

**REPORT TO: POLICY & RESOURCES COMMITTEE – 13 JUNE 2011**

**REPORT ON: ENVIRONMENT DEPARTMENT – ORGANISATIONAL STRUCTURE**

**REPORT BY: DIRECTOR OF ENVIRONMENT (DESIGNATE)**

**REPORT NO: 301-2011**

## **1 PURPOSE OF REPORT**

To advise committee on the proposals for the creation of the new Environment Department and to seek authority for implementing the structure as outlined.

## **2 RECOMMENDATIONS**

The Committee is asked to:

- a. approve the organisational structure for the new Environment Department;
- b. authorise the filling of posts through the matching process or through competitive interview as appropriate; and
- c. authorise the re-introduction of the voluntary early retirement/redundancy scheme targeted at areas where surplus staff are identified as a consequence of this re-structuring.

## **3 FINANCIAL IMPLICATIONS**

- 3.1 The adoption of the recommendations contained within this report will result in net savings estimated to be £54k per annum for the nine months of 2011/12 and £333k for the subsequent full year.
- 3.2 Further savings through the integration of functions and the development of structures within the new divisions are anticipated. These will take a little time to be realised and existing post holders unplaced in any future restructure will, where appropriate, be offered the opportunity for voluntary redundancy/early retirement or alternatively redeployment opportunities will be sought.

## **4 MAIN TEXT**

- 4.1 Reference is made to report number 170-2011, which was approved at the meeting of the Policy and Resources Committee, held on 29 March 2011. This report set out the proposed new organisational structure for the council and the establishment of the new Environment department. The new department will be formed by amalgamating the existing Contract Services, Environmental Health and Trading Standards and Waste Management departments, along with elements of the Leisure and Communities department responsible for the management and maintenance of parks and areas of open space.
- 4.2 In addition to the amalgamation of the above departments, the above report also recommended the creation of a corporate Fleet management function within the new Environment department.
- 4.3 It is proposed to create four new heads of service posts reporting to the Environment director as follows:
  - Head of Environmental Management
  - Head of Environmental Protection
  - Head of Construction; and
  - Head of Support Services.

In addition to the four heads of service, it is proposed to create a Corporate Fleet Manager post also reporting directly to the director. Appendix 1 shows the proposed high-level new structure with a listing of the key functions against each of the new services.

- 4.4 The Environmental Management division will be responsible for the management and maintenance of the public open space asset. All areas of the external environment including public parks, children's play areas, public open space, beaches, urban woodland, cemeteries etc. will be the responsibility of the new department. This will remove a lot of the confusion that currently exists around ownership and responsibility for such spaces. This new division will comprise a series of multi-disciplinary teams with responsibility for virtually all aspects of the external environment excluding roads and street lighting. It is proposed to structure these teams on a geographic basis and where practical to link these to the Local Community Planning Partnership areas. Areas of specialism such as forestry and cemetery services will continue to be delivered on a citywide basis. The proposed structure for the new Environmental Management division is shown in Appendix 2. The current Head of Parks Sports and Leisure within the Leisure and Communities department will be appointed to the post of Head of Environmental Management.
- 4.5 The Environmental Protection division will be responsible for carrying out the functions and duties that protect the public and the external environment. These functions include waste collection, recycling and disposal together with environmental health and trading standards duties. In addition, the inspection and regulatory control functions of the department will be undertaken within this division. The proposed structure for the Environmental Protection division is given in Appendix 3. Given the imminent retirement of the current Head of Waste Management and Head of Environmental Health and Trading Standards departments, it is proposed that the new Head of Environmental Protection be appointed following internal competitive interview with any subsequent vacancy deleted from the establishment. Following appointment of the new head of service it is likely that a further report will be prepared recommending modifications to the divisional structure within 12 months.
- 4.6 The Construction division will continue to undertake the current range of work including responsive maintenance, planned maintenance, emergency repairs, refurbishment and new build on the council's housing stock and non-housing property portfolio. This division continues to compete with the private sector for work in what is a very aggressive construction industry. Some minor restructuring is proposed to ensure that the Construction division establishment and systems remain as "lean" as possible to ensure it can continue to successfully secure work for the future and demonstrate best value. The proposed structure for this division is given in Appendix 4. The current Procurement and Performance manager will be appointed to the post of Head of Construction. The resulting vacancy will be deleted from the establishment. The current post of Principal Estimator, which is currently filled on a casual basis, will require to be filled on a permanent basis.
- 4.7 The Support Services division will bring together all of the existing support functions undertaken including finance, administration, staffing, training, performance management etc. Where appropriate these functions will continue to be delivered within the operational divisions although there are some functions where groups of staff will be brought together. However in all situations, line management responsibility for support staff will remain with the Head of Support Services. The proposed structure is given in Appendix 5 although it is likely that this will be reviewed shortly after the new department is formed when opportunities for further efficiencies have been established. This will also give an opportunity for the broader corporate review of support functions to be completed and taken on board. The post of Section Leader Administration will be deleted from March 2011 following the VER of the current post holder. The duties of the post holder will be reallocated within the subsequent restructure of this division.
- 4.8 The corporate Fleet Management section will bring together all of the current fleet management and maintenance activity undertaken across the council. An indicative high level structure for this new section, with an outline of the key functions is given in Appendix 6. It is proposed to appoint the Fleet Manager following internal competitive interview. Once the fleet manager is in post a detailed organisational structure will be developed for this function.
- 4.9 For the majority of staff, there will be little change in their roles and functions and they will simply be matched over into the new department. In the case of promoted posts, where there is only one feasible candidate they will also be matched into the new structure. All other promoted posts will be filled following internal competitive interview.

