

Handling Organisational Change Organisational Change Assessment

Re-structure of Public Protection Administration Staff

1. Purpose

- To set out proposals to make changes to the organisation of administration resources within Public Protection.
- To outline the timetable for formal consultation with affected employees and stakeholders and confirm the date of Administrative & Regulation Committee when the final proposals for the changes will be considered.
- DMT have given their support for the proposals to be considered for consultation.

1.1 Background and context

The Council has made savings of £113 million over the last seven years. The Council also needs to deliver over £11 million of savings in 2019/20, with further savings of about £16 million in the following four years. This will be a challenge for the Council, in particular as the demand for services such as adult social care and children's services continue to increase

All local authorities are being hit hard by government policies on public spending. But the negative impact on Luton is much greater than a lot of other councils because the town is far more dependent on central government grant.

Yet, by rapidly changing the way it works, and guided by a detailed transformation strategy Luton Together, Luton Council has managed to avoid the huge damage to essential services seen in other parts of the country. Right across the organisation productivity has risen and a lot of services have improved. Significant corporate cross cutting reviews have been implemented for procurement, communications, marketing and digital services, business intelligence and strategic community services with the aim to enhance best value whilst delivering key council objectives.

But the government's latest demands have increased the financial pressure. More radical solutions will need to be considered to meet these financial pressures. The consequent budget gap can no longer be bridged by efficiency savings and raised productivity alone. Only further radical organisational change can ensure the continued delivery of the frontline services that local people rely upon.

Between April 2012 and March 2015, 253 employees were made redundant (although around a third of these were voluntary arrangements). Regrettably, there are likely to be further reductions in the workforce but we will look at all possible options to help protect essential services and minimise compulsory redundancies.

Thus, the objective is to rapidly restructure the council so it is better placed to deliver good quality services with far less resources. If it does not do this, it will, quite simply, become unsustainable very quickly.

Some of the changes being considered include a move towards more commissioned services, fewer directly employed staff and a greater emphasis on partnership working. In addition, the council recognises that it needs to generate new income streams from external sources – particularly from traded services. The council's commercialisation agenda has already played a vital part in preserving front line services. The council will now need to explore further options e.g. shared services to determine whether this is a viable option to assist with meeting the savings target.

The council is legally obliged to inform and consult, at the earliest opportunity, the trades unions and all employees whose jobs and / or terms and conditions of employment are affected. This will be carried out by service managers, who will be advised by HR business managers and their staff.

For more information on this, please see the council's transformation strategy Luton Together. This is available on the intranet. If you do not have access to a computer at work, please ask your manager for copies.

1.2 Scope

The following posts are affected and are within scope.

- Support Services & Admin Officer (1 FTE)
- Cleansing Customer Services Administrator (1 FTE)
- Abandoned Vehicle Admin (0.97 FTE)
- Trade Waste Administrator (1.90 FTE)
- Admin Support Assistant (1.16 FTE)
- Waste Disposal Admin Assistant (1.0 FTE)

1.3 The Current Position

The Place & Infrastructure Administration & Technical Review identified that there were insufficient administration and support roles within Public Protection.

Historically, Public Realm carried out a range of administration and support tasks for Public Protection which were re-charged through internal support service charges. In late 2018 and early 2019, Public Realm undertook a review of their Admin & Support needs. This concluded that they had potential to replace some

tasks currently carried out by officers into automated computer processes. As a result, a number of Public Realm Admin Staff were, following an informal consultation, transferred into Public Protection on the 1st April 2019.

This OCA sets out the restructure required to create the new posts required to undertake the administration and support roles within Public Protection.

2. Proposal (s)

We need your feedback about the proposal(s) set out in this document. This is your opportunity to shape the future of the service that we know is of enormous importance and significance to you.

Please remember that these are initial proposals only and that the final proposals will only be known once the formal consultation period has ended.

The proposals outlined below will enable the creation of the new support roles required within Public Protection.

The proposals affecting staff are therefore as follows:

- To create the new post of Business & Trading Officer x 1 FTE (L6)

This post will provide primary support to the trading and income generation work carried out by Public Protection – with a particular focus on pest control, parking and primary authority.

This post will provide some supervisory support in relation to the Neighbourhood Case Support Team in the absence of the Senior Neighbourhood Case Support Officer.

