 2.0 Since 2010, the Council has faced an unprecedented financial challenge, requiring further savings of £110m to 2019/20. By March 2017, the Council will have deleted 3,200 full time equivalent posts to assist in achieving the savings required.
- 2.1 Budget proposals now agreed for 17/18 include a saving of £710k from a review of posts and staff related expenditure in Environmental Action Services. The significant proportion of this will be found through the proposals in this report.
- 2.2 There have been a number of restructures in the various parts of Environmental Action Services over recent years. This has particularly covered the environmental enforcement group and street cleansing teams as locality teams were created in 2011. Changes made at that time facilitated a separation of the management of street cleansing from refuse collection services. The environmental enforcement teams were brought together with cleansing teams, however the latter remained largely unchanged until a full restructure in 2015. Significant in this last restructure was that it was done voluntarily, with staff choosing whether to take up the opportunity of new roles. The majority did, however the service has not been able to fully transition to the intended structure, which has been the basis for the budget provision nevertheless. The incomplete introduction of the new structure means comparisons of the proposals in this report to the reality of current posts in place now are not at all straightforward.
- 2.3 Over recent years, the service has been successful in increasing productivity and improving outcomes with a fairly constant level of resource. In Locality Teams, this has been achieved through the deployment and configuration of front line teams through a zonal model introduced across the city in late 2015. Each of the 21 operational zones is overseen by a Team Leader with responsibility for a dedicated cleansing and enforcement team. The zonal model helped teams to understand the needs of their areas well and to build connections with local Members, residents and communities alike. The city centre cleansing and enforcement team was not part of this restructure and the roles here remain largely unchanged from 2011.
- 2.4 Whilst resource levels have not changed over recent years, street cleansing outcomes have improved significantly as measured anecdotally and through city-wide surveys. The service has a reputation of providing thorough and swift clean-

up operations following key events in the city and there is good confidence in the service which is seen as responsive and thorough.

- 2.5 The creation of the Locality Teams went hand-in-hand with the delegation of the responsibility for these services to Community Committees. Service Level Agreements have been in place ever since and the service is held to account locally through the presentation of performance information at a variety of Community Committee sub-groups and local forums. The Locality Teams follow the common three 'wedge' model, with each accountable to three or four Community Committees for the delivery of street cleansing outcomes.
- 2.6 A review of the Locality structures across the Council has been undertaken and is coming to a close. The indications are of a move to a city-wide model, with key Priority Neighbourhoods selected for integrated and enhanced attention across relevant services and partners. It is expected that the work of the current Locality Teams in Environmental Action will form an important part of the combined effort to improve the Priority Neighbourhoods selected. The proposals in this paper are compatible with a move from a model of three localities to one of city-wide support with the flexibility to contribute well to the Priority Neighbourhoods whilst also working well in those areas which are a specific priority to the service due to particular environmental challenges and conditions.
- 2.7 Whilst most change has taken place to staffing in the three Locality Teams, the city centre as a location has moved on significantly in the last five years. The building of the Arena, a significantly increased footfall from an expanded retail core, an increase in national and world-wide events and the south bank expansion have all brought new challenges to the city centre cleansing team. The creation of the Leeds BID has brought opportunities too, through additional cleansing capacity and an opportunity to engage with businesses beyond a singular enforcement approach. The city centre team now have several years' experience of delivering services in this new setting and it is timely to reflect on management and supervision requirements needed to take this team forward.

3 Main issues

- 3.1 Both the 17/18 budget provision and changes planned to locality working across the Council require another review of the Locality Teams, the City Centre team and Environmental Health Services. Changes proposed in Environmental Health have been limited to management and support services. The proposals have also been shaped with a focus on maintaining cleansing outcomes in residential and city centre areas. The ability to achieve that with a genuine net reduction in posts will require further operational productivity gains, a clear focus on priorities and an understanding of the impact of prioritisation on all locations and the extent of cleansing work that can realistically be undertaken across the city in the future.
- 3.2 The reduction in managerial posts makes the levels of support through better ICT solutions even more crucial. This, for example, to enable efficient measurement and reporting on operational activities and outcomes. The impact of reductions at a managerial level would also be ameliorated through a review of the current

infrastructure of locality meetings together with a new way of supporting these collectively and efficiently through single points of reference for a range of services.

3.3 Proposal

3.3.1 Having reviewed the staffing structure, the proposed changes are detailed below. To assist, the current and proposed structures are provided at Appendices 1 and 2.

3.3.2 Environmental Health and Business Support.

It is proposed that the Service Manager post (PO6) in the Environmental Health structure is deleted.

In January 2016, the Environmental Health Manager post was reviewed and re-graded to JNC 45% with the removal of Parking Services from the previous portfolio. The new Environmental Health Manager post was filled in March 2016 and in September 2016, the Service Manager in this service was transferred to support the WNW Locality Team. The current arrangement of a vacant Service Manager post together with the reduced portfolio of the Environmental Health Manager post shows this position to be workable in the longer term. The proposal to delete the Service Manager post here cements the arrangement that has been in place since Sept 2016.

The Business Support Manager post (PO5) has been vacant since April 2016. It is proposed to delete this post to again formally establish what has been in place for the last 10 months. A temporary post of PO2 Business Manager was created in 2015 and filled to March 2016 but has remained vacant since. It is proposed to delete this post also.

3.3.3 City Centre Cleansing and Enforcement team.

It is proposed to delete the City Centre Locality Manager graded Dir 60%. This post was created to lead and coordinate the operational management and development of Leeds City Centre across a variety of disciplines including; street cleansing and environmental enforcement, business liaison, street licensing and regulation, parking, parks and open spaces and community safety. The post has never been filled and is proposed for deletion. The transfer of an existing Locality Manager post Dir 52.5% to the city centre from Sept 2016 has brought senior leadership capacity to Environmental Action Services delivered here and an opportunity to provide capacity and opportunity to help co-ordinate across other service operating in the city centre also.

