 <b>Employment Committee</b> <b>14 December 2009</b>		<b>Agenda Item No.</b>
<b>Title</b>	Restructure of Engineering Services within Community Protection	
<b>For further information about this report please contact</b>	Roger Jewsbury Head of Community Protection	
<b>Service Area</b>	Community Protection	
<b>Wards of the District directly affected</b>	None	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006</b>		
<b>Date and meeting when issue was last considered and relevant minute number</b>		
<b>Background Papers</b>		

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	No
<b>Included within the Forward Plan? (If yes include reference number)</b>	No

<b>Officer/Councillor Approval</b>		
With regard to officer approval all reports <i>must</i> be approved by the report authors relevant director, Finance, Legal Services and the relevant Portfolio Holder(s).		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Relevant Deputy Chief Executive	23/11/2009	Bill Hunt
Chief Executive	12/11/2009	Chris Elliott
CMT		
Section 151 Officer	18/11/2009	Mike Snow
Legal		
Finance		
Portfolio Holder(s)		Councillor Bernard Kirton
<b>Consultation Undertaken</b>		
All Engineering staff were consulted twice over the proposals along with both Unions, Unison and MPO.		
<b>Final Decision?</b>	Yes	
<b>Suggested next steps (if not final decision please set out below)</b>		

## 1. **SUMMARY**

- 1.1 To outline and gain approval from Members for the proposed changes to the current Engineering establishment.

## 2. **RECOMMENDATION**

- 2.1 To approve the proposed organisational structure of Engineering Services as shown in Appendix 2.
- 2.2 To remove from the Engineering structure the vacant posts of Area Manager, Area Engineer and the post currently occupied by the Civil Contingencies and Facilities officer, all as identified in Appendix 3, table 2.
- 2.3 To approve the recruitment to the new posts of Flood Risk & Civil Contingencies Manager, and Civil Contingencies Officer, as identified in Appendix 3, table 1. All funding for these posts is currently contained within the Engineering Services budgets.

## 3. **REASONS FOR THE RECOMMENDATION**

- 3.1 For just over 12 months Engineering Services has been operating its day to day service delivery through five locality areas. From end of year costs, it is apparent that the five area working is not financially effective in relation to the actual works costs delivered on the ground which the customer can take advantage of, when viewed against salary and overheads expenditure. Overall running costs are also far in excess of the lower quartile value for money objectives, which the Council and service area needs to achieve. It is therefore necessary to reduce Engineering's unit costs, as is the ethos across other sections of Community Protection. This can only happen with changes to how services are currently delivered.
- 3.2 Engineering services is also operating in a rapidly changing environment and many of the issues which are relevant to its future need to be structured in a way to meet its current and future aspirational needs.
- 3.3 In addition, as part of a one council approach, it is considered that there are opportunities for future efficiency savings where there are common areas of interest for officers from both Engineering and Neighbourhood services. As an example, various officers from the two service areas regularly attend the same street scene location to undertake various Council functions, resulting in apparent duplication of effort in certain circumstances. My planned review of area working could potentially fit in well with future revised working arrangements in Neighbourhood Services. Notwithstanding this, the proposals will align with the County Council's recent review of its mechanism for the delivery of its Highway maintenance functions, where they too have standardized on the same three areas for their service delivery.
- 3.4 I am also acutely aware that Engineering needs to meet the adaptation to the climate change agenda by taking a proactive and reactive response to those changes, flood risk being just one typical example. Climate change further aligns and interacts with the Council's duty as a Category 1 responder under the Civil Contingencies Act to respond to weather based emergencies. As these are just two of Engineering's core functions, we need to be able to deliver appropriately to our community, but also in partnership with our professional partners.

#### 4. **ALTERNATIVE OPTION CONSIDERED**

- 4.1 The alternative option is to not agree with the changes that are proposed and to maintain the Council's Engineering Services establishment in its current form.
- 4.2 The decision to take this alternative option would result in a failure to realise the savings to the service area and further jeopardise the delivery of the Groups responsibilities.

