



Report of Chief Officer Sustainable Energy and Air Quality

Report to Director of Resources and Housing

Date: November 2019

Subject: Resource capacity SEAQ Team

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| Are specific electoral wards affected? If yes, name(s) of ward(s): | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Has consultation been carried out? | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Are there implications for equality and diversity and cohesion and integration? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Will the decision be open for call-in? | <input type="checkbox"/> Yes <input checked="" 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 type="checkbox"/> No |

Summary

1. Main issues

- Following the Climate Emergency declaration by Full Council in March 2019 increased resource is required within the SEAQ team to meet the additional demands and workload.
- Additional resource is needed specifically at the strategic level to support the development and the delivery of the work across both the areas of air quality and climate emergency agenda.

2. Best Council Plan Implications (click [here](#) for the latest version of the Best Council Plan)

- Directly supports the delivery of the climate conversation as part of the commitments of the Climate Emergency that was made in March 2019
- Supports Health and wellbeing due to the focus on improving air quality through behavioural change

3. Resource Implications

- Two new Senior Project Managers are needed to deliver the work related to the commitments of the Climate Emergency.
- There is a need for additional capacity at PO4 level

Recommendations

- a) It is recommended that the Director of Resources and Housing gives approval for:
- b) x2 JNC 45% posts and x1 PO4 be created on the SEAQ structure.
- c) That the current Head of Waste Strategy and Infrastructure is flexibly deployed and re-designated in to one of the created Senior Project Manager post as of 1st April 2020.
- d) That the additional Senior Project Manager post is released for internal recruitment and the additional PO4 Senior Project Officer role is released for internal and external advert to run concurrently.

1. Purpose of this report

- 1.1 To seek approval for the creation of 3 posts on the Sustainable Energy and Air Quality (SEAQ) structure. The posts required are 2 Senior Project Managers (DIR 45%) roles and 1 Senior Project Officer (PO4).

2. Background information

- 2.1 The profile of both work related to the climate emergency and air quality continues to rise locally and nationally, with Full Council declaring a climate emergency in March 2019.
- 2.2 Demands on the work within the council continue to increase on the wider team, and in particular on senior management. The current structure of the team (appendix 2) does not currently have adequate leadership arrangements in place between NJC roles and the Chief Officer to allow for appropriate leadership on important agendas, but also for the wider team leadership on a day to day basis.
- 2.3 This has been compounded by the team results on the engagement survey that demonstrates staff have a high burnout rate because of not having sufficient capacity to deliver work needed across both the areas of air quality and the climate emergency agenda.

3. Main issues

- 3.1 There is a need for resource in the team at a senior level to support the Chief Officer in delivering the strategic work required in the SEAQ team. Currently 4 PO6's report directly to the Chief Officer which is not comparable with other services across the council.
- 3.2 There is currently one Senior Project Manager at 45% on the structure that supports the Chief Officer with elements of leadership within the team.
- 3.3 There is a need for senior roles to be created to lead on key work streams within the team, it is proposed that the existing benchmarked Senior Project Manager job description is used to create 2 additional Senior Project Manager roles at DIR 45%. Once created the 3 Senior Project Managers will focus either on Energy, Home Energy and Biodiversity Energy or Air Quality and Fleet. These 3 roles will report directly to the Chief Officer and undertake leadership roles on these areas and have management responsibility for the corresponding teams.
- 3.4 Currently the current position holder of Head of Waste Strategy and Infrastructure is supporting work on this agenda, and it is proposed that the individual occupying the post will be flexibly deployed and re-designated as a Senior Project Manager as of

1st April 2020. This will result in one JNC post being created which will be released for internal recruitment across the council and will follow a competitive recruitment process.