- To create an additional post of Neighbourhood Case Support Officer x L4

This post will form part of the newly formed support team providing direct case and operational support to Neighbourhood Regulatory Services.

- To create an additional post of Parking Services Officer x 1 (L3-L5 career progression).

It is intended to transfer processing relating to abandoned and unlicensed vehicles to the Processing & Representations Team which will then form part of the overall work of that team. An additional post is required in line with the increased workload.

- To create the new posts of Support Officer x 2.6 (L3 grade indicative)

These posts will be created to provide administrative support to Public Protection. This will include data entry, document management – including scanning, processing information relating to the range of services undertaken by Public Protection. These posts will be based either within the Neighbourhood Case Support Team or the Trading Support Team.

- In order to achieve the above restructure it is proposed therefore that the following existing posts are deleted:
 - Support Services & Admin Officer (1FTE)
 - Cleansing Customer Services Administrator (1FTE)
 - Abandoned Vehicle Admin (0.97 FTE)
 - Trade Waste Administrator (1.90 FTE)
 - Admin Support Assistant (1.16 FTE)
 - Waste Disposal Admin Assistant (1.0 FTE)

FTE proposed for deletion – 7.04

Consisting of 5.378 filled posts and 1.662 vacancies.

To summarise the new posts to be created:

Business & Trading Officer x 1
Support Officer x 2.6
Neighbourhood Case Support Officer x 1
Parking Services Officer x 1

Total – 5.6 FTE

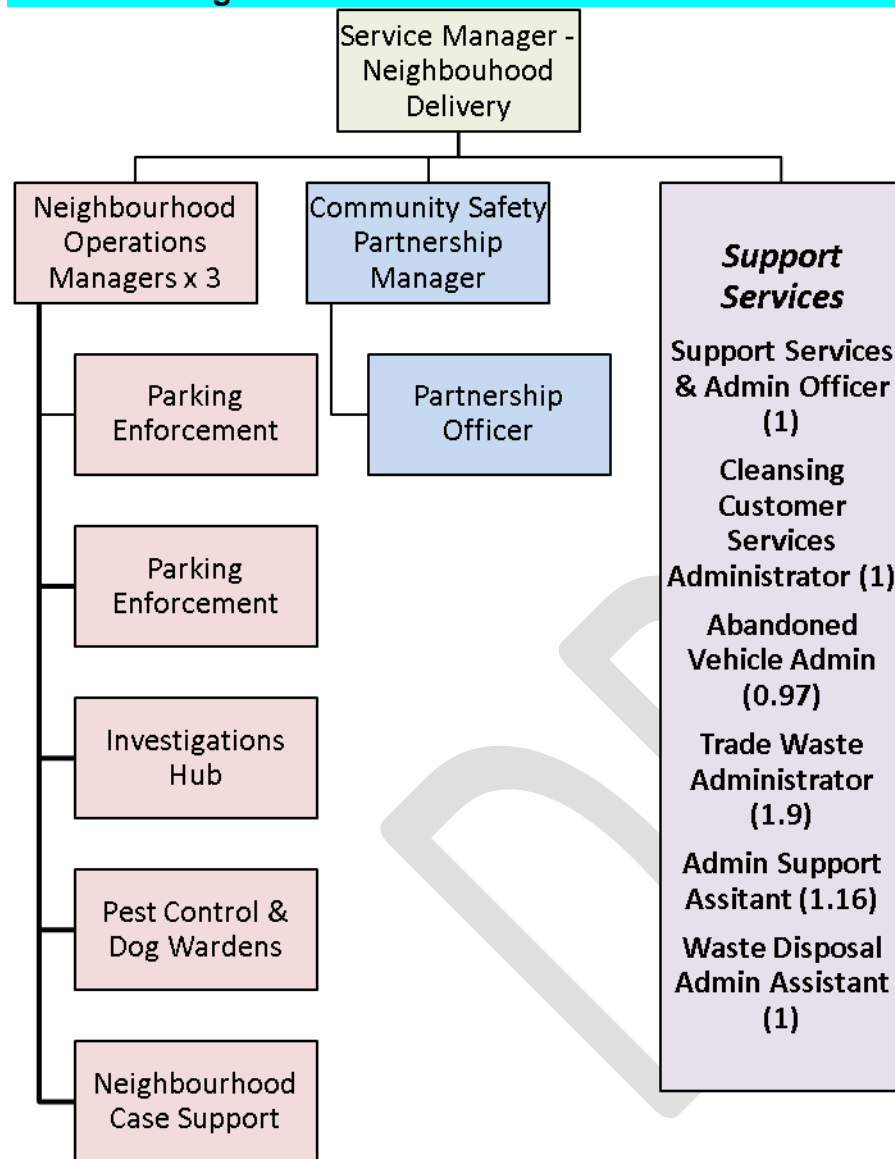
It is the intention to avoid redundancies wherever possible and it is anticipated that affected employees whose posts are subject to deletion will have ring fenced opportunities in the new structure.