#### 5. **BUDGETARY FRAMEWORK**

- 5.1 The restructure of Engineering would result in recurring salary savings of £31,000 per annum plus overheads. This saving has been factored into the Council's budget reduction plan for 2010/11, following the consideration by Senior Management Team of this year's savings options from the Service Area Planning process.

#### 6. **POLICY FRAMEWORK**

- 6.1 The Council has an objective in its current Corporate Strategy to increase the percentage of residents who are satisfied with the neighbourhood as a place to live, with a high level action to implement proposals for neighbourhood working. These proposals demonstrate the need to consider changes to the current organisational structure of Engineering Services in order to achieve value for money services and further meet future organisational change.

#### 7. **BACKGROUND**

##### 7.1 **HOW WILL THE PROPOSED CHANGES BE ACHIEVED**

- 7.1.1 In essence the first change I am proposing is to reduce from five area working to just three areas. This will align with the County Council's recent set up and with emerging proposals within Neighbourhood Services, it could result in a common team of virtual officers for each of the areas. There will be one assistant area engineer for each area, who will report as normal through the Area Engineer. The area teams will be lead by the Area Manager.
- 7.1.2 The Locality Areas would be known as; S1 (Kenilworth and rural west), S2 (Leamington and rural east), S3 (Warwick and rural south). Each locality area will be delivered under the management and direction of the Area Manager and Area Engineer. The delivered services are as follows;
- Council Property asset inspections and maintenance repairs
  - Council Property asset Improvements
  - Council Car Park inspections and maintenance repairs
  - Council Car Park Improvements
  - Rural Footway Lighting maintenance & improvement for **each area**
  - Street Name Plates
  - Bus Shelters
  - Street Seats
  - Highway Signs & Finger Posts

- Street Naming & Numbering for **each area**
- Facilities Management for Corporate Buildings in **each area**

- 7.1.3 The concept is not necessarily that the staff identified only work in one of the 3 areas, but that they take responsibility to make sure issues within each of these areas, is tackled collectively by the Service. So although they may directly action issues in their own area, they could just as likely act to make sure a colleague with a high workload in an adjoining area, achieves the desired progress and outcomes for the neighbourhood area concerned.
- 7.1.4 My proposed second change is to bring together the Civil Contingencies role and that of meeting the Flood and Climate change agendas required by legislation. To further align the strategic, operational and mitigation responses to these subjects, Engineering Services needs to be able to meet the legislation contained in the Climate Change Bill, the Floods and Water Bill and the recommendation of Sir Michael Pitts review into the flooding of 2007, many outcomes of which are for Government agencies to deliver through performance indicators.
- 7.1.5 The proposal is to utilising one of existing posts on the establishment by changing its job description and applying the recent grading from the October 09 Hay evaluation panel. This new post, known as "The Flood Risk & Civil Contingencies Manager" would then be subject to recruitment. Unfortunately, the member of staff in the current post of Civil Contingencies & Facilities Officer, will be placed at risk, as this post does not exist within the proposed structure. However, the current post holder will be eligible to apply for this new post. Recruitment for this post is anticipated in January 2010 if Members agree to the recommendations before them.
- 7.1.6 The new post of Civil Contingencies & Flood Risk Manager will be responsible for the management and delivery of the following activities, again on a Locality area basis. It is further proposed that two of the existing assistant area engineers will report directly to the new post together with a new career grade position of Civil Contingencies Officer. For the avoidance of doubt this team will undertake delivery of the following services;
- Strategic Policy Formation for Flood Risk and Civil Contingencies and the associated securing of income funding opportunities, together with advice on Planning Policy.
  - Corporate flood and climate change renewable Projects
  - Civil Contingencies - Emergency Planning & Business Continuity
  - WDC Watercourse inspections, maintenance & alleviation of flooding WCC Highway Watercourse inspections & maintenance
  - Environment Agency - Critical Watercourse inspections & maintenance through 4 year term contract
  - Delivery of activities associated with the Councils requirements to meet National Indicators 189, 188, 37, the Pitt report, the Flood & Water Management Bill, the Climate change Act and Warwickshire's Sustainable Community Strategy.