The structure of the city centre cleansing and enforcement team itself has not fundamentally changed since 2011. The city centre locality, cultural offer and geography has, however changed significantly and new partners such as Leeds BID and 3Gs are now well established here. Whilst not part of the 2015 Locality

Team restructure, features of the changes introduced in the Localities are felt to be of benefit to the city centre also now.

It is proposed to delete a Senior Environmental Action Officer (SEAO) post (SO2), currently vacant, with one therefore remaining to undertake environmental enforcement work in the city centre. Since those two posts were added to the city centre team, there have been changes through the contributions of the Fixed Penalty Notice (littering) contract now in place, also the work of Leeds BID. One of the SEAO posts has been vacant since June 2016, when the incumbent was promoted within the team.

The Team Manager (PO3) and Service Manager (PO5) posts remain unaffected in the city centre. It is proposed to introduce a Monday – Friday Team Leader (SO2) post as currently exists in Locality Teams and delete two shift Supervisor (SO1) posts. The current Supervisors work a shift pattern, meaning only one is at work at any one time. The Team Leader post will continue that position, but with significantly fewer hours covered across the seven day week. The Team Leader will have oversight of both shifts and can provide greater consistency and continuity to ensure operational issues are communicated and handed over well at mid-week shift change.

In order to provide weekend cover and support to the Team Leader during the week, the working Chargehand posts (B3) will move to a C1 Chargehand post working to the existing job description in Locality Teams.

Additionally, four Assistant Chargehand / Driver posts (B2) will be created in the city centre team covering the existing early and late shifts. This will allow a proper hand over with night crews before 10pm and from 6am, which is not currently in place.

In addition to the above and to address costs, 2 B1 'aquazura' posts and two A1 Streetscene Attendant posts will be deleted. These four posts are currently vacant.

3.3.4 Locality Teams.

It is intended that the current WNW, ENE and SSE locality teams be replaced by a city-wide team, in line with expectations from the corporate review of locality working. It is therefore proposed to delete 1.5 Locality Manager posts, both of which will be vacant. Two Locality Manager posts will remain on structure; with current incumbents covering the city centre and the rest of the city.

Whilst a city-wide arrangement is proposed, there is a need to manage and deploy operational teams in multiple, smaller units across the city.

A model of eighteen operational zones / teams across the city (excluding the city centre) will be established. Each of these will follow ward boundaries, with some zones covering two or more wards. Included within these eighteen zones are six priority zones with different managerial arrangements and enhanced operational

capacity compared to the remaining twelve standard zones. The priority zones will be confirmed once the Council-wide Priority Neighbourhoods are known, but will also include areas which are a service priority due to local environmental conditions regardless of the corporate selections.

It is proposed that the management of these eighteen zones is undertaken by three of the existing Service Manager posts (PO6). The 0.5FTE Service Manager post on structure would undertake a city-wide role supporting the work of all zonal teams on common areas of work such as fleet procurement and management, policy reviews and community engagement etc. It is further proposed that the current 3 x Team Manager posts (PO3) are deleted in Locality Teams. Two of these posts will be vacant from April 2017.

In recognition of the need for priority attention to certain zones, a new post of Senior Team Leader (PO2) is proposed and for there to be six such posts, one for each priority zone. This Senior Team Leader will also have responsibility for two other standard zones, which will continue to be headed up by Team Leaders, whose post remains unchanged. Therefore, a Senior Team Leader will be responsible for their own priority zone and two other standard zones. That arrangement will effectively create six zone clusters across the city, comprising a priority zone and two other zones. This arrangement provides the ability for the Senior Team Leader to draw resource into the priority zone from all zones for which they have operational oversight and responsibility. The job description for this new post is attached at Appendix 3.

The current structure of 18 x Team Leaders (SO2) will be reduced to twelve. However, with the addition of the six Senior Team Leaders as described, supervisory numbers at this crucial level will be maintained.

There are 38 Environmental Action Officer posts on structure. It is proposed to delete six of these, all of which are currently vacant. These deletions are proposed purely as a cost saving measure and, whilst a reduction on structure, do not represent a change in resource on the ground as at early 2017.

There are currently 42 Chargehand posts (C1) in Locality Teams and it is proposed to reduce these to 39. This cost saving measure is facilitated by the change from the current 21 zones to 18. In addition, it is proposed that a further three of the existing posts be moved from working a shift pattern to Monday to Friday working. Making that change will allow greater connection and continuity between the operational shifts in the priority zones. Whilst the number of zones are being reduced from 21 to 18, it was felt that a corresponding reduction in Chargehands (ie 42 to 36) would prove insufficient. Whilst fewer zones, the total area to cover of course remains the same and there is also a need to create capacity in order to flexibly deploy this resource in the priority zones; the needs of which will continue to change over time.