- 3.5 There is also an impending review within Environmental Services in the Communities and Environment directorate which may result in savings from the flexible deployment elsewhere in the authority. This proposal has not yet been fully developed and Trade Union colleagues will be consulted on this process.
- 3.6 In addition to the aforementioned roles, there is also need for additional resource at the Senior Project Officer level to cover projects required to deliver the climate emergency, such as renewable schemes. The current job description of the existing roles at this level on the structure can be used and has been formally job evaluated at PO4. This will be released externally for recruitment as recent internal recruitment at a similar level has been unsuccessful and the post is business critical for the service to appropriately support the work around the Climate Emergency.
- 3.7 It is very likely that the SEAQ team will continue to grow as the council works towards supporting services internally and externally to reduce carbon emissions and tackle the Climate Emergency. To ensure this happens it is envisaged all posts being created will be permanent to ensure as the work develops an appropriate management structure is in place to support the wider team.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 The Trade Unions were consulted on 15th January 2020 and UNISON and GMB were in attendance, UNITE were sent copies of the documents but did not attend the meeting.
- 4.1.2 Both unions raised concerns about additional layers of JNC being added to the structure when they feel the council should be reducing the number of JNC staffing.
- 4.1.3 UNISON highlighted they felt that appropriate process should be followed around recruitment, as it is proposed for the PO4 role in this proposal to have internal and external adverts that will run concurrently.
- 4.1.4 The executive member was informed of the proposals on 19th November and was supportive of the proposal.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 An Equality Impact Assessment screening form has been completed and appended to this report.

4.3 Council policies and the Best Council Plan

- 4.3.1 Directly supports the delivery of the climate conversation as part of the commitments of the Climate Emergency that was made in March 2019.
- 4.3.2 Supports Health and wellbeing due to the focus on improving air quality through behavioural change.

Climate Emergency

4.3.3 These posts directly contribute to leading the work on the Climate Emergency and give clear leadership and responsibility to the priority work areas.

4.4 Resources, procurement and value for money

4.4.1 Resource is needed for the council to achieve national targets that have been set for the reduction of carbon emissions in the city.

4.4.2 The additional cost of the proposals (at grade max) is £196k in a full year. Budgetary provision has been made for this within the Directorate's budget proposals for 2020 onwards and it is proposed these roles would be established as of 1st April 2020.

4.5 Legal implications, access to information, and call-in

4.5.1 This is a significant operational decision and is exempt from call in.

4.6 Risk management

4.6.1 There is a risk that if the team is not properly resourced, there will be a serious impact on the work of the council when tackling the Climate Emergency and the city meeting its carbon reduction targets.

4.6.2 Following the outcome of the Employee Engagement Survey staff in the SEAQ team indicated a high level of burnout, if the resourcing in the team is not resolved then this could continue to increase with a risk of staff sickness increasing.

5. Conclusions

5.1 There is a need to sustain service delivery and adequately meet targets around air quality and the climate emergency, to achieve this the team need to be adequately resourced with the appropriate leadership arrangements in place.

5.2 To ensure continued service delivery, the service needs a staffing structure that enables the council to carry out its role within the city of reducing carbon emissions. To do this it is recommended that x2 JNC 45% Senior Project Manager posts and x1 PO4 Senior Project Officer are established on the SEAQ structure.

5.3 Due to work currently being undertaken by the current post holder of Head of Waste Strategy and Infrastructure, will be flexibly deployed and re-designated to take up the role of Senior Project Manager as of 1st April 2020. The additional Senior Project Manager post being created will be released for competitive internal recruitment in line with the council's recruitment procedures.

6. Recommendations

6.1.1 It is recommended that the Director of Resources and Housing gives approval for:

6.2 x2 JNC 45% posts and x1 PO4 be created on the SEAQ structure.

6.3 That the current Head of Waste Strategy and Infrastructure is flexibly deployed and re-designated in to one of the created Senior Project Manager post as of 1st April 2020.

6.4 That the additional Senior Project Manager post is released for internal recruitment and the additional PO4 Senior Project Officer role is released for internal and external advert to run concurrently.

7. Background documents¹

7.1 None.

¹ 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.