- 7.1.7 There will also be a requirement for, **all** Engineering staff in times of emergency to work together to provide a cohesive and resilient response to such events. We are required by Law to act in this way.
- 7.1.8 I also anticipate that Project Teams will also be set up with staff from the two teams to work on corporate projects which require Engineering expertise and or Project Management Skills.
- 7.1.9 I further believe that full time staff numbers will need to be kept to a minimal level during these uncertain times. As a consequence it will now be necessary for consultants, or design and build contractors to be appointed to deliver certain, or all parts of a project, when our day to day resources maybe stretched. I cannot therefore emphasise enough the necessity that all staff undertake work and resource planning for their individual projects and for this to be fed back into the Team Operational Plans so that resources can be allocated accordingly.
- 7.1.10 It is also my desire that these new arrangements are effective from the 31<sup>st</sup> March 2010.
- 7.1.11 To assist Members with the proposed structure, I have included a couple of appendices. Appendix 1 is an organisational chart of the current Engineering set up and the proposed structure is shown in Appendix 2.
- 7.1.12 For clarification, the proposed structure of Engineering Services decreases the existing staff establishment of the Engineering group from its current 11.4FTE's to 10.4 FTE's.

## **7.2. HOW DO THESE CHANGES AFFECT STAFF**

- 7.2.1 It is proposed that two new establishment posts are created, as shown in table 2 below. The post of Civil Contingencies & Flood Risk Manager has already been evaluated as salary band D (spinal pt 37 - pt 39 inclusive) with a casual car user allowance.
- 7.2.2 The Civil Contingencies Officer is proposed on a career grade - subject to Hay evaluation, up to band F (spinal pt 23 – pt 26) with a casual car user allowance. Career grade progression points will be developed as part of the recruitment package and would contain elements of experience, qualifications and performance.
- 7.2.3 It is proposed that the three posts shown in table 2 of Appendix 3 be removed from the Engineering establishment and the proposed organisational reporting structure be as shown in Appendix 2 to the report.

### 7.3. CONSULTATION ON THE PROPOSALS

7.3.1 Two rounds of consultation have been undertaken with all Engineering staff. Both unions, Unison and MPO, have also been informed about the consultation. The restructure has also been discussed as part of the Team meetings. The consultation programme undertaken with all staff is shown below;

#### INFORMAL STAGE:

Advise Trade Union of consultation process	19th August 2009
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#### FIRST PROPOSALS:

Produce written proposals by	w/c 24 <sup>th</sup> August 2009
Talk individually with staff and Trades Union/legal representatives if individuals so wish.	Arrange meetings with staff for w/c 24 <sup>th</sup> August 2009
Request responses from staff to first proposals by	16 <sup>th</sup> September 2009
Consult with Unions and discuss feedback from proposals	23 <sup>rd</sup> September 2009 to 30 <sup>th</sup> September 2009
Respond to responses to first proposals by	30 <sup>th</sup> September 2009