3.5 Workforce Implications

- 3.5.1 The structure introduced in Locality Teams in 2015 has never fully been in place due to the offer for staff to choose whether or not to remain on old (pre-2015) job descriptions. The new structure was approved and financial provision made on the assumption it would be introduced eventually. However the picture on the ground is far more complicated with people on old job descriptions held against new posts in a way to ensure no overspend on staffing. This situation needs to be borne in mind when making comparisons between the current position and that proposed in this report. The total net reduction in posts proposed is 18 and there are currently 35 FTE posts in scope which are vacant, excluding those to transfer under the corporate support services review.
- 3.5.2 **Locality Manager post.**
There are currently two Locality Managers in post, allowing the proposed deletion of the vacant 0.5 FTE Locality Manager (Dir 52.5%) and 1.0 FTE Locality Manager (Dir 60%) on structure.
- 3.5.3 **Service Manager posts.**
There are currently 3.5 FTEs (4 people) in a Service Manager post (PO6) for the proposed 3.5 FTE posts. The Service Manager (PO5) in the City Centre remains unchanged.
- 3.5.4 **Team Managers (PO3)**
There are 4 Team Manager posts (PO3) on structure and it is proposed to reduce these to one, located in the city centre. Two of these posts will be vacant from April 2017. There has been agreement with the individual that they be offered a Senior Team Leader post (PO2) to avoid undergoing a competitive process. The current Team Manager in the city centre would therefore continue in this role as at present.
- 3.5.5 **Team Leaders (SO2)**
The current structure of 18 Team Leaders will be reduced to 12. There are currently 3 Team Leader posts vacant. The addition of 6 new Senior Team Leader posts retains post numbers at this level of supervision. The Senior Team Leader posts will be filled via a competitive process from the existing Team Leaders and the two SO1 Supervisors at risk of redundancy.
- 3.5.6 **Supervisors (SO1)**
The 2 x SO1 (shift) Supervisors posts will be deleted and Team Leader SO2 roles will be offered as reasonable alternative posts, therefore avoiding the need for redundancies.
- 3.5.7 **Environmental Action Officers (C3)**
6 x Environmental Action Officer posts will be deleted. There are currently 8.42 (FTE equivalent) of these posts vacant.
- 3.5.8 **Chargehand posts (C1)**
3 x C1 Chargehand posts will be deleted in the localities and a further three converted from a shift pattern to Monday to Friday working. This represents a

reduction of 3 of the current cohort of 42 Chargehand posts in Locality Teams. There are currently 4 Chargehand (C1) posts vacant in the locality teams, with one more to be vacated on 31 March and another currently filled temporarily to April 2017. There will therefore be 6 vacant C1 Chargehand posts in Locality Teams from 1st April 2017.

In addition, it is proposed to change the 2 current B3 working chargehand posts in the city centre into 2 x C1 Chargehand posts. One post is currently filled permanently and the other, temporarily to April 2017.

There will therefore be 38 people permanently employed as a B3 or C1 Chargehand on 1st April, with 41 x C1 Chargehand posts proposed across the service (including 3 working Mon-Fri).

3.5.9 City Centre operational posts.

It is proposed to delete 2 x B1 (shift) driver posts and 2 x A1 (shift) Streetscene Attendant posts in the city centre. All of these four posts are currently vacant. The creation of 4 x B2 Assistant Chargehand posts will maintain operational numbers on structure and will be recruited to on approval of these proposals.

3.5.10 Environmental Health and Business Support roles.

The proposals to are to delete the PO6 Service Manager in Environmental Health, the PO5 Business Support Manager and the PO2 (Temp) Business Manager, all of which are currently vacant.

3.5.11 The new structure will be implemented using the Managing Staffing Reductions Policy. However, through these proposals, redundancies can be avoided through the offer of alternative posts and recruiting to the new posts proposed.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 Formal consultations commenced on 27th February 2017, with a range of meetings arranged with Trade Unions and staff throughout up to 15th March. Email and hard copy briefing notes were provided for all staff in scope.

4.1.2 The proposals were explained to Community Committee Environmental Champions at a meeting on 13th March. The Chief Officer also met with individual Members upon request, following publication of the intention to consider these staff changes which constitute a Key Decision.

4.1.3 A small number of changes were requested by Trade Union representatives, some of which are confirmed in this final report. Where suggestions were not supported, this was explained at a final consultation meeting with Trade Unions on 15th March. A written response to the main issues raised during the consultation was provided by email to relevant convenors and stewards on 15th March.

4.1.4 Two members of staff submitted email responses direct, one of which was in support of the changes with the other raising points of concern which were responded to during the consultation.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 Due regard has been given to equality and diversity and the equality impact assessment screening has been completed and is attached as appendix 4 to this report.

4.3 Resources and value for money

4.3.1 The financial implications of the proposals set out in section 3 are detailed in the tables below.

Management & Supervision	FTE	£'s
<u>Reductions / Savings</u>		
DIR 60%	(1.00)	(83,860)
Locality Manager (Dir 52.5%)	(0.50)	(40,330)
PO6 Service Manager	(1.00)	(55,710)
PO5 Business Support Manager	(1.00)	(53,190)
PO3 Team Manager	(3.00)	(138,170)
PO2 Business Manager	(1.00)	(50,960)
SO2	(7.00)	(266,000)
SO1 Supervisor (Shift)	(2.00)	(80,280)
Total savings	(16.50)	768,500
<u>Additions / costs</u>		
PO6 Service Manager	0.50	27,850
PO2 Senior Team Leaders	6.00	254,520
SO2 Supervisor 37Hrs (Mon To Fri)	1.00	37,980
Ongoing Pension costs		54,270
Total costs	7.50	374,620
Total management / supervision savings	<u>(9.00)</u>	<u>393,880</u>

Operatives	FTE	£'s
<u>Reductions / savings</u>		
C3 - EAO X 6	(6.00)	(187,560)
C1 - Chargehand (shift)	(6.00)	(187,560)
B3 Chargehand	(2.00)	(56,840)
B1 Aqua posts	(2.00)	(59,460)
A1 attendants	(2.00)	(47,180)
Total saving		- 538,600
<u>Additions / costs</u>		
C1 Chargehand	2.00	62,520
B2 Assist Chargehand (Shift+Nights)	4.00	110,800
Additional C1 chargehands (Mon to Fri)	3.00	84,780
Total cost		258,100
Total savings (operatives)	(9.00)	280,500

