

Summary Sheet

Council Report

Cabinet/Commissioners' Decision Making Meeting 14 March 2016

Councillor Lelliott, Cabinet Member for Jobs and the Local Economy
Councillor Sims, Cabinet Member for Waste, Roads and Community Safety
Councillor Yasseen, Cabinet Member for Neighbourhood Working and Cultural Services
Commissioners Kenny and Ney

Title

Review of the Environment and Development Services Directorate

Is this a Key Decision and has it been included on the Forward Plan?

No

Strategic Director Approving Submission of the Report

Caroline Bruce – Interim Strategic Director, Environment and Development Services

Report Author(s)

Caroline Bruce

Ward(s) Affected

All

Summary

In November 2015, Commissioner Manzie and the Strategic Director, Karl Battersby, consulted with staff on a restructure of the Environment and Development Services Directorate (EDS), building on the report 'Laying the Foundations', and creating a refocused directorate – Regeneration and Environment. This report provides a progress update for Cabinet and also outlines proposals for (a) the future delivery of the Council's enforcement and public protection services and (b) service delivery in street cleaning, parks and grounds maintenance services.

Recommendations

Cabinet is asked to:

1. Note the contents of this report and the progress made to date in refocusing the priorities of the directorate as it changes from Environment and Development Services to the Regeneration and Environment Directorate on 1st April 2016

2. Note the proposals for strengthening enforcement and public protection services;
3. Note the timeline for reviewing delivery of street cleaning, parks, and grounds maintenance services;
4. Provide any advice or comments to shape the future direction of the directorate.

List of Appendices Included

Appendix 1 – Consultation document November 2015 (includes two appendices A and B)

Appendix 2 – Summary of consultation responses

Background Papers

None

Consideration by any other Council Committee, Scrutiny or Advisory Panel

None

Council Approval Required

No

Exempt from the Press and Public

No

Review of the Environment and Development Services Directorate

1. Recommendations

Cabinet is asked to:

1. Note the contents of this report and the progress made to date in refocusing the priorities of the directorate as it changes from Environment & Development Services to the Regeneration & Environment Directorate;
2. Note the proposals for strengthening enforcement and public protection services;
3. Note the timeline for reviewing delivery of street cleaning, parks, and grounds maintenance services;
4. Provide any advice or comments to shape the future direction of the directorate.

2. Background

2.1 In November 2015 Commissioner Manzie produced a paper making proposals to rename and restructure the Environment and Development Services Directorate, calling it the Regeneration and Development Directorate. The rationale was:

- The impending departure of the Strategic Director to a post in another authority;
- The need to re-emphasise the importance of economic development and regeneration;
- The need to take a fresh look at provision of street services;
- The importance of giving a bigger profile to culture, heritage, tourism and sport in Rotherham
- The need to make savings for the 2016/17 budget.

2.2 The report also quoted a number of management changes proposed across the existing Planning, Regeneration, Culture and Streetpride services as part of the budget savings.

3. Key Issues

3.1 The original restructuring proposal within the November 2015 paper is attached as Appendix 1 (includes two appendices A and B).

3.2 The proposals were circulated to staff within the Directorate and 13 responses were received (some from individuals and some jointly). The main points are summarised in Appendix 2.

3.4 Since the consultation has finished progress has been made in a number of areas:

An independent review has been undertaken to:

- Produce an improvement plan for the Council's waste function following a peer review which identified some areas of good practice as well as opportunities for delivering a better service;
 - Review street scene and enforcement functions in the council to look at quality standards, value for money and opportunities to improve the overall approach to delivering enforcement/public protection services as well as delivering savings. Interim arrangements have been made for the Strategic Director role pending a permanent appointment.
- 3.5 Permanent recruitment to senior roles in the new Regeneration and Environment Directorate has been successful with the appointment of Karen Hanson to take up the post of Assistant Director, Community Safety and Street Scene on 14 March and Damien Wilson who will join the Council on 25 April as the Strategic Director, Regeneration and Environment.

The new role of Assistant Director for Culture, Sport and Tourism is currently being filled and it is hoped that an appointment will be made in April.

- 3.6 Draft job descriptions have also been written for other roles which have been created through the restructure and these will be consulted on and appointments will be made following the Council's usual recruitment processes. The restructure has affected management roles only and predominantly at Assistant Director and Head of Service (M3) level. A small number of managers could be at risk of redundancy as a result and they will be supported under the Council's redeployment procedures. The restructure will be brought to a conclusion as quickly as possible.
- 3.7 Moving on from the restructure, in November 2015 Commissioner Manzie commissioned a review of street scene and enforcement services because of concerns about join-up across the Council and how this inhibited the capacity for service improvement and the potential to make budget savings.
- 3.8 The review found that enforcement services (covering the public protection function in its widest sense – parking, the dog warden service, environmental health, licensing, town centre and neighbourhood warden, trading standards and so on) could be improved with a new approach that had the potential to improve service standards whilst also delivering significant savings. This whole service transformation would be achieved by:
1. Organisational change so that the totality of resources are brought together in a simpler structure of one or two teams and with fewer managers and hand-offs;
 2. Enhanced multi-skilling of staff to increase the response to street scene and enforcement issues;
 3. Reduction in total staff numbers whilst protecting front-line service delivery;

4. Improvements to operational processes, use of equipment and technology and service innovation;
5. Focusing on the Council's key priorities and directing resource to deliver them;
6. Developing a commercialisation approach to maximise income, alternative funding and alternative delivery options.