#### FINAL PROPOSALS:

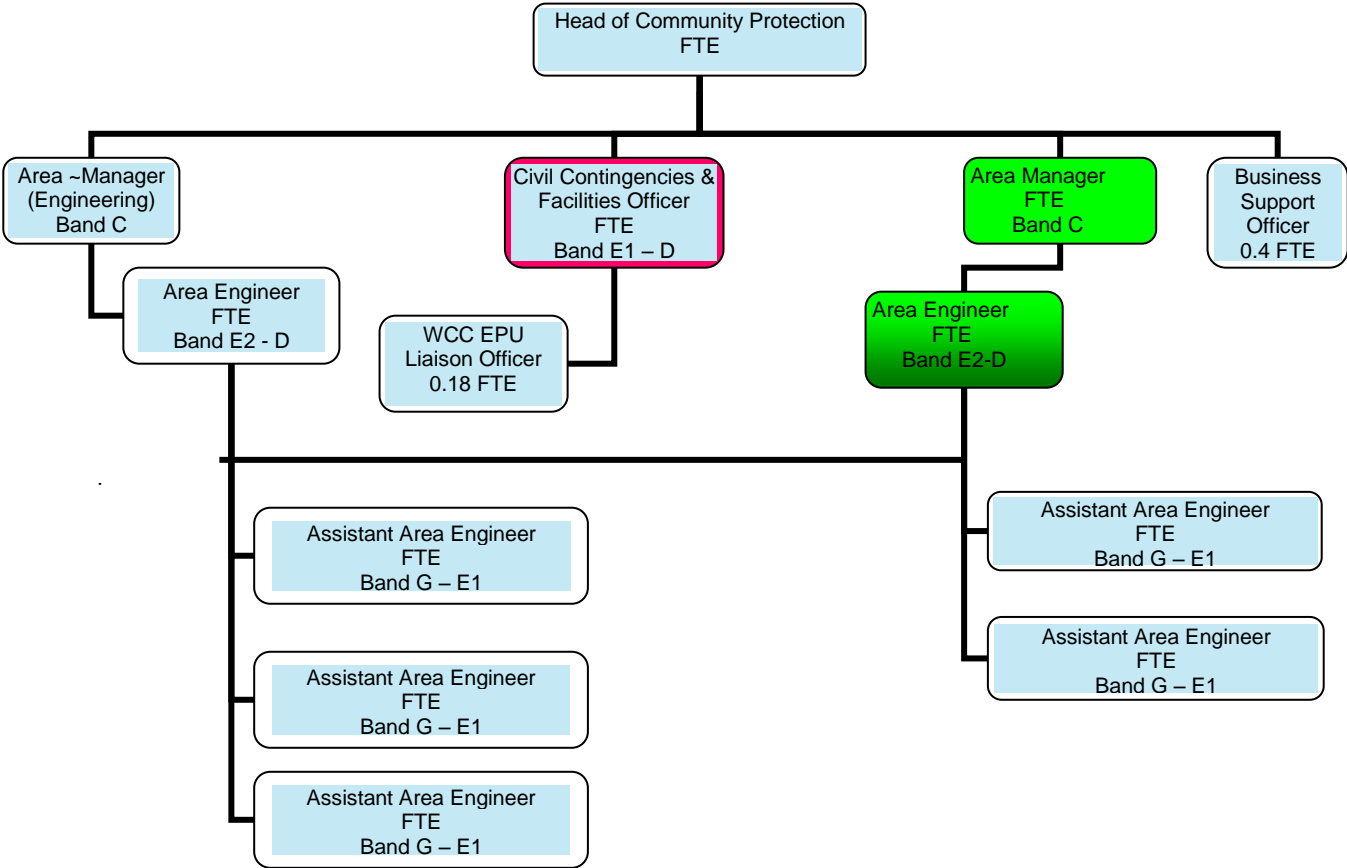
Produce final proposals by	12 <sup>th</sup> October 2009
Request responses by	30 <sup>th</sup> October 2009
Consult with Unions	w/c 2nd November 2009
Respond to final responses by - Meet with staff collectively - Talk to staff individually	w/c 16 <sup>th</sup> November 2009
Sign-off final proposals	27 <sup>th</sup> November 2009

#### FINAL REPORT:

	<b>Employment</b>
Notification of item to Committee	27 <sup>th</sup> November 2009
Report to be submitted to Committee	1st December 2009
Committee Meeting date	14 <sup>th</sup> December 2009

7.3.2 The response by staff and Unions to the proposals was one of no objection, with only points of detailed clarification about which operational areas and responsibilities individuals would be covering. In all but one individual case, Engineering staff were in agreement with the proposed changes. The one individual case was about a detailed matter where it emerged that two individuals wanted to cover the same area. In this case a management decision was taken to resolve the issue, based on where the experience and knowledge of an individual staff member was best suited to a particular area. The individual was notified accordingly.