- 4.3.2 The above tables demonstrate that a net reduction of nine management and supervisory posts delivers a saving of £393,880 and a net reduction of nine operative posts delivers a saving of £280,500. Overall, a saving of £674,380 is achieved through implementing the proposals in this report.
- 4.3.3 The full savings expectation from Environmental Action Services in 17/18 through staffing and related expenditure is £710k. The shortfall of £35k will be found through in-year reductions in use of overtime, from a current provision of £180k.
- 4.3.4 Reference has been made to the release of a number of staff in street cleansing operational posts who have been seeking to leave under the Early Leavers Initiative for some time. The business case for this group of staff has now been approved and plans are underway for their departure. It is envisaged that ten people in operational posts will be able to leave in 17/18, to be replaced with operational posts on lower grades to help offset the cost of this release.

4.4 Legal Implications, Access to Information and Call In

- 4.4.1 Under the rules for Scrutiny Board procedure, the decision to introduce the changes to posts contained in this report is eligible to call in. Powers of delegation to the Director for this decision are contained within the scheme under Part 3 of the Constitution.

5 Recommendations

- 5.1 The Director of Environment & Housing is recommended to review the staffing arrangements within the Environmental Action Service team in the Environment and Housing Directorate and approve the specific proposals set out in section 3.

6 Appendices

Appendix 1 & 1a Current and Proposed Structure Chart, Env Health & Business Support

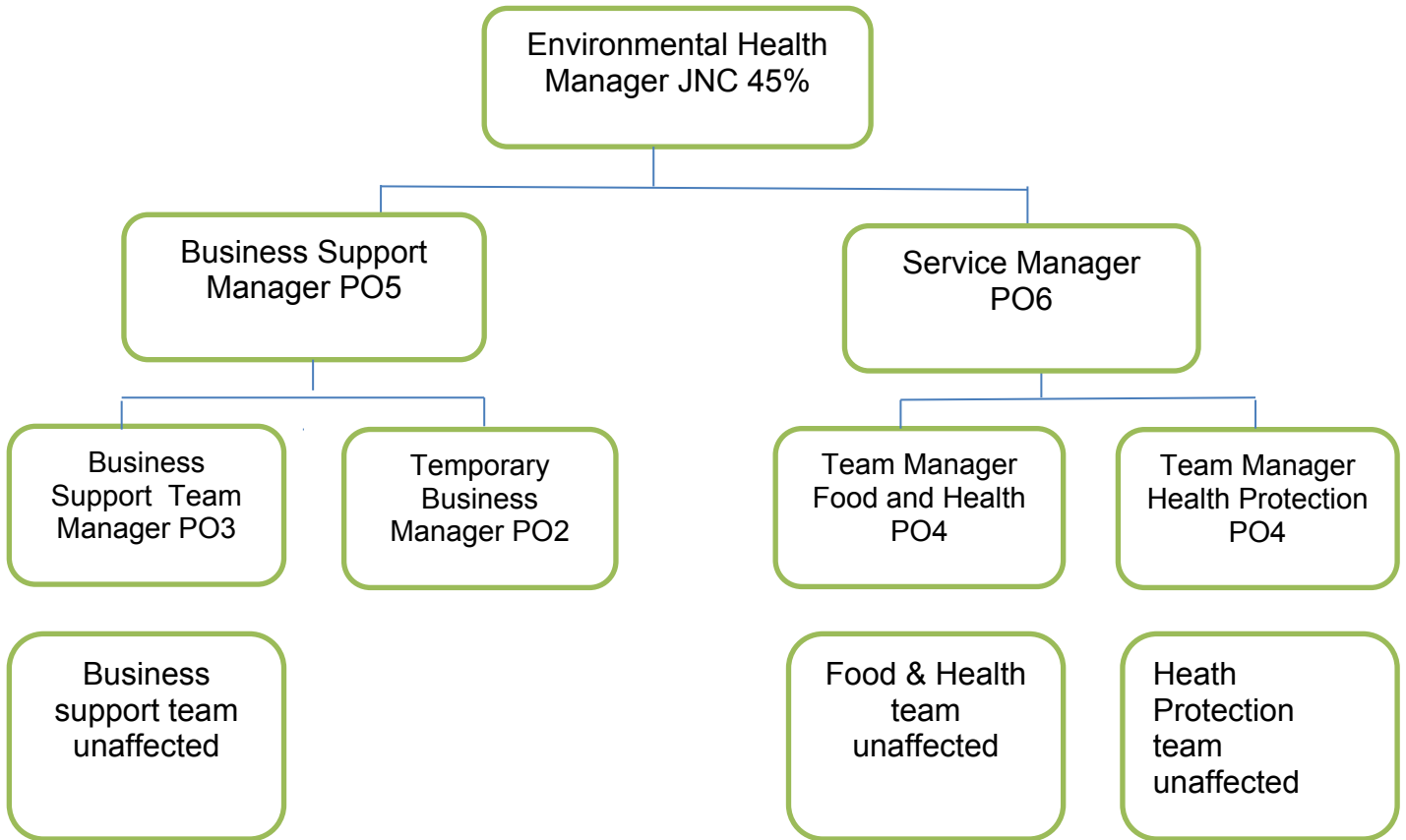
Appendix 2 & 2a Current and Proposed Structure Chart, Locality Teams and city centre.

