



Report of Chief Officers for Regeneration and Health and Environmental Action Services

Inner East Area Committee

Date: 25th March 2010

Subject: Restructure – Wardens to Local Community Environment Officers and Support Officers

Electoral Wards Affected:	Specific Implications For:						
<input checked="" type="checkbox"/> All Wards	<table> <tr> <td data-bbox="742 824 1141 880">Equality and Diversity</td> <td data-bbox="1141 824 1334 880"><input checked="" type="checkbox"/></td> </tr> <tr> <td data-bbox="742 880 1141 958">Community Cohesion</td> <td data-bbox="1141 880 1334 958"><input checked="" type="checkbox"/></td> </tr> <tr> <td data-bbox="742 958 1141 1070">Narrowing the Gap</td> <td data-bbox="1141 958 1334 1070"><input checked="" type="checkbox"/></td> </tr> </table>	Equality and Diversity	<input checked="" type="checkbox"/>	Community Cohesion	<input checked="" type="checkbox"/>	Narrowing the Gap	<input checked="" type="checkbox"/>
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Community Cohesion	<input checked="" type="checkbox"/>						
Narrowing the Gap	<input checked="" type="checkbox"/>						

Council Function

Delegated Executive Function available for call in

Delegated Executive Function not available for Call In Details set out in the report

Executive Summary

This report is provided to all the council's area committees for information. The decision has been made to end the existing neighbourhood warden staff structure and to create new Community Environment Officer (CEO) and Community Environment Support Officer (CESO) posts in Environmental Services. This paper details the initial allocation of these posts to the Area Committee. The allocation is based on a pro-rata reduction of the former warden establishment based on their deployment in neighbourhoods across the city.

The report also sets out the range of additional neighbourhood based staff now working across the area which include roles previously delivered by the Neighbourhood Warden service when it was first established. It is suggested that a review is undertaken for October 2010 Area Committee to assess whether any gaps remain from the end of the Neighbourhood Warden service.

Purpose of report

1. The purpose of this report is to inform Members about the decisions concerning the restructure of the warden service, information about the role of the new CEO/CESO posts, an update from the recruitment process and the initial deployment of the new posts.
2. The report also explains what will happen to support the redeployment of a small number of Neighbourhood Wardens who did not get/did not apply for the new posts.
3. The report proposes that a review is undertaken for October 2010 Area Committee to assess whether any gaps remain from the end of the Neighbourhood Warden service. This will take into account the new CEO/CESO roles and the various neighbourhood based staff from across agencies as described in section 26.

Background

4. This report follows on from the report made to Area Committees in June 2009. That report outlined the history of the warden service and the pressures facing the service that required the subsequent restructure.
5. Since June 2009 the restructure proposals have been adapted in the light of the consultation with the Trade Unions, Members, legal, HR and other staff. The decision on the restructure was made by the Director for Environment & Neighbourhoods under his delegated authority on the 30 November 2009.
6. The restructure involves 30 Neighbourhood Warden posts and 8 Technical Enforcement Officer (TEO) posts. The new structure creates 13 Community Environment Support Officer (CESO) posts that are broadly equivalent to the former warden positions and 10 Community Environment Officer (CEO) posts (C1/C3). The proposal also includes the conversion of 3 existing posts within the Health and Environmental Action Service (HEAS) to 3 deputy manager posts.
7. The restructure has been driven largely by the loss of NRF grant funding; however, it has also provided the opportunity to realign staff reporting and management arrangements to take account of service changes since the establishment of the warden service and brings greater coherence to frontline services in support of joined up delivery in localities.
8. The changes retain the key elements of both the former warden service and the Technical Enforcement Officers (TEOs) and complement other roles within the HEAS. The changes also position the service to make an effective contribution to cross service and partnership working and to successfully deliver on Area Committee priorities at the neighbourhood level. The new structure will provide a flexible staff resource that can be effectively deployed across priority neighbourhoods that experience the highest incidence of deprivation and the poorest environmental conditions.
9. Currently there are 7.5 posts which supplement the core warden service, funded on a time limited basis through Area Committees and ALMOs. These posts sit outside of the restructuring decision and Area Committees and ALMOs have the opportunity to

maintain them as CESOs in addition to the revised structure. Current post holders will be included in the ring fenced recruitment process.

Locality focus

10. The wardens have worked in specific localities and this has resulted in a number of benefits. Post-holders develop a knowledge and understanding of the local area and the network of relationships within communities and with service providers and elected members. This has enabled a positive contribution to be made to tasking operations and neighbourhood management. The new structure maintains this locality focus, targeting the neighbourhoods that have the greatest incidence of environmental issues. The posts will provide a visible presence in the community, identifying and addressing priority issues and helping to deliver on environmental issues within local neighbourhood improvement plans.
11. The initial deployment of the new posts (to be clear – this does not mean the postholders) reflects the former deployment of the warden posts to the localities in which they have worked. The reduction in the number of posts is managed on a pro-rata basis. The number of posts for this Area Committee is specified below. The HEAS will, in due course, make recommendations to the committee about the deployment of the CEOs and CESOs based on the evidence of need, other management information and intelligence and will agree the deployment with the Area Committee.