4.10 The development of the new structure has identified a number of posts which are no longer required. This will be achieved through a combination of accepting previous applications for voluntary early retirement and through the deletion of current vacant posts as noted:

- Assistant Manager (Land Services)
- Leisure Attendants x3 (vacancies)
- Transport Controller
- Section Leader Administration
- H&S Officer (Leisure and Communities)
- Secretary (vacancy)

4.11 The deletion of the above posts, along with the previously reported deletion of the posts of heads of service for Waste Management and EHTS, will result in estimated annual savings of £399k. There are a number of areas where increased duties will result in an increase in direct staff costs. Given that some of the new posts are to be filled by competitive interview it is not possible at this stage to be precise however the additional costs, including the one off costs associated the voluntary early retirements, are anticipated to be in the region of £208k in the current financial year and £67k in a future full year. This will result in net savings of £54k in the remaining 9 months of 2011/12 and £333k per annum in future years.

4.12 The development of the corporate fleet management structure will be finalised following the appointment of the new Fleet Manager. It is intended to fill this internally following competitive interview. The additional costs associated with the filling of this post along with any other changes associated with the new fleet management structure will be met from savings generated by the creation of the new corporate fleet management function.

## 5 **POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.

There are no major issues.

## 6 **CONSULTATION**

The Chief Executive, Depute Chief Executive (Support Services), Director of Finance and Head of Personnel has been consulted in the preparation of this report.