Appendix 3 Job description for PO2 Senior Team Leader

Appendix 4 Equality Impact Screening Document

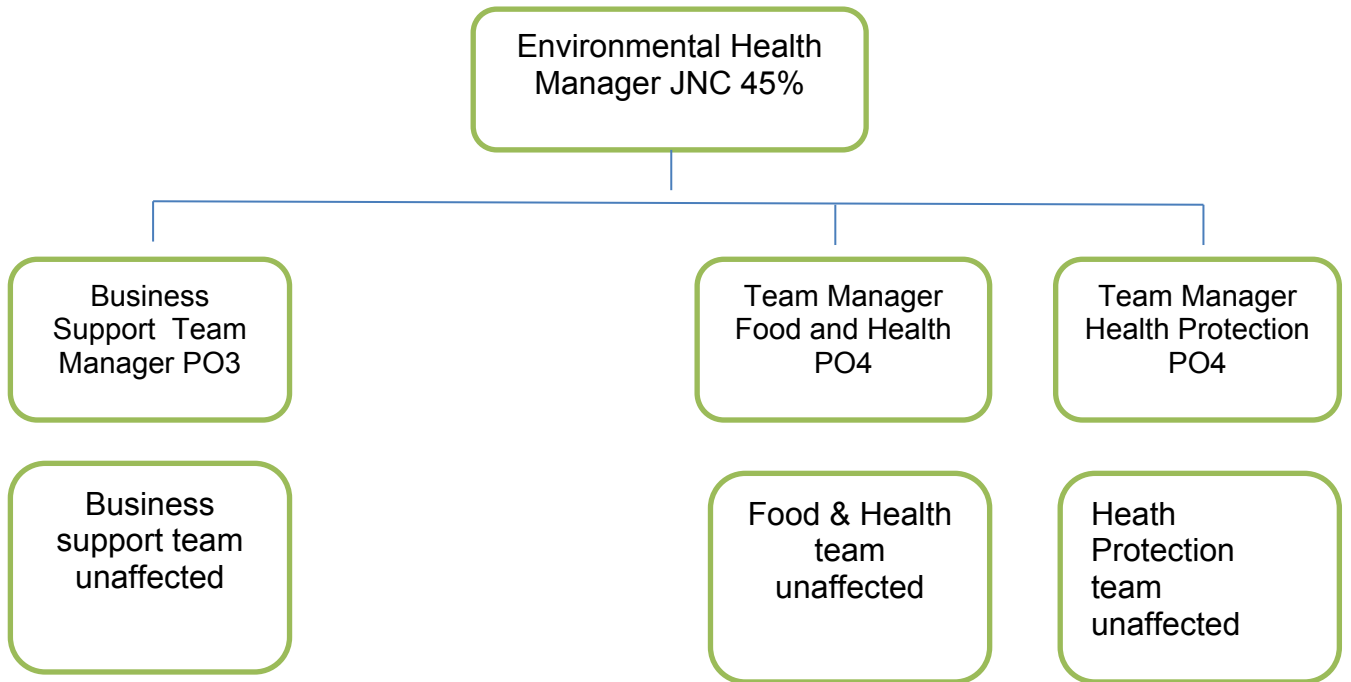
Appendix 1

Current management structure, Environmental Health & Business Support

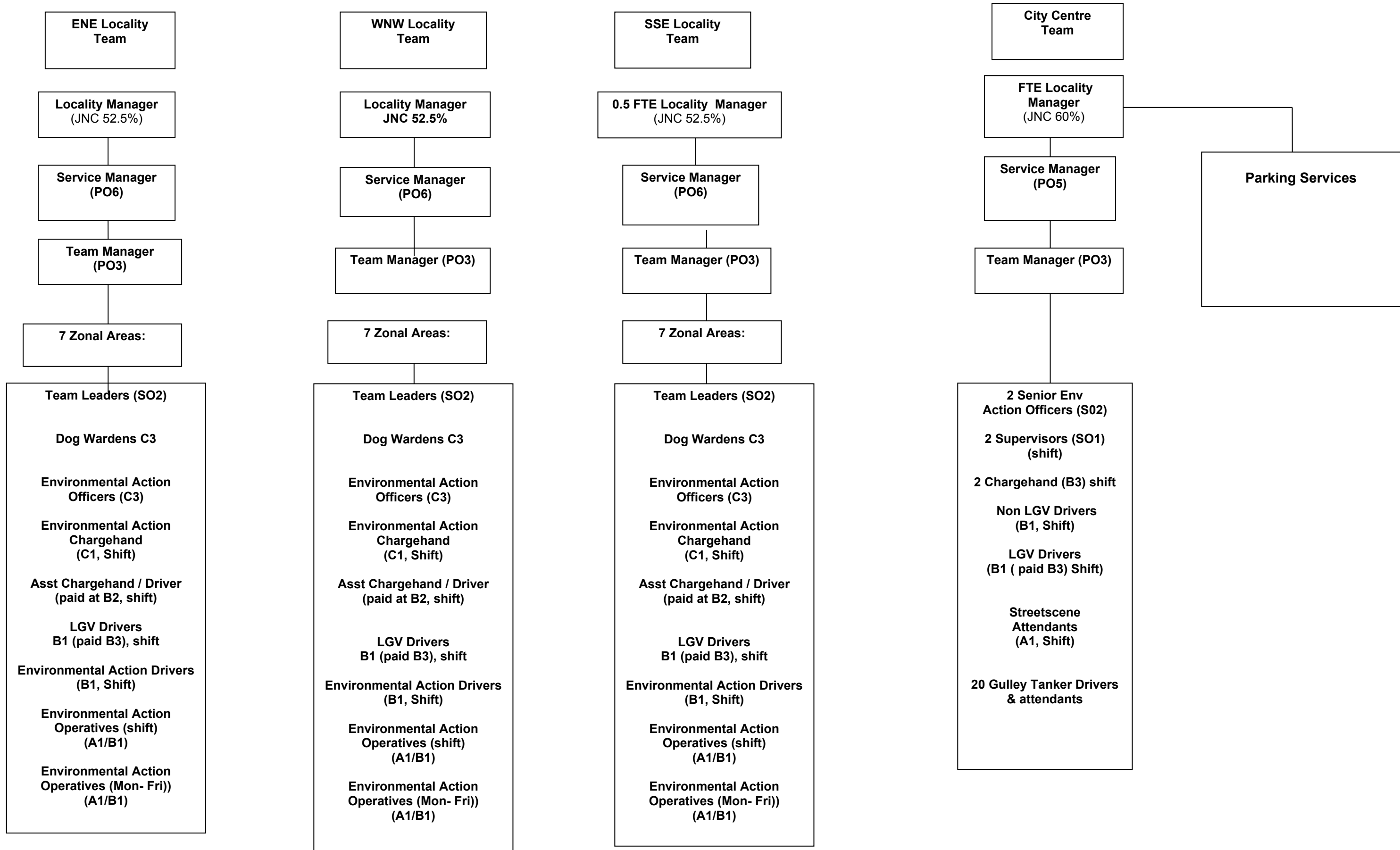


Appendix 1a