3.8 The new Assistant Director for Community Safety and Street Scene will take forward the review and develop the proposals in consultation with staff and trade unions. The complex nature of these services, many of which are regulatory and have statutory elements, is reflected in the timeline for implementation. Consultation and development of the proposals through workshops and so on will take place from April to June and implementation will commence in July. A further report will be brought to Cabinet in June giving detailed proposals and seeking further approval to proceed to implementation.

3.9 In addition, officers are reviewing service delivery in street cleaning, parks and grounds maintenance services. These are key services for residents, businesses and visitors and rightly there is a demand for high quality service provision. Street scene enforcement and engagement is complimentary to these services and when well-managed and targeted will reduce the need for, or extent of, clean-up operations. Officers will be exploring this in more detail, as well as commercialisation, best practice and learning from others, alternative use of technology and equipment, working methods and so on, with the aim of developing proposals for members that retain good service standards at an affordable cost.

4. Options considered and recommended proposal

4.1 Following the consultation on the restructure of the Environment and Development Services Directorate the feedback has been used to further refine the proposals but the main focus of the restructure is unchanged and the implementation of the restructure is now underway. Had the consultation feedback been different it would have been necessary to look at alternative options.

5. Consultation

5.1 Briefing of senior staff who were primarily affected by the restructuring proposals took place with accompanying trades union representation. 13 written responses were received on a range of points which are set out in Appendix 2.

The service delivery changes that are also outlined in this report will be subject to extensive engagement and consultation with staff and trades unions at an early stage whilst the proposals are being worked up, and then more formally as any proposals are being implemented.

6. Timetable and Accountability for Implementing this Decision

- 6.1 Implementation of the restructure and the forming of the new directorate is underway. The directorate will formally become Regeneration and Environment on 1 April 2016. At this point the Corporate Property Unit and the Safer Neighbourhoods Team will transfer from the Adult Care and Housing Directorate. The Safer Neighbourhoods Manager will be retiring from the Council in March, and temporary acting-up arrangements are being made to cover his role pending the wider transformation of enforcement/public protection services that is summarised in this report. The restructure will be concluded as soon as is practicably possible with the aim of filling all roles by the end of May. The exception to this is the proposed merger of the two M3 manager posts in RiDO/Economic Development. This merger has not progressed in the light of additional workstreams (e.g. Tata Steel, SCR agenda) and additional external income. It is proposed that this element is considered by the new management team in Regeneration and Environment.
- 6.2 The service transformation elements of this report will be developed between April and June for further member consideration.
- 6.3 The Regeneration and Environment management team will be responsible for delivery of the service transformation, under the leadership of the Strategic Director, Damien Wilson.

7. Financial and Procurement Implications

- 7.1 The proposed restructure will deliver the planned level of budget savings included in the 2016/17 Budget Setting Report agreed at Council on 2nd March 2016 within the Environment and Development Services Budget Savings included in Appendix 1 of the report. Although the proposed structure in this report now differs slightly to the original planned budget savings – the financial savings remain the same.
- 7.2 Any further implications will be presented to members as proposals are developed.

8. Legal Implications

- 8.1 Any changes to roles and responsibilities will be consulted on and will be managed in accordance with the employment policies of the Council, and this will also be the case for any service transformation proposals. Trades unions will be engaged proactively at all times.
- 8.2 Enforcement and regulatory services have their own legislative frameworks which will need to be considered when any proposals are developed.

9. Human Resources Implications

- 9.1 Arising from the restructure there are staffing implications involving the displacement of some managers voluntarily and the movement of others to different positions in the organisation. There is the potential for a small number of compulsory redundancies as the restructure is completed, however this will be mitigated through redeployment wherever possible.
- 9.2 Some senior staff affected have indicated an interest in voluntary severance under the budget strategy process.
- 9.3 Staffing implications from future service transformation proposals are unknown at the moment. It is worth stating that there are no proposals for alternative delivery models that involve outsourcing or similar.

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 Some of the functions which these areas of service cover are very important for children and young people and vulnerable adults. These include:

- Arts and culture
- Economic development and skills
- Libraries
- Licensing
- Museum and heritage
- Sport and leisure
- Travel to school
- Transport.

11 Equalities and Human Rights Implications

- 11.1 All the services within Regeneration and Environment should be focused on the needs of protected groups and or groups disadvantaged by low income. Particular issues for these services are as follows:

Planning, Regeneration and Transport – staff in these services need to be particularly focused on issues of access and obstacles to job opportunities presented by unavailability of entry to work schemes, or unhelpful transport routes or public transport frequencies. These may present particular problems to people with disabilities. Access to planning applications also needs to accommodate visual adaptations and digital access for those with visual impairment.