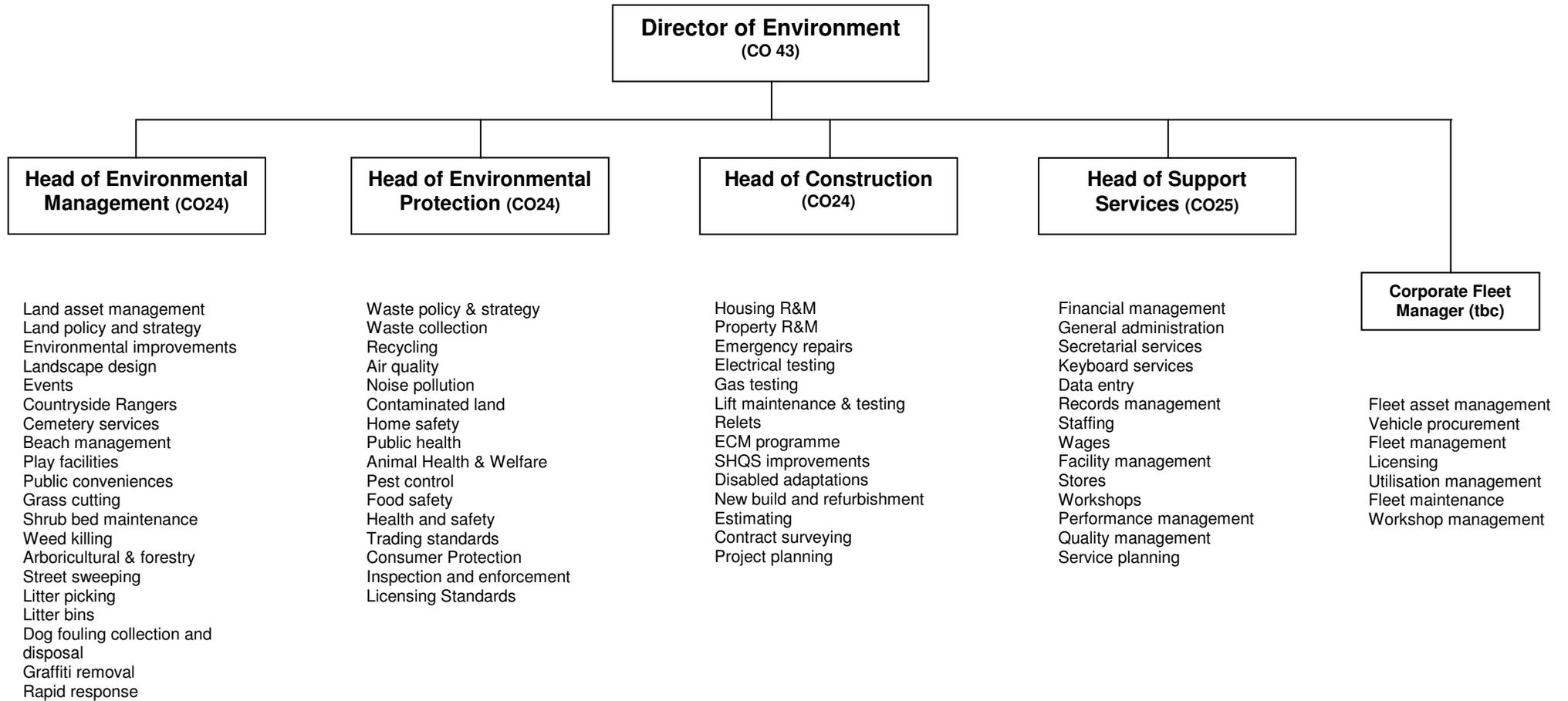
## 7 **BACKGROUND PAPERS**

None

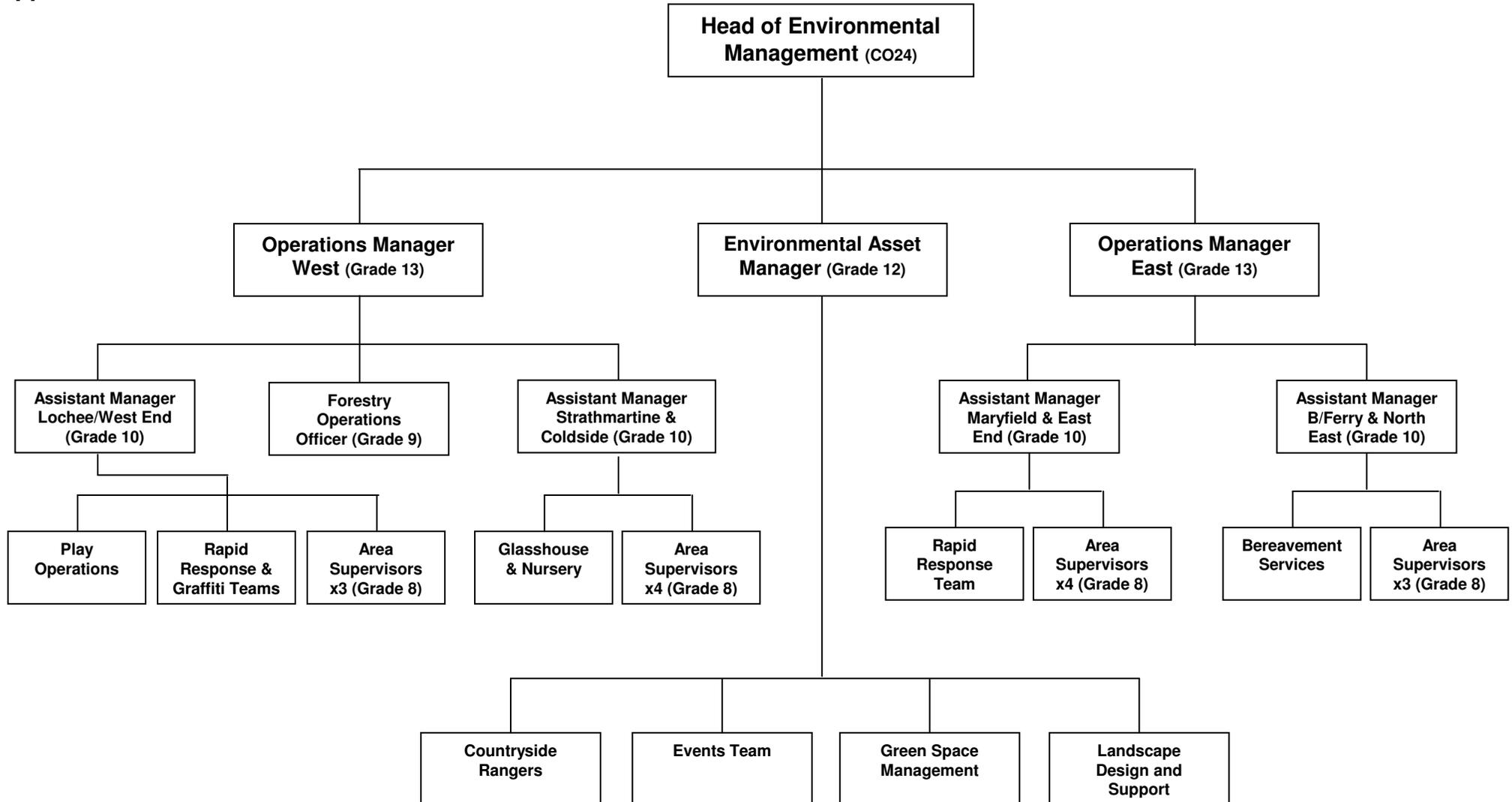