The recruitment

12. The new service has 10 CEO posts and 13 CESO posts. This has the effect of reducing the total number of core staff to 23. All appointments have been made to the city rather than to a single specific area. The structure may be supplemented by Area Committees through the use of well-being funding.
13. Recruitment has been in accordance with council procedures and was completed in February 2010. All Neighbourhood Warden staff were ringfenced to the recruitment process and given the opportunity for interview.
14. Those Wardens that either chose not to apply/be interviewed or were unsuccessful at interview have now entered the managing workforce change process. These staff remain employed as Neighbourhood Wardens whilst they are supported to apply for other jobs in the council through the redeployment process. They will remain under the management of their existing Area Management Team during this time. In the ENE there are four such staff.

Recommended deployment of the new CEO/CESO posts for this Area Committee

15. **The Inner East Area Committee is allocated 4 CEO and 3 CESO posts** based on a pro-rata reduction of the former neighbourhood warden service across the city. Under the previous establishment of wardens they were deployed on the following basis:

Previous Allocation of Neighbourhood Wardens (exc additional Area Cttee funded posts):

- Burmantofts & Richmond Hill – 3.5

- Gipton & Harehills - 3
- Killingbeck & Seacroft - 3

16. It will be for the Area Committee to agree the final deployment of the new posts with the HEAS. It is recommended that the deployment is reviewed by the Area Committee on an annual basis or if there are significant changes in circumstances.
17. The Area Committee has agreed an continued approach to neighbourhood management across its area which identifies five priority neighbourhoods. Each priority neighbourhood will have a Neighbourhood Improvement Plan which will identify key priorities that relate to the evidence provided in the neighbourhood index. Included in this will be environmental indicators. The success of the approach will be part judged by improvements made to the key deprivation indicators/domains.
18. A key element to the neighbourhood management approach is local crime and grime tasking. This provides an invaluable resource to frontline workers and local managers of services to share intelligence agree local actions/interventions, problem solve outstanding issues and avoid duplication/dilution of activity.
19. To support this approach, the Area Committee is helping fund two Neighbourhood Managers to cover the five priority neighbourhoods.
20. The Area Committee may want to consider how the resource of 7 CEO/CESOs can be best used to complement this approach in Inner East.
21. Ward member meetings will be held with the HEAS manager before the end of March 2010 to help determine the programme of deployment within each area committee area. Movement of the new posts between Area Committees is a matter for the Executive Member to determine should this be felt necessary.

Additional Posts/Resources

22. Whilst the Neighbourhood Warden service was still in operation, the Inner East Area Committee supplemented the service in its area by funding additional posts.
23. In 2009/10 the Area Committee funded an additional 3.5 posts in order to bring the total complement to 13. This allowed the deployment of 4 wardens per ward plus a "spare" to cover sickness etc.
24. The Wellbeing budget set aside for this was just short of £100k per year from a total allocation of £290k.
25. In reality not all these posts were filled during 2009/10 due to staff turnover, long term sickness issues and more latterly the preparation for workforce change. Actual ward coverage probably averaged 3 wardens per ward during the year.
26. This should be set in context with other neighbourhood based posts which have responsibilities around being eyes and ears for crime, ASB and environmental issues, developing community relations and providing community reassurance; together with the more effective coordination of resources in our priority neighbourhoods to tackle problems. In Inner East this includes:

PCSOs (WY Police, joint funded by LCC): 15

Housing Support Officers (ENE Homes):	33
CEOs/CESOs (LCC):	7
Neighbourhood Wardens (in MFC)	4 (share of)
<u>Neighbourhood Managers (LCC/Area Cttee)</u>	<u>2</u>
Total Neighbourhood Based Staff:	61

27. The Team Neighbourhood approach evolving from the successful crime and grime based tasking mechanism also brings in intelligence and local roles for youth services staff, family support workers and community/voluntary sector staff.
28. The proposal is for the Area Committee to review the need for any further resource in October. This will allow time for the new roles to be operating at full potential and for Members to assess what elements of the old Neighbourhood Warden roles they feel still need picking up. This would be picked up through discussion at Ward Member meetings.
29. In the meantime the Area Committee will be able to influence the use of the remaining Neighbourhood Wardens in ENE whilst they remain under Managing Workforce Change.

Financial Implications

30. The new structure positions the service so that reliance on external grant funding is significantly reduced and provides a flexible staffing resource to deliver an increasingly responsive programme of environmental services in the most disadvantaged neighbourhoods.

Equality Impact Assessment

31. An Equality Impact Assessment has been undertaken during the restructure process in line with the Council guidance.

Recommendations

32. Members of the Area Committee are asked to:
 - (a) note the content of this report.
 - (b) discuss options for the deployment of the new CEOs/CESOs within Inner East based on improving environmental conditions in the priority neighbourhoods
 - (c) request a review of how roles previously undertaken by Neighbourhood Wardens have been embedded into other local staff/services roles to provided for October Area Committee