



## Constitution and General Purposes Committee

6 January 2022

<b>Title</b>	<b>Proposals for the restructure of the Community Safety Team within the Assurance Group</b>
<b>Report of</b>	Declan Khan, Assistant Director Counter Fraud, Community Safety & Protection
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	Appendix A - Proposed staff structure for Community Safety Team Appendix B - Close of consultation document Appendix C - Equalities Impact Assessment
<b>Officer Contact Details</b>	Emily Bowler, Head of Assurance and Business Development ( <a href="mailto:emily.bowler@barnet.gov.uk">emily.bowler@barnet.gov.uk</a> / 020 8359 4463)

### Summary

This paper sets out the final proposed changes to the staffing structure of the Community Safety Team within the Assurance Group following a period of formal consultation with staff and trade unions from 3 November 2021 to 3 December 2021.

This report seeks approval to implement this new structure for the Community Safety Team to come into effect from 1 February 2022.

In line with the rationale, the proposals involve changes to a number of posts, including the establishment of new posts, deletion of others and amendments to some job descriptions, line management and fixed terms roles being made permanent.

### Officers Recommendations

1. That the Constitution and General Purposes Committee approve the proposed changes to the Community Safety Team structure as set out in Appendix A and B.
2. That the Constitution and General Purposes Committee authorise the deletion and creation of the posts as set out in Appendix B.

## **1. Why this report is needed**

- 1.1 This report seeks approval to implement a new structure for the Community Safety Team within the Assurance Group. A new structure has been finalised following a consultation period with staff and trade unions from 3 November 2021 to 3 December 2021.
- 1.2 Community Safety Team, within the Assurance Group supports the corporate priority of Clean, Safe and Well Run with a clear vision for 'A place where our streets are clean and anti-social behaviour is dealt with so residents feel safe'.
- 1.3 The Community Safety Team's objective are to 'tackle all forms of anti-social behaviour, burglaries, hate crimes and other criminal activity including various types of fraud and environmental crime'.
- 1.4 Within the Community Safety Team, there are currently 28 posts (27.6 FTE) that are filled by 28 individuals (27.6 FTE), including 16 fixed term staff on one-year contracts. There is currently 1 vacant post. The new structure will expand the team to 30 posts - including the creation of a new Head of Service for Community Safety.
- 1.5 As part of the restructure all job descriptions have been amended and re-evaluated with some line management changes in-line with the new proposed structure and some fixed term roles have been made permanent.
- 1.6 Street-based officers within the Community Safety Team will be issued amended contracts that reflect the changes to terms and conditions. These changes include, continuing to work the normal 36-hour week but adopt a working shift pattern as well as receiving remuneration for any weekend or bank holiday work.
- 1.7 In-line with the council's Managing Organisational Change Policy, formal consultation was launched for a 30-day period on 3 November, running to 3 December, with the new structures proposed to take effect from 1 February 2022.

## **2. Reasons for recommendations**

- 2.1 The past 6 years have seen a change in the way that our communities interact, and this has had an impact on crime and disorder taking place in and around the borough of Barnet.
- 2.2 Up until the beginning of 2021 the Community Safety Team consisted of only 6 street-based officers covering all 21 wards in Barnet. These officers operated on a 9am-5pm basis Monday to Friday.
- 2.3 Crime statistics show a general increase in crimes such as fly tipping, anti-social behaviour, burglary and acts of violence as well as hate crimes. Whilst these have been investigated there has not been any noticeable increase in the identification and capture of perpetrators leading to prosecutions or any other sanctions by council officers. In many cases attempts to further these cases have failed; especially in relation to fly tipping.
- 2.4 In addition, concerns of our residents relate to:
  - visible presence of council community safety officers

- not knowing who to contact, and
- waiting long periods for any meaningful council action to take place if at all. This has resulted in a significant increase in the perception of crime in the borough.

2.5 The Barnet Plan priority of 'Clean, Safe and Well Run' describes our vision that Barnet is 'a place where our streets are clean and anti-social behaviour is dealt with so residents feel safe. Providing good quality, customer friendly services in all that we do.' The Community Safety Team's objective will be to 'tackle all forms of anti-social behaviour, burglaries, hate crimes and other criminal activity including various types of fraud and environmental crime'.

2.6 The redesign of the Community Safety Team aims to:

- Provide a uniformed and highly visible, semi-official patrolling presence in our communities by seeking to reduce environmental crimes including fly tipping, littering and anti-social behaviour as well as combat the fear of general crime by providing reassurance and assistance in order to create a safer, more pleasant living environment within our communities.
- Adopt a new 7-day shift based working pattern to ensure the streets of Barnet are patrolled by uniformed council officers between the hours of 8am-8pm.
- Increase resource to create a ward-based approach to deal with community issues
- Increase the visible officer presence on the street
- Improve productivity and outcomes by exploring opportunities for different enforcement operational models
- Enhance joint working/multi-tasking across the range of functions by creating a specialist investigation and enforcement capability for the council.
- Work with partner organisations to address issues of anti-social behaviour such as frauds, fly-tipping, noise nuisance and illegal parking
- Obtain and collate intelligence on anti-social behaviour, suspicious conduct and criminal activity in order to instigate remedial counter measures.
- Be a point of liaison for Police, Law Enforcement Agencies (Enviro Agency, DVLA etc), MOPAC, Home Office as well as Council Departments, Partners and Community Groups to enable an effective coordinated response.

2.7 Overall, the feedback to the consultation has been positive and supportive, and the rationale is understood. However, concerns were raised about weekend work remuneration and on call out of hours rotas as well as officer personal protection equipment and uniform. These concerns are addressed in the closure report.

2.8 The detail of the proposed changes, as well as a summary of consultation feedback and responses, can be found in the Consultation Closure Report and the final staffing structure in the appendices.

### **3. Alternative options considered and not recommended**

3.1 The alternative option is to not implement the new structure and keep the current structure.

3.2 This option is not recommended as the current structure does not align with the needs of the council in supporting the corporate priorities of Clean, Safe and Well Run, in that it is unable to have any meaningful impact on creating a place where our streets are clean and

antisocial behaviour is dealt with, so residents feel safe as well as providing good quality, customer friendly services in all that we do.

## 4. Post decision implementation

4.1 Upon approval of the recommendations, the following actions will be taken to implement the new structure:

Activity	Purpose	Timetable
Constitution and General Purposes Committee	To obtain committee approval on the proposed structure prior to implementation.	6 January 2022
Recruitment	Commence recruitment to vacant posts	17 January 2022
Implementation	Restructure of the Community Safety service in line with these proposals becomes effective – including all staff assimilated into new roles issued, new job descriptions and job titles.  Where relevant, staff will be offered new contracts with changes to terms and conditions issued.	1 February 2022

4.2 Street-based officers within the Community Safety Team will be offered amended contracts that reflect the changes to terms and conditions. These changes include, continuing to work the normal 36-hour week but adopt a working shift pattern as well as receiving remuneration for any weekend or bank holiday work.

## 5. Implications of decision