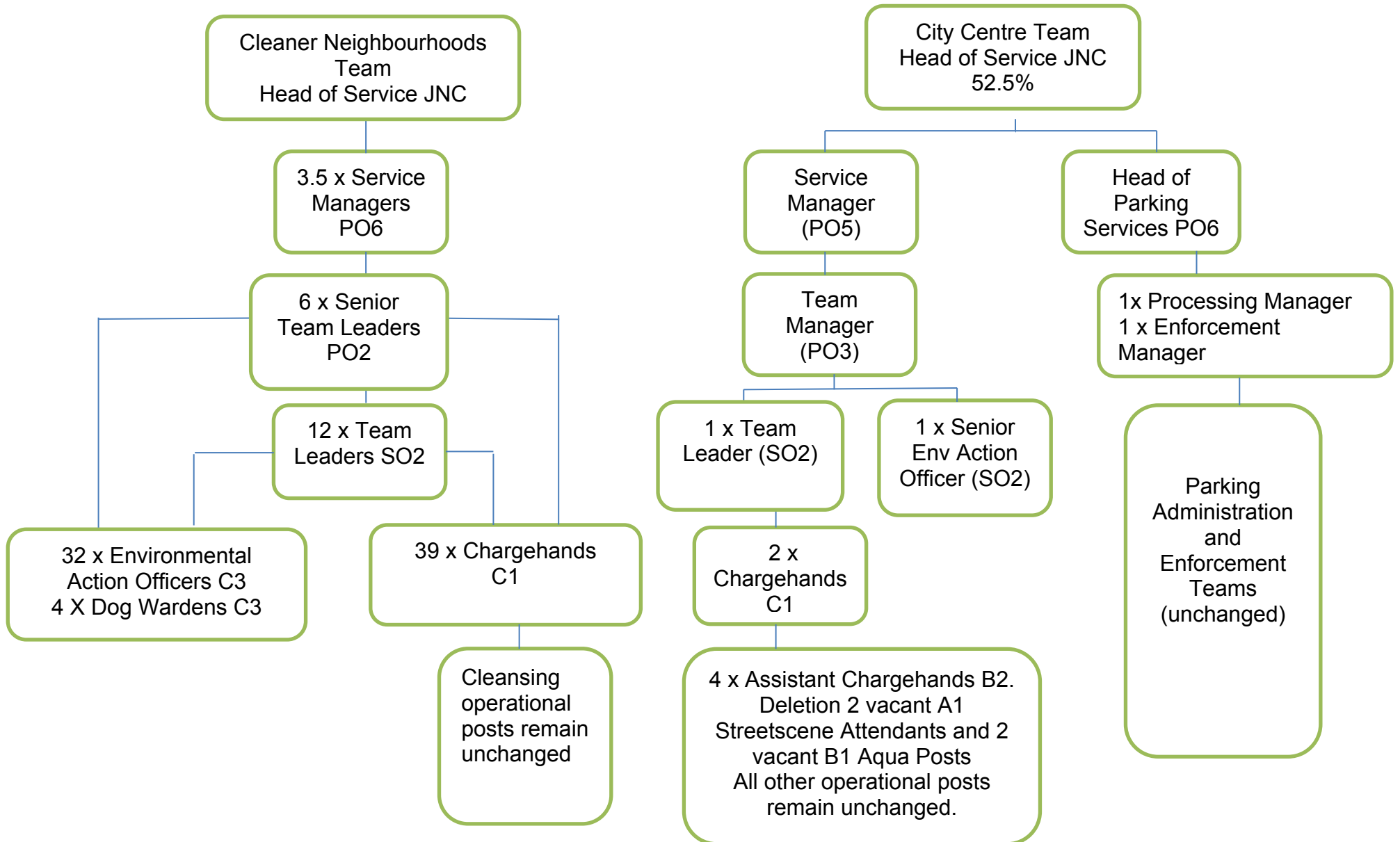
Proposed management structure, Environmental Health & Business Support



Appendix 2. Current Structure, Locality Teams and City Centre Team



Appendix 2a. Proposed Structure (Cleaner Neighbourhoods and City Centre Teams)



Appendix 3.