**KEN LAING**  
**DIRECTOR OF ENVIRONMENT (DESIGNATE)**

**April 2011**

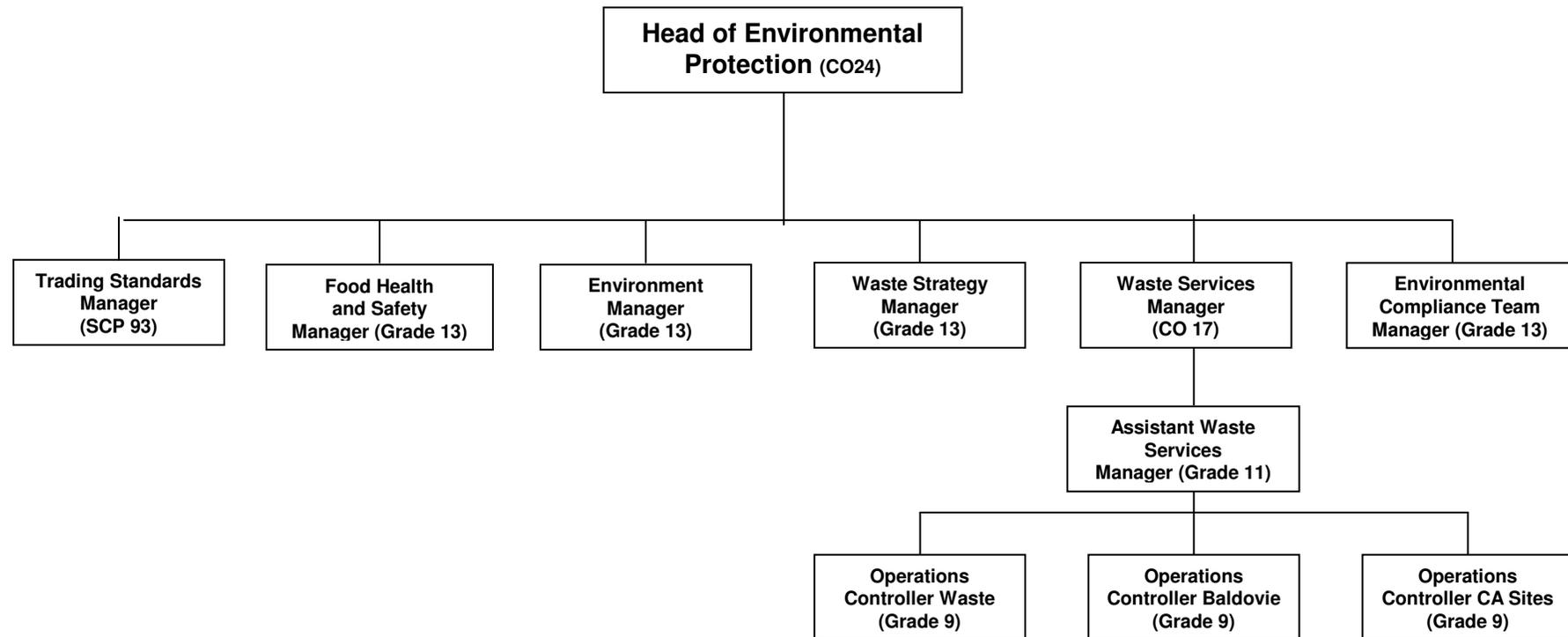
# Appendix 1



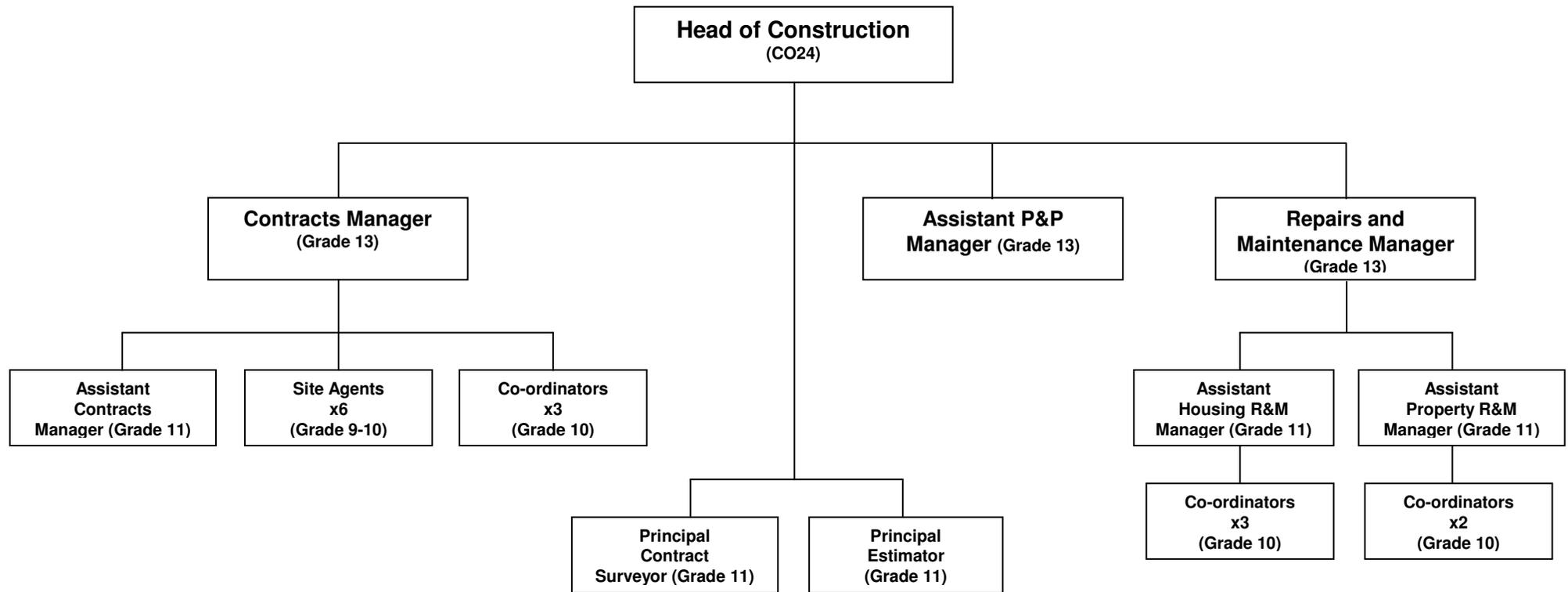
Appendix 2