2.1 Agile Working

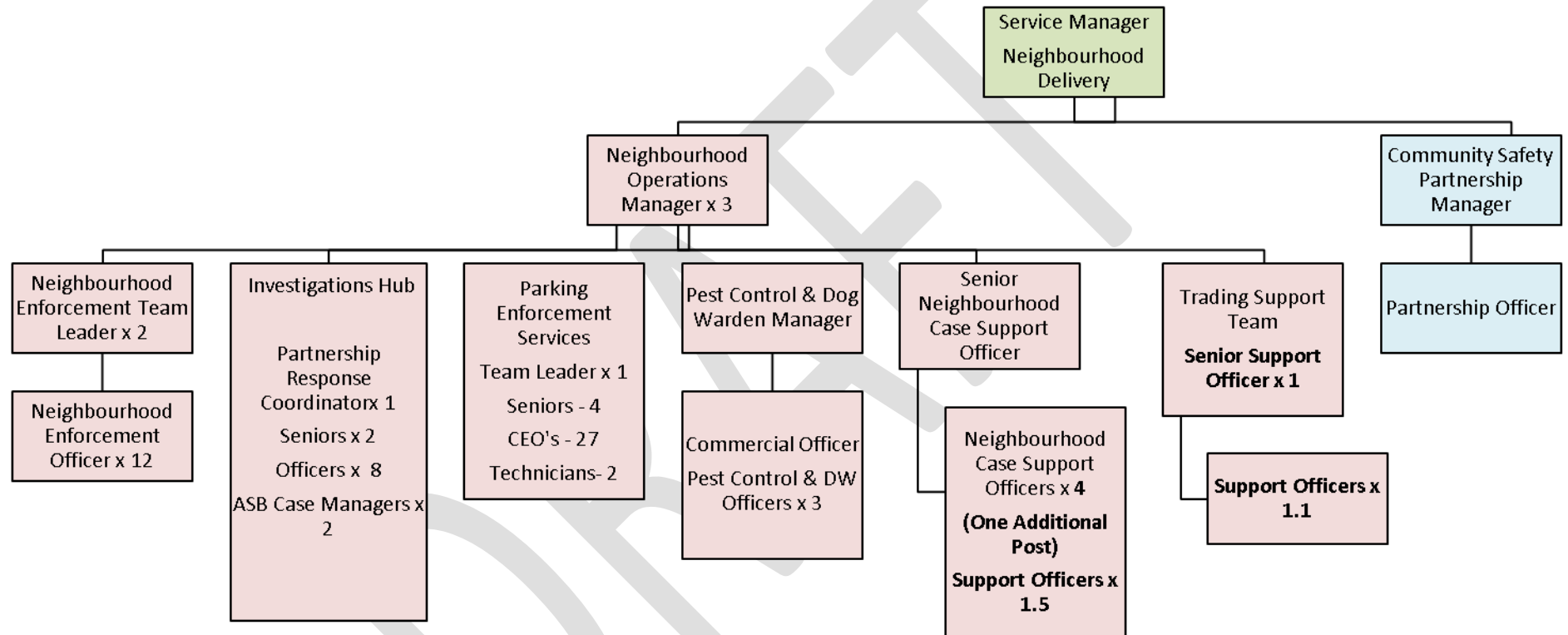
These posts will be office based, some roles will require officers to work at different locations or settings in an agile manner. These are contained within the draft job descriptions.