Job Title: Senior Team Leader

Service Area:	Environmental Action	Grade:	PO2
Directorate:	Communities & Environment	Date:	Feb 2017
Responsible To:	Service Manager, Cleaner Neighbourhoods Team		
Responsible For:	Team Leaders and a team of Environmental Action Chargehands, Operatives, Officers, dog wardens and any apprentices/work experience placements as required.		

PURPOSE OF JOB:

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

To manage a small team of Team Leaders covering a cluster of 2/3 geographical zones. To oversee the work of those Team Leaders and report to the Service Manager on the performance of the service in these zones. To lead on the accountability of the service through the relevant Community Committees and Elected Members that cover the cluster of zones.

To lead, supervise and coordinate a geographical team in one of the city's most environmentally challenging areas; contributing to the outcome of cleaner streets and neighbourhoods, by managing staff, directing resource, supporting residents and stakeholders and coordinating services.

To take a lead for the service in responding positively to challenges arising from the corporate focus on priority neighbourhoods.

ROLES AND RESPONSIBILITIES:

1. To undertake daily supervisory and line management duties for the Cleaner Neighbourhoods Team.
2. To manage a small team of Team Leaders covering a cluster of 2/3 geographical zones. To oversee the work of those Team Leaders and report to the Service Manager on the performance of the service in these zones.
3. To lead, supervise and coordinate a geographical team in one of the city's most environmentally challenging areas; contributing to the outcome of cleaner streets and neighbourhoods, by managing staff, directing resource, supporting residents and stakeholders and coordinating services.
4. To take a lead for the service in responding positively to challenges arising from the corporate focus on priority neighbourhoods. This will include working with key local, senior managers in Children's Services/local Schools, Police, Housing Services and the Communities Team.
5. 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.
6. 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.

7. 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.
8. To monitor the quality of work undertaken, and to respond appropriately to instances of under and over performance.
9. To train staff and to ensure they have appropriate development plans in place where necessary in order that they achieve their potential.
10. To be responsible for the development and delivery of community based projects and campaigns.
11. To carry out a range of preventative actions including enforcement, educational activities and stakeholder engagement, to tackle the root causes of environmental issues.
12. To oversee the of development of quality and effective prosecution packs across a cluster of zones
13. To issue Fixed Penalty Notices and other legal notices within the context of environmental enforcement.
14. To provide evidence for court and attend court as a professional witness.
15. To support witnesses, members of the public, partners and colleagues, in being able to take action against the perpetrators of environmental crime.
16. To attend and represent the service at meetings such as community meetings, ward member meetings, environmental sub groups and Area Committees as required.
17. 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.
18. To investigate and resolve complaints regarding the service in accordance with the Councils complaints Policy.
19. To ensure that relevant databases and systems are kept accurately and promptly updated by the team.
20. To coordinate, and contribute to gathering intelligence and statistical information which helps to measure the success of interventions / service delivery.
21. To plan for, prepare and present operational / statistical reports.
22. 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.
23. 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.
24. To work with Elected Members to achieve the outcome of cleaner streets/neighbourhoods within the framework of the Service Level Agreement.
25. 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.

26. Assist in the development and review of appropriate risk assessments, ensuring that safe systems of work are implemented as necessary.
27. 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.
28. To be responsible for the managing attendance process and local strategy to minimise absences.
29. 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.
30. To be responsible for the provision of all tools, equipment and vehicles in the area on a day to day basis.
31. To carry out and oversee/quality staff appraisals and 1-2-1s within the team.
32. 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.
33. To ensure effective and positive staff and industrial relations in the working environment, including positive and open relationships with trade union representatives.
34. 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.

Job Description Prepared / Reviewed by: John Woolmer
Job Description Approved by: Helen Freeman
Date: February 2017

(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.)

SELECTION CRITERIA	Essential/ Desirable E/D	Means of Assessment: App./Interview/ Test/Certificate
Environmental Action Team Leader SO2		
KNOWLEDGE		
An understanding of the role of elected members within the Council and the community	E	
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	E	
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	

<p>SKILLS</p> <p>Ability to provide effective leadership, direction and coordination regarding resources, workloads, processes and projects</p> <p>Ability to manage and monitor performance effectively and provide clear objectives</p> <p>Ability to plan, manage and evaluate projects and strategies</p> <p>Excellent communication skills, both verbal and written</p> <p>Ability to make an effective contribution to internal/external meetings and working groups</p> <p>Ability to resolve potential conflict and to gain cooperation and trust</p> <p>Ability to direct and motivate staff</p> <p>Ability to develop productive working relationships that command respect, trust and confidence</p> <p>Ability to manage competing priorities whilst delivering on a range of service objectives and whilst adapting to changing circumstances</p> <p>Ability to use IT systems e.g. case management systems / databases, email and Word in particular</p> <p>Ability to produce work of a high standard with a attention to detail, whilst meeting often tight deadlines</p> <p>Ability to work across service boundaries to achieve objectives and outcomes</p> <p>Ability to use own initiative to develop solutions to complex issues and problems to ensure effective delivery of the service</p> <p>Ability to carry out enforcement activity and translate and apply legislative options to real life scenarios / cases</p>	<p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p>	
<p>EXPERIENCE</p> <p>Experience of working within a service area relevant to the post</p> <p>Experience of supervising staff/teams</p> <p>Experience of reporting to and working effectively with a range of colleagues and partners</p> <p>Experience of developing and presenting information on your work/ service and the associated outcomes</p> <p>Experience of problem solving, individually and in a group setting</p> <p>Experience of carrying out training or briefing sessions to staff/colleagues and partners</p> <p>Experience of responding to compliments and complaints</p> <p>Experience of managing and developing staff to achieve objectives and outcomes</p>	<p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>D</p> <p>D</p> <p>E</p>	
<p>OTHER</p> <p>A commitment to the public service ethos, with a genuine interest in serving the public</p> <p>A commitment to continuous improvement and delivery of a high quality service</p>	<p>E</p> <p>E</p>	

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

Directorate: Environments & Housing	Service area: Environmental Action Services
Lead person: Helen Freeman	Contact number: 0113 3787799
Date of the equality, diversity, cohesion and integration impact assessment: 21 st March 2017	

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 Environmental Action Officer
Joanne Hodgkinson	Leeds City Council	HR Business Partner

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

The Environmental Action Service is required to make savings of £710k in staffing and related expenditure from 17/18. Proposals have been made to deliver that in ways which minimise the impact on front line service delivery and take into account the likely outcomes of the Council-wide review of Locality Working.