Community Safety and Street Scene – research evidence shows that those most affected by crime and disorder are the poorest in society . People from particular ethnic backgrounds need to be treated fairly within the justice and community safety system. On street scene issues, different households may have different needs and requirements for example disabled or elderly people and refuse collection.

Culture, Sport and Tourism – while the recent LGA peer review was largely positive about how these services were run, the report did comment on the need to focus more on evidence of services being accessed in greater numbers by disadvantaged groups and this will be a renewed focus of a reshaped service. In the customer service area, there is a major need for a renewed customer service strategy which concentrates on ensuring appropriate services and tailoring according to customer need.

12. Implications for Partners and Other Directorates

12.1 There are key connections to all the other Directorates of the council and with Adult Services and Housing, Children's and Young Peoples Services and support services in particular.

12.2 There are a range of key partners who will have an interest. In particular South Yorkshire Police (Community Safety and Environment) and economic development and transport partners across the region. The service also has a significant role to play in the Sheffield City Region and the new arrangements under the Combined Authority (CA). The intention is to raise the profile of culture, heritage and sport to re-engage with key Government and commercial partners, for example the Arts Council and the Department of Culture Media and Sport.

13. Risks and Mitigation

13.1 A number of longstanding senior managers have or will be leaving and new managers will be joining the Council. There will be a loss of knowledge of organisational history and there is a need to try and capture as much of that as possible before everyone leaves. Part of the mitigation is in having a well-managed process of transition, in this instance on the environmental side. However there is no doubt that some aspects of the service need a major programme of change which will benefit from a range of input from new and differently experienced staff.

14. Accountable Officer(s)

Caroline Bruce, Interim Strategic Director for Environment and Development Services

Approvals Obtained from:-

Strategic Director of Finance and Corporate Services:- Pete Hudson

Director of Legal Services:- Catherine Parkinson

Head of Procurement (if appropriate):- Not applicable

This report is published on the Council's website or can be found at:-

<http://modern.gov.rotherham.gov.uk/ieDocHome.aspx?Categories=>

Appendix 1 - Consultation Document Issued November 2015 (includes two appendices A and B)

Public/Private Report



Summary Sheet

Council Report

Reorganisation of current Environment and Development Services Directorate to create Regeneration and Environment Directorate

Is this a Key Decision and has it been included on the Forward Plan?

Yes

Strategic Director Approving Submission of the Report

Karl Battersby, Strategic Director EDS

Report Author(s)

Commissioner MD Stella Manzie

Ward(s) Affected

All

Summary

The report proposes a different distribution of the services currently in the Environment and Development Services Directorate (EDS) building on my report Laying the Foundations but responding to more recent developments. It does not increase the number of Directors/Assistant Directors but redistributes the functions in EDS making some adjustments to the current post of Assistant Director Planning, Regeneration and Culture, uniting "crime and grime" functions under an adjusted Assistant Director Community Safety and Environment post and creating a new post of Assistant Director Culture, Sport and Tourism. The proposals support proposed budget reductions in management. There is urgency to this proposal because of the timetable for advertising senior management posts affected by these proposals.

Recommendations

- a) Agree the changes proposed in this report to adjust the current post of Assistant Director Planning, Regeneration and Culture; adjust the post of Assistant Director Community Safety and Environment , and create a new post of Assistant Director Culture, Sport and Tourism
- b) Authorise officers to consult with staff affected by the proposals and their trades unions
- c) Endorse the external advertisement of the post of Assistant Director Community Safety and Environment
- d) Advertise the post of Assistant Director Culture, Sport and Tourism internally
- e) Factor relevant savings into the overall Medium Term Financial Strategy.

List of Appendices Included

Appendix A Current organisational structure

Appendix B Proposed structure

Background Papers

**Report to Council 3rd June 2015 “Laying the Foundations”
Casey report into corporate governance**

Consideration by any other Council Committee, Scrutiny or Advisory Panel

This report is going to the meeting of Overview and Scrutiny Management Board on
To be agreed

Council Approval Required

No

Exempt from the Press and Public

No

Main report

Reorganisation of current Environment and Development Services Directorate to create Regeneration and Environment Directorate

1. Recommendations

- a) Agree the changes proposed in this report to adjust the current post of Assistant Director Planning, Regeneration and Culture; adjust the post of Assistant Director Community Safety and Environment and create a new post of Assistant Director Culture, Sport and Tourism**
- b) Authorise officers to consult with staff affected by the proposals and their trades unions**
- c) Endorse the external advertisement of the post of Assistant Director Community Safety and Environment**
- d) Advertise the post of Assistant Director Culture, Sport and Tourism internally**
- e) Factor relevant savings into the overall Medium Term Financial Strategy.**

2. Background

2.1 My report "Laying the Foundations" agreed at Council on 3rd June made proposals which included the creation of a new post of Assistant Director Community Safety to add to the current Assistant Directors of i) Streetpride and ii) Planning, Regeneration and Culture, in the Directorate of Environment and Development Services. (The Strategic Director EDS has been line – managing Housing and Asset management since January 2015 but these are not technically part of the EDS structure – Housing will be managed by the post of Strategic Director Adult Care and Housing, currently being recruited). Corporate Property has been managed for the last few months in Housing and Neighbourhoods and the intention has been to locate it in Planning, Regeneration and Culture.