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3. Existing Structures

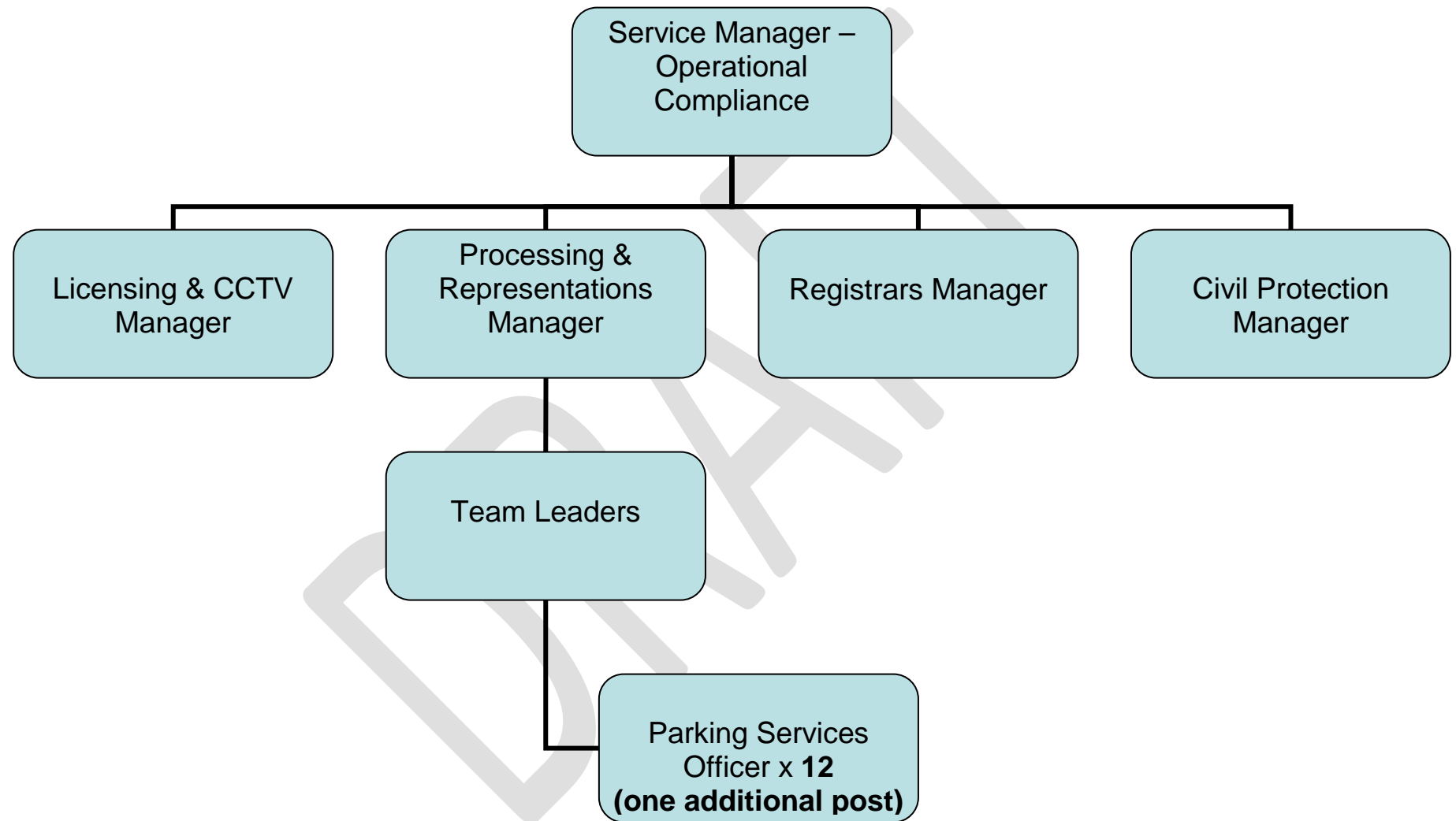


4. Proposed Structures



New post information in bold

Parking Processing Team Structure



5. Staff affected by the proposal(s)

Post title	Grade	FTE	Headcount	Vacant (Yes)
Support Services & Admin Officer	L6	1.00	1	
Cleansing Customer Services Administrator	L4	1.00	1	
Abandoned Vehicle Admin	L3	0.973	2	
Trade Waste Administrator	L3	1.906	3	
Admin Support Assistant	L3	1.16	1	0.662
Waste Disposal Admin Assistant	L4	1.00	0	1.0
Total		7.04	8	1.662