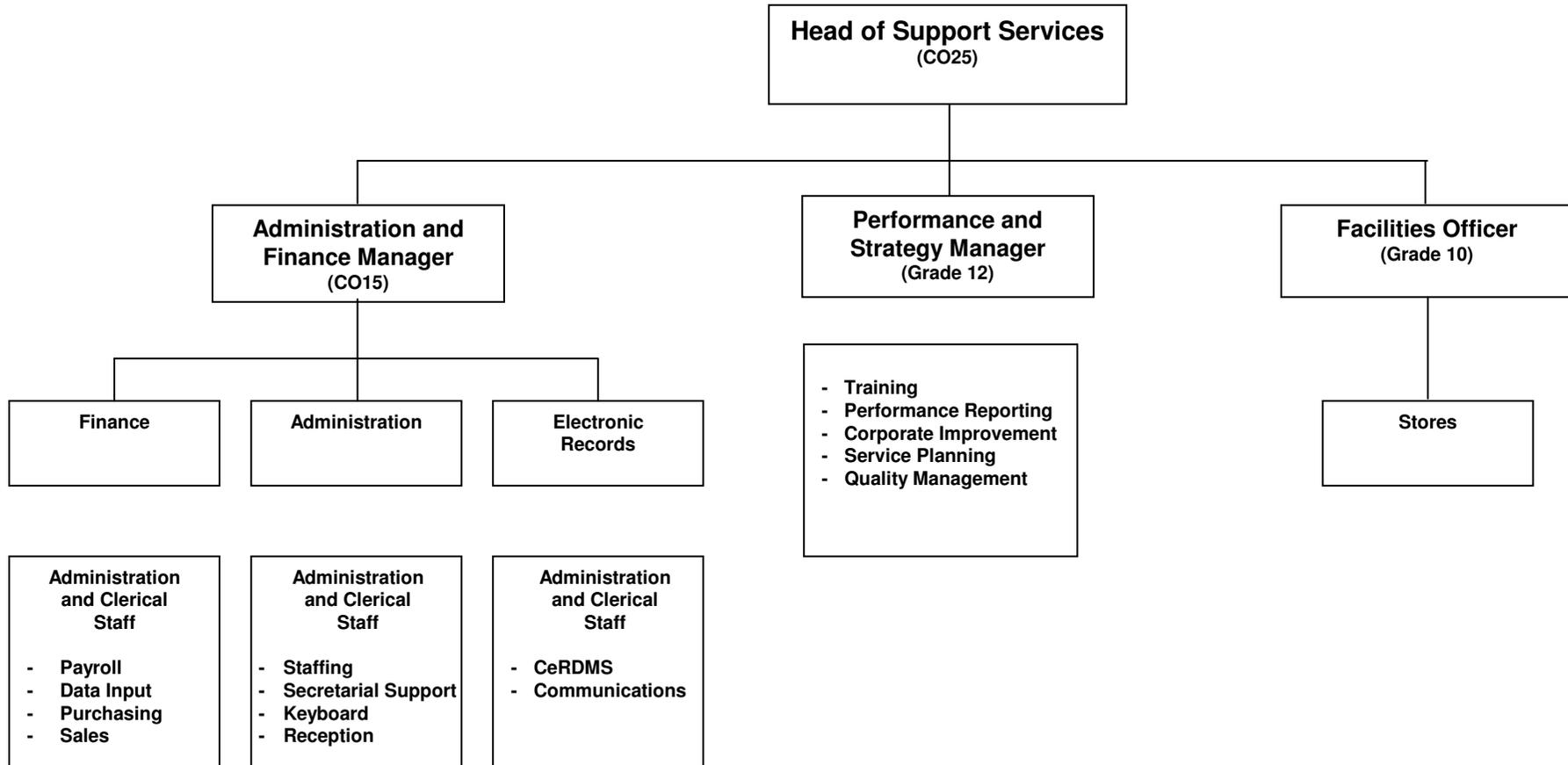
## Appendix 3



## Appendix 4



Appendix 5



## Appendix 6