2.2 However, since June there have been a number of developments which have led to the proposals in this report. These have included:

- The impending departure of the Strategic Director EDS from the authority to a new post
- The need to re-emphasise the importance of economic development and regeneration
- The need to take a fresh look at provision of street services
- The importance of giving a bigger profile to culture, heritage, tourism and sport in Rotherham
- The need to make savings for the 2016/17 budget.

All these points have contributed to the opportunity to re-position the Directorate and capitalise on the recruitment processes currently taking place to fill the senior management posts in the authority. This report is urgent in order to avoid holding up recruitment which is essential to stabilising the authority. It offers one opportunity for senior level internal recruitment.

2.3 A number of management changes are already proposed across both the existing Planning, Regeneration and Culture, and Streetpride services as part of the proposed budget savings. Those are summarised below;

- Merging of planning and building control teams
- Merging the management of the economic development and business retail and investment teams
- The deletion of the post of leisure and community services manager post
- Merging the management of waste and transport
- Alterations to emergency and safety arrangements

In total, those proposals have a target saving of £234,000, and have been endorsed by Members so far.

2.4 There are other factors which need to be considered when determining the future shape of EDS. Three areas which will be dealt with separately from this report are:

- **RIDO**: significant budget pressures, and the need for a clear business model going forward, linked into the Sheffield City Region, and able to maximise the benefit for Rotherham of the City Region funding and devolution deal.
- **Neighbourhood working**: The need to look at a new model, which makes the best use of our resources, and enables members to undertake their community leadership role to maximum effect
- **Asset management**: significant pressures in terms of day to day service requests, but also the need to resource property rationalisation following new service models.

2.5 Issues which are dealt with in this report are

- **Waste**: concerns relating to basic service delivery, but also untapped commercial opportunity
- A need to look at **street scene services** (such as grounds maintenance and street cleansing)
- The need to better link our **sport, heritage and culture** offer to help promote the borough and assist with regeneration

3. Key Issues

3.1 Vital to Rotherham's future development is that the Council presents itself as focused on the generation of jobs and prosperity. With a renewed vision for the Council it can move to an ambitious future focused not just on transforming critical services like those to children and young people, and vulnerable adults but also those which are more universal and the face of the Borough generally. Increasingly there is a recognition that one of the key components of regeneration of towns and cities is how people spend their time outside work, and that one way of putting a place on the map for good reasons is promoting its history and attractions, not only to its own citizens but to visitors.

3.2 The services in the current EDS will play a key role in that but there are various aspects of the way services are organised which do not help the focus which is needed. Following recent developments our analysis suggests that the following issues need to be addressed:

- The need to continue to recognise the importance of the economy and regeneration to Rotherham's future in the direction of the Directorate
- The need to find a way forward for environmental and street services which demonstrates vision, innovation and strategic thinking
- The need to provide a proper focus for culture, heritage, leisure and sport giving better opportunities for associated regeneration, income generation, civic pride and commercial promotion of Rotherham.

There are other issues in terms of customer services which need to be addressed.

3.3 A number of staffing issues and analysis of how services are currently working and might be improved, mean that looking at the current Streetpride Service structure enables some rearrangement of services in a way which is logical for the time.

4. Options considered and recommended proposal

Paragraphs 4.1 to 4.6 encompass the proposals being made in this report Paragraphs 4.7 sets out (in brief) alternative options.

4.1 Adjust the proposed Assistant Director Community Safety post to include most of the current Streetpride services

This would mean:

- (a) Deleting the current post of Assistant Director Streetpride
- (b) Deleting the current posts of Principal Officer Waste Management, Corporate Transport Manager and Leisure and Community Services Manager * and creating a new post of Street Services Manager covering waste collection and disposal, grounds maintenance and street cleansing, drainage and corporate transport

*Proposals already in Budget Strategy options

(The post of Street Services Manager would be line - managed by the revised post of Assistant Director Community Safety and Street Service, as would the posts of Network Manager (Highways and Street –Lighting and Business Regulation Manager

There is more work to be done on the Community Safety structure because of the need to sort out the current distribution of functions. However the intention is that emergency planning and health and safety would be under this function, as planned in June.

- 4.2 The rationale for this is to give a new focus on links between community safety, manifested in low level anti-social behaviour, and the street services that need to link closely with them. This will make sense to the public who see close connections between the appearance of the places around them and whether they are likely to be subject to crime.
- 4.3 At the same time as raising the standing and status of community safety, the authority has the opportunity to bring in new management for the environmental services. The proposed grouping of waste, grounds and street cleansing (as well as corporate transport) will mean being able to cross fertilise between these services both in financial and HR terms, whether the authority stays with in – house service or commissions external services. It again opens up the possibility of new management at that level as it merges three management functions at third tier into one.
- 4.4 Reorganise the current Planning, Regeneration and Culture functions (with the addition of Transport Strategy) to leave an adjusted Assistant Director Planning, Regeneration and Transport and create a new Assistant Director post of Culture, Sport and Tourism**

This would mean:

- a) Transferring the post and functions of Transport Strategy Manager from its previous location in Streetpride to the Planning and Regeneration service
 - b) Taking forward the changes already outlined in the Budget Strategy proposals i.e. merging the functions of Economic Development and Business Retail and Investment; moving Corporate Property from its temporary location under Housing to the renamed Planning , Regeneration and Transport; merging Planning and Building Control
 - c) Removing the museum, heritage and culture functions currently located with the Planning and Regeneration service and setting up a new service – Culture, Sport and Tourism. This would include the current libraries and customer service centres, adding in the services already identified in the Budget Strategy – Leisure and Sport development, plus Tourism and Events, which have been moved out of Communications under the Laying the Foundations report. This new service would be the flag – bearer for a new vision of Rotherham with a focus not just on its past heritage but on vibrancy now and for the future as a place for arts, culture and leisure. One of the key issues in relation to these functions is that their promotion relies heavily on external partnerships and funding and building relationships with governmental and non-governmental bodies is critical and this would be a key role of the new Assistant Director post.
 - d) Adjusting the management functions beneath the level of Assistant Director, Culture, Heritage and Sport to achieve maximum value for money once that post is appointed.
- 4.4 It will not have escaped members and staff that the current Customer and Cultural Services Manager function looks after broad customer services

within the Council including the main customer call centre, registrars and some aspects of welfare advice. These service elements are likely to migrate to a greater focus on customer services, linked to increasing use of digital channels, but there is more time available to make that transition and it is likely to be linked with a new Chief Executive and Management Team's focus on customer care and customer service and the appointment of the proposed strategic Director Finance and Customer Services post currently being advertised. For the moment this does not need to be resolved, but we do have an opportunity to raise the profile of culture, heritage and sport as part of increasing civic pride and in the longer term ensuring that Rotherham is associated with positive issues (once service delivery issues in children's and elsewhere are improved).

- 4.5 It is proposed that because of the high volume of senior management posts currently being advertised externally, the authority should first advertise this new Assistant Director post internally to see if any senior management talent can demonstrate through interview an ability to operate at this level.

4.6 Alter the name of the Directorate from Environment and Development Services to Regeneration and Environment

Making a change is recommended, to signal a change in line with the overall objective of marking the development of a different Rotherham, even more focused on its future development, economic growth and the quality of its current environment. This need not be expensive and needs to be done gradually in an economical way using electronic media not with expensive signage and badging changes.

4.7 Consideration of other options

There are of course other options to be considered. These include:

a) Leaving the structure and title of the Directorate as currently

Of course it would be possible to leave the structure as currently with three Directors/Assistant Directors of Planning, Regeneration and Culture; Streetpride and Community Safety and this would be perfectly valid. It would not however enable the authority to take advantage of the opportunity to signal change. This would be not just in the emphasis of the Directorate in relation to street services, but also in terms of the profile of culture, tourism, sport and heritage where the authority can send a signal both to the region generally and to the various government departments and external organisations e.g. DCMS and the Arts Council, that the authority is raising its profile in these area even if it is doing so on "a shoestring". Whether the authority leaves the structure as currently or makes the urgent changes suggested here there will need to be some major improvement work done in some areas of street services. Changing the structures would make some aspects of this easier, for example giving greater integration of services under one manager.

b) Identifying other structural changes

There are of course other structural options, including moving more quickly on the customer services emphasis mentioned above and /or making culture and heritage services even more low profile than currently if it was felt that this was an area the Council wanted to pare back even further in financial terms. Members could decide that they want to keep Community Safety separate from environmental issues if they want to maintain it as a strategic function However the proposals as set out in the paper are logical in the current circumstances and akin to what a number of local authorities do currently.

5. Consultation

- 5.1 There has been no consultation with stakeholders and in the coming days and weeks they would need to be brought up to speed with the thinking behind the restructuring.
- 5.2 This paper will and some follow up detail will be open to consultation until close of play 30th November. For many staff in EDS this proposal will not have a major impact on their day to day work except in longer term ways of working and in the strategic focus on certain subjects such as Culture and Heritage, and Community Safety.
- 5.3 There will be formal consultation with trades union colleagues according to council policy.

6. Timetable and Accountability for Implementing this Decision

- 6.1 Given the timetable for advertising the next phase of senior post adverts – there have been pressing reasons to proceed with the recruitment of the Assistant Director Community Safety and Environment and this has been agreed. There are however still opportunities to influence the structure in line with the consultation proposed above.

7. Financial and Procurement Implications

- 7.1 Paragraph 2.3 mentions savings of £234,000 under discussion, which are reflected in the structures set out in this report, but budget proposals are still under discussion. These proposals as set out are cost neutral once existing budget proposals are considered.

8. Legal Implications

- 8.1 There will need to be formal employment consultations with the small number of staff whose post or terms and conditions are affected by this proposal.

- 8.2 Some of the functions mentioned have statutory requirements as part of their responsibilities. These are not affected by these proposals.