New posts created

Post title	Grade	FTE
<u>Trading Support Team (New)</u>		
Business & Trading Officer	L6	1.0
Support Officer	L3	1.1 indicative
<u>Neighbourhood Case Support Team</u>		
Neighbourhood Case Support Officer	L4	1.0
Support Officer	L3	1.5 indicative
<u>Processing & Representations Team</u>		
Parking Services Officer	L3-5	1.0
Total		5.6

The precise allocation of Support Officer roles will be determined following consideration of workload demands for each area of work.

Integrated Impact Assessment (IIA)

An IIA will be drafted however due to the small number of employees affected by the proposal the IIA will not be made available in order to protect individual employees from being identified.

The IIA will be reviewed and updated following the outcome of consultation.

6. Risks

The reduction in support and administrative resources to Public Realm was addressed in the OCA which transferred staff to Public Protection.

Whilst there are posts deletions every reasonable attempt will be made to secure alternative employment for employees affected by the proposal. Employees will be considered for posts within the structure in the first instance and they will need to demonstrate their suitability for the new roles. There is however a potential risk that employees will not be able to demonstrate their suitability for employment and this could lead to an at risk situation.

7. Consultation and next steps

The Council's Handling Organisational Change policy will be used throughout the process.

Attendance at TU/Management Meeting	Wednesday 3 rd April 2019
Formal consultation start date	Tuesday 9 th April 2019
Attendance at Job Evaluation Panel	Thursday 25 th April 2019
Formal consultation end date	Tuesday 21 st May 2019
Administration & Regulation Committee	Wednesday 19 th June 2019

During the period of formal consultation:

- All affected employees will have a **one-to-one** meeting early in the formal consultation period.
- Group staff meetings will be arranged as necessary.
- Continual and open dialogue on further suggestions and ideas to arrive at the best proposals for change given the circumstances in which the Council finds itself are encouraged.
- All affected employees have the opportunity to **e mail** their views about the proposals to Vicky Hawkes on email nrs@luton.gov.uk. Each e-mail received will be logged and a response provided.
- Draft Job descriptions for the new posts with indicative grades will be made available to all affected employees early in consultation.
- Trades Unions will be involved throughout

- Consultation will include opportunities for key stakeholders to give their comments on the proposal(s).
- We will report to Administration & Regulation Committee on 19th June 2019 with the final service proposals. Subject to the Committee's decision the implementation of changes will commence from 20th June 2019 with implementation is scheduled to be complete by October 2019.
- If necessary, formal notices of redundancy are likely to be served from late June 2019.
- Dismissals are likely take effect from July 2019 at the earliest.

8. Implementation

Implementation will be in line with the Council's Handling Organisational Change policy.

A draft implementation plan will be developed towards the end of formal consultation, once the final proposal(s) likely to be presented to Committee become clear. The draft plan can be amended at any point, as a result of formal consultation or Committee's decision.

The final implementation plan will be circulated following the publication of Committee's decision. In general, implementation will commence immediately.

Human Resources will advise on technical/procedural aspects of implementation plans.

9. Employee Support

Changing times can often be difficult. A confidential support service called Health Assured Ltd is available for all council employees. This service is entirely independent and offers information, counselling and life management support on a range of matters including employment, legal and financial. You can contact Health Assured Ltd 24 hours a day on:

0844 891 0356

Careers support, advice and information is available from the National Careers Service. You can contact them on 0800 100 900 or visit their website at nationalcareersservice.direct.gov.uk

Support is also available from the Luton Town Centre Chaplaincy. The Town Chaplaincy Team offers a confidential, independent, non-judgemental listening ear to anyone regardless of faith or no faith. The Town Chaplains are available between 12-2pm Monday, Tuesday and Thursday at Luton Town Hall. The Team can also be contacted on the following numbers:

01582 545037 07528 498677 07557 686218

Further information from www.lutontcc.org.uk or email info@lutontcc.org.uk

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