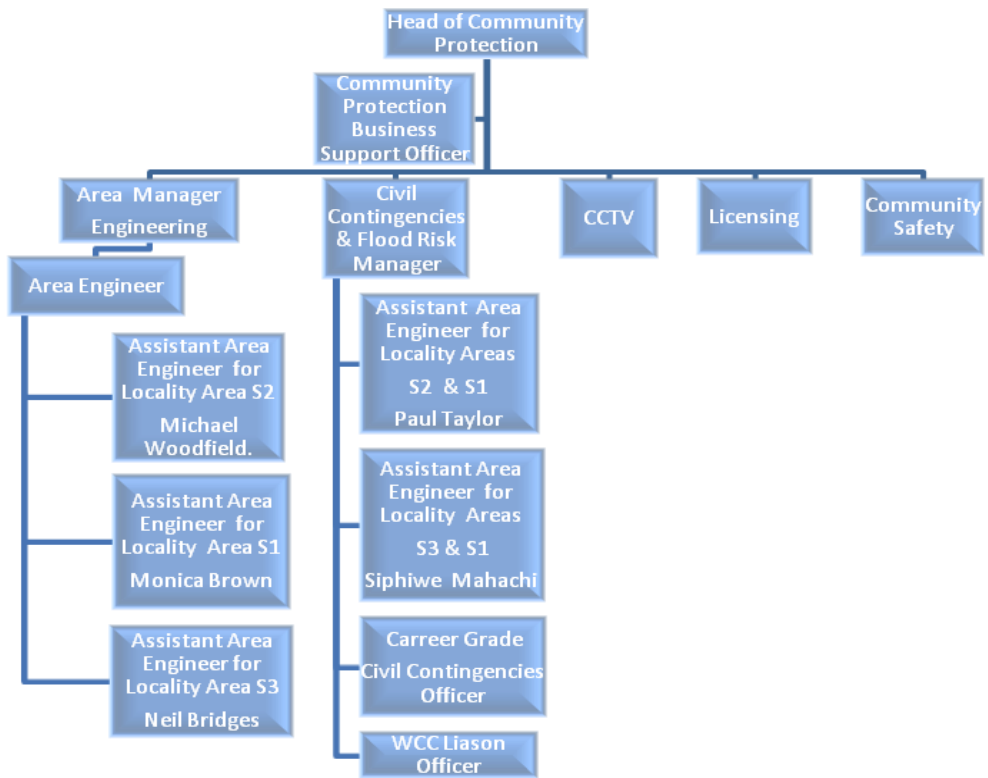
EXISTING ENGINEERING SERVICES STRUCTURE



KEY

Vacant Posts

PROPOSED ENGINEERING SERVICES STRUCTURE





**Table 1**

The following posts are proposed to be created for the Engineering Services establishment within the Community Protection Service Area.

Post Number	Post Title	Salary Band	Salary Costs (£)	Post holder	FTE
B400??	Civil Contingencies & Flood Risk Manager	D	30,851 – 32,800	New Post	1
B500??	Civil Contingencies Officer - Career Grade	up to band F (Subject to Hay)	22,221	New Post	1

**Table 2**

It is proposed that the following posts are removed from the current structure for Engineering Services within the Community Protection Service Area.

Post Number	Post Title	Salary Band	Salary Costs (£)	Post holder	FTE
B30011	Area Manager	C	34,549 - 36,313	Vacant	1
B40011	Area Engineer	D	30,851 - 32,800	Vacant	1
B20010	Civil Contingencies & Facilities Officer	E1-E2	22,958 – 29,236	Nicholas Rushall	1