9. Human Resources Implications

- 9.1 There are some human resources implications involving the displacement of some individuals voluntarily and the movement of others to different positions in the organisation. However in many instances it is believed that staff will welcome the clarification and focus which the new proposals will bring , in particular the linking of community safety and street services, the placing of transport strategy with regeneration functions (where it used to be) and the renewed focus on culture , heritage and sport where despite the best efforts of staff involved more can be done to give the best opportunity of attracting external funding or of show-casing “the Rotherham offer”.
- 9.2 Some senior staff affected have already indicated an interest in voluntary severance under the budget strategy process. This is potentially helpful to the changes set out, although of course we are working on whether the financial and operational equations make sense .

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 Some of the functions which these areas of service cover are very important or children and young people and vulnerable adults. These include:

- Arts and culture
- Economic development and skills
- Libraries
- Licensing
- Museum and heritage
- Sport and leisure
- Travel to school
- Transport.

Improvements in the efficiency and effectiveness of these services will contribute to better services and in terms of attracting more income and investment the refocusing of services should help this effort.

11. Equalities and Human Rights Implications

- 11.1 It is imperative that any changes to staff jobs and status are handled according to employment legislation and the policy of the council.

12. Implications for Partners and Other Directorates

- 12.1 There are key connections to all the other Directorates of the council, in terms of other connected services like Adult Services and Housing and like the support services.

12.2 There are a range of key partners who will have an interest in this, in particular South Yorkshire Police (in Community Safety and Environment) and economic development and transport partners across the region. We are planning to use the raising of the profile of Culture , Heritage and Sport to re-engage with key Government and commercial partners in those areas eg the Arts Council, Department of Culture Media and Sport. In the community building up the profile of key libraries as community hubs will also be an important part of future strategy.

13. Risks and Mitigation

13.1 There are always risks when a large number of longstanding senior managers leave at once. There is a loss of knowledge of organisational history and there is a need to try and capture as much of that as possible before everyone leaves. Part of the mitigation is in having a well-managed process of transition. In this instance on the environmental side. This is likely to be linked to the recruitment of an interim member of staff with environmental experience, to cover Karl Battersby's post and work on this is currently ongoing. That person will need to do some work to cover the environmental issues during transition.