The proposals are that the current Locality Team structure be replaced by a city-wide management framework, whilst maintaining a number of local and dedicated operational teams covering cleansing and environmental enforcement work. The proposals include a net reduction of 18 posts overall and there are currently 43 FTE posts vacant from a total 430 staff of services in scope. A number of managerial and supervisory roles are proposed for deletion with changes to post numbers at the next level of supervision and the creation of a new Senior Team Leader post.

Alongside these changes, it is proposed to allow the release of ten operational staff who

have sought to make use of the Early Leavers Initiative for some time. The timing of their departure will be managed as part of the wider recruitment on implementation of these proposals. Three employees become at risk of redundancy and will be supported through the Managing Staff Reductions process, with reasonable alternative posts available to all three. There are sufficient posts proposed for all staff currently employed in the services in scope. The majority of changes affect the Locality Teams and the city centre team, with two posts affected in Environmental Health and Business Support. Parking Services are unaffected by these proposals.

3. Scope of the equality, diversity, cohesion and integration impact assessment

The posts listed below are affected by the proposed changes to staffing in Environmental Action Services.

<u>Post title & grade</u>	<u>FTE Posts</u>
Locality Manager (DIR 60%)	1
Locality Manager (Dir 52.5%)	2.5
PO6 Service Manager	3.5
PO5 Business Support Manager	1
PO3 Team Manager	4
PO2 Business Manager	1
SO2 Team Leader	18
SO1 Supervisor (Shift)	2
C1 Chargehands	42
B3 Working Chargehands	2

4. Organisational change

(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 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 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"/>
Please provide detail:	
NA	

4a. Do your proposals relate to: 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"/>
Please provide detail:	
See section 3 for roles in scope. These include posts in the current Locality Teams, City Centre Cleansing & Enforcement group and Environmental Health Services.	

4b. Do your proposals relate to: please tick the appropriate box below	
Employment considerations only	<input checked="" type="checkbox"/>

Employment considerations and impact on service delivery	<input type="checkbox"/>
<p>Please provide detail: The total net reduction in posts proposed is 18 and there are currently 35 FTE posts in scope which are vacant. This represents a permanent reduction in front line and managerial capacity, however in practice, it cements a position already in place due to the number of posts which have been held vacant pending these changes.</p> <p>The new structure would be implemented using the Managing Staffing Reductions Policy as the proposals would result in three employees being at risk of redundancy. However, redundancies can be avoided through the offer of alternative posts and recruiting to the new posts proposed.</p>	

<p>5. Fact finding – what do we already know 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.</p> <p>(priority should be given to equality, diversity, cohesion and integration related information)</p>
<ul style="list-style-type: none"> • Draft proposals shared with TUs at the commencement of the consultation. • Formal consultation with staff and TUs from 27th February 2017. . • The above will have been used to shape the design and implementation of the final proposals.
<p>Are there any gaps in equality and diversity information Please provide detail:</p> <p>None.</p>
<p>Action required:</p>

<p>6. Wider involvement – have you involved groups of people who are most likely to be affected or interested</p>	
<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
<p>Please provide detail:</p> <p>Staff in scope & those closely associated with those in scope. Trade Unions (Convenors and Shop Stewards). HR and Finance.</p>	
<p>Action required:</p> <p>None.</p>	

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

Stakeholders

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

Potential barriers.

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

specific barriers to the organisational change proposals

Please specify

None

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:

The proposals provide a significant opportunity to recruit employees from those who are significantly under-represented in the service.

Action required:

We are actively discussing ways to make the posts attractive to people who are under represented by considering working patterns and how we advertise and promote the roles we will be recruiting to. In addition, we will look at the level of support we provide once appointments are made to ensure the experience of appointees is positive. There are expected opportunities for female employees from other parts of the Council to be approached and made fully aware of the opportunity to work in the service.

8b. Negative impact:

Action required:

None

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

Yes

No

Please provide detail: N/A

Action required:

None

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:

Action required:

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
Ensure the method and approach to recruit to posts is done in such a way to maximise the number of applicants from women and members of the BME community.	At commencement of recruitment		H Freeman
Review the recruitment process after completion to evaluate success at appointing candidates to help redress the current imbalance in the workforce. Contact applicants to learn from their experience of applying for posts.	Post recruitment		H Freeman
Ensure appropriate support networks for new recruits.	Post recruitment		H Freeman
Explore all internal opportunities to showcase our service to employees seeking posts in the Council	At commencement of recruitment		J Hodgkinson

13. Governance, ownership and approval 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 Env Action Officer	21 March 2017
Date impact assessment completed		

14. Monitoring progress for equality, diversity, cohesion and integration actions (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 Service will review the effectiveness of actions taken following the implementation. This will include reviewing any impact on an individual basis as part of the usual management meetings with staff (1-1s, appraisals).

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