14. Accountable Officer(s)

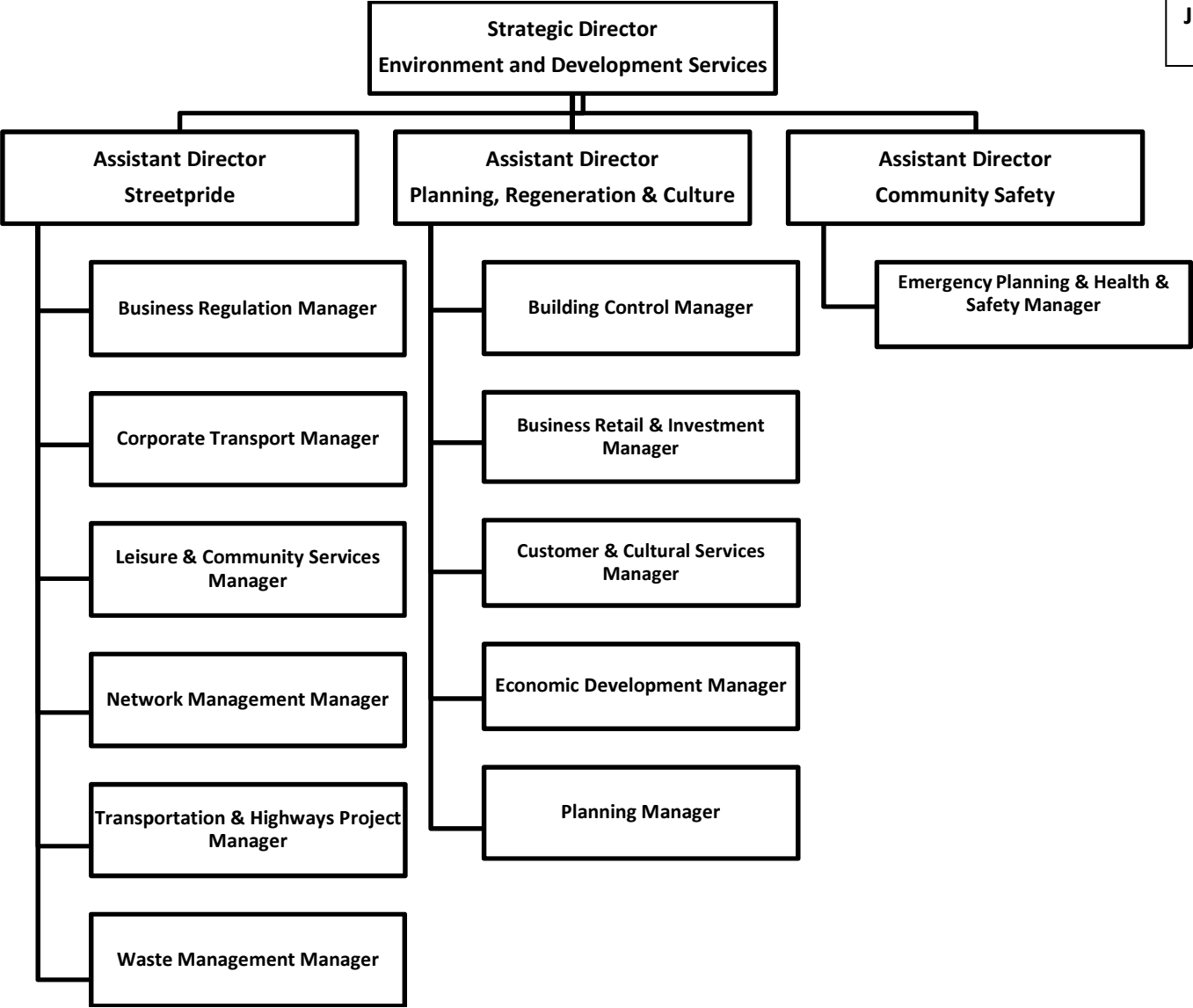
Commissioner MD Stella Manzie

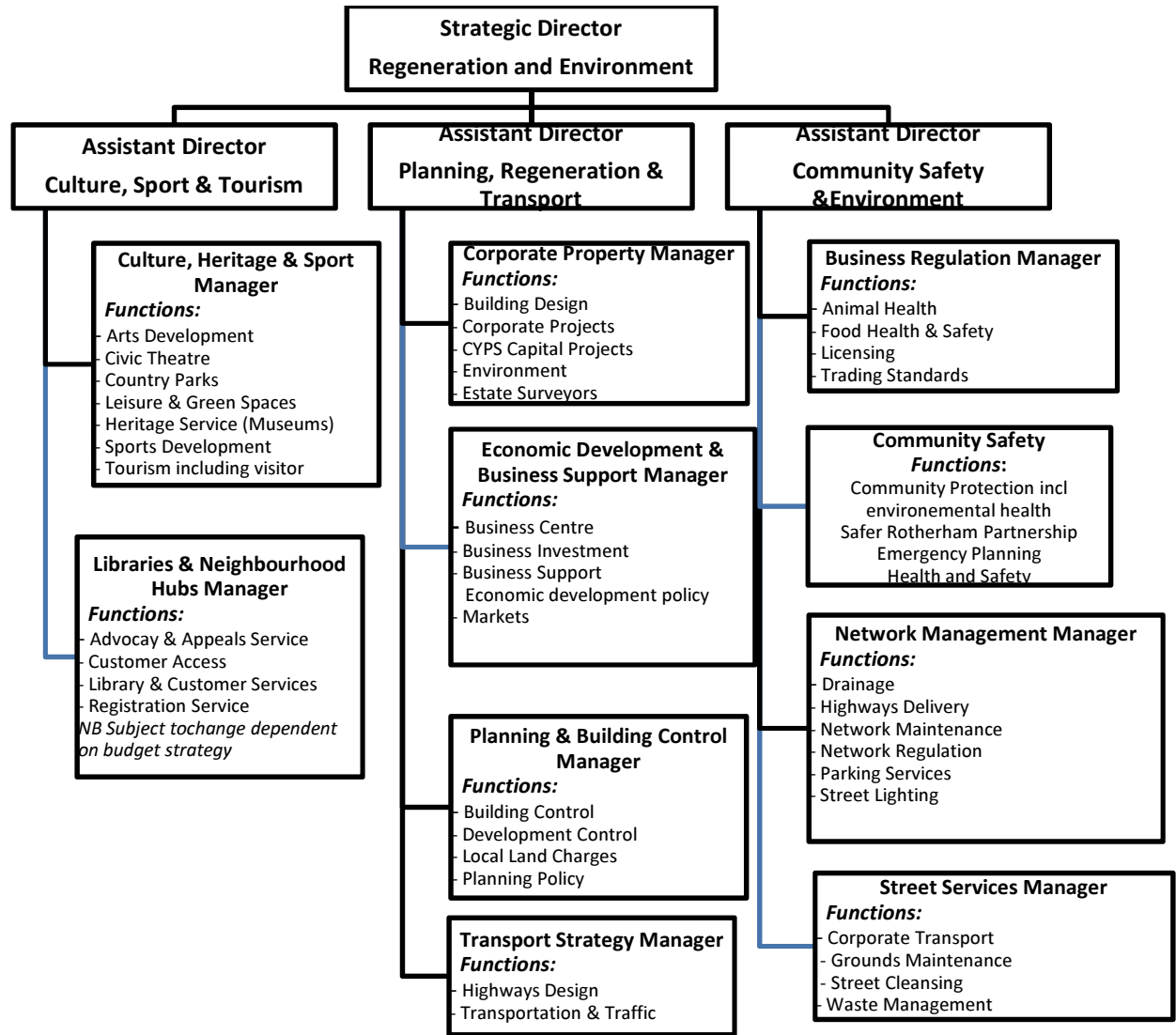
Approvals Obtained from:-

Strategic Director of Finance and Corporate Services

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Summary of Consultation Responses

In response to the consultation on the restructure of EDS, 13 responses were received from individuals or small groups of staff.

Individual letters are being sent to those who responded and their comments, questions and concerns are summarised by theme below. No responses were received which have necessitated a change in direction, but a number of amendments have been made to the detail (of job titles for example) and other comments are noted.

The time and effort that colleagues have taken to engage with the restructure is much appreciated.

Branding

A total of five references were made with regard to branding issues.

The Streetpride brand was recognised with one submission suggesting this identity should be retained and another suggesting it should be refreshed. For the moment the brand will remain, but it will be reviewed for relevance as part of normal business improvements.

Two submissions were made which recognised the importance of the RIDO brand. There are no plans to change this.

Another submission recognised the importance of good standards of customer care and the way that we communicate effectively and professionally. These are important considerations for the reputation of the directorate for quality and good governance.

Staff Impact

Two respondents mentioned staff impact specifically.

One respondent mentioned the links between the restructure and morale and its impact on retention and recruitment. This is a timely reminder about the importance of job morale and job satisfaction.

Another colleague asked whether the restructure would reduce the number of staff in the Community Protection Unit. The restructure will not reduce staff numbers, but changes could be made as a result of the enforcement review. It is important to note that any future changes will be worked through with staff and the number of compulsory redundancies across the Council has been minimal to date.

Management Issues

A total of seven issues were raised by colleagues.

One respondent was concerned that management reductions at M3 level were greater in Planning, Regeneration & Culture and with this a desire to retain one of the M3 posts in the RIDO team. Because of the workload issues within the Economic Development function – TATA, Sheffield City Region, amongst other priorities – the proposal to reduce management in this area is on hold until resource requirements are determined over the next few months.

Four respondents made five comments which were about managerial capacity and the ability to deliver savings and restructure whilst maintaining good standards of service delivery and customer standards. These are real and valid concerns and undoubtedly there are challenging times for managers and staff alike. Management and leadership development is critical to ensure managers can manage well in a changing environment. Council-wide management forums and development opportunities will provide managers the support they need. A workforce development strategy is being formulated across the Council.

There was also a recommendation that senior managers should spend time in the service to better understand it. The comment was made as the respondent felt that some proposals were being made without adequate knowledge, and whilst this comment is not accepted, the sentiment is understood. It is agreed that senior managers should spend time in all services and at the front line.

Job and Team Titles

A total of seven comments were received from four respondents.

Two suggestions were made that the word ‘highways’ should be added to the network management team and job titles. This is agreed.

It was pointed out by one respondent that the role of Assistant Director, Community Safety and Environment created an unfortunate acronym (CSE) for the postholder and their team. This was a helpful comment and the new title has been renamed Assistant Director, Community Safety and Street Scene.

One respondent suggested that strategic directors could be renamed directors. This is a corporate decision and there are no plans to change titles at this stage.

Alternative and different suggestions for the name of the Culture, Sport and Tourism team were given by two colleagues. The comments are noted and whilst the proposed name will remain for now there is no reason why it cannot be changed in the future should that be appropriate.

A similar approach will be taken to the suggestion that the word ‘growth’ should replace ‘regeneration’.

Functions and Structures

Understandably the area that attracted most comments was where individual functions were placed in the restructure. A total of 18 comments were made by 11 respondents.

The first group of comments in this category offered support to the proposals to:-

- Combine land, property and transport functions with the regeneration and planning functions;
- Create a new unit under an Assistant Director that is focused on culture, leisure, sport and tourism and to include events within this;
- Create a street services group (which will now be called Street Scene)

There was a second group of comments about the Community Protection functions. There was opposition to separate private sector housing from the other community protection/environmental functions. This will not happen under the restructure; the Community Protection team will transfer to Regeneration and Environment on 1st April as a unit. The enforcement review will consider the detail of how the services will operate. Related to this were concerns that there was a proposal to create greater specialisms and that this would be a weakness. There are no proposals to do this. Again this will be considered as part of the enforcement review as will further comments on the future organisational structure for wardens and the potential to bring environmental health professionals together in one team.

The final comments cannot be easily linked together.

Clarity was requested on where Customer Services will sit in the organisation. Colleagues are currently working up this detail, but there is a potential to split the face to face Customer Service from policy and the contact centre (telephony).

One colleague suggested that the provision of Home to School Transport should be separated from the assessment of need, which should be placed within Children and Young People's Services – i.e. to separate commissioning from delivery. This is noted.

There were proposals on behalf of a management team for an alternative structure for Planning and Economic Development. These proposals are appreciated but will not be pursued as it stands.

A respondent stated the importance of the town centre and the Sheffield City Region. This is agreed.

The importance of the links between street level services was made and there was a concern that the proposals weaken those links – particularly because the waste service is included within street services (now to be known as Street Scene). This is not agreed. The new Street Scene is intended to unify street services under a single manager with a focus on what matters to our residents.

The potential for a new role of Community Safety Manager was raised. The plan is for the Community Safety function and the Emergency Planning/Health and Safety functions to report directly to the Assistant Director, Community Safety and Street Scene. This arrangement will continue for the foreseeable future but it is recognised that the Assistant Director role has been deliberately re-focused to strengthen the Community Safety function.

Finally a number of comments were made by one respondent who expressed concerns about the robustness of the analysis behind the proposals, and other concerns that all the functions had not been included within the restructure, either at all or correctly and that this created imbalance that would affect service delivery. The strength of this view is respected but not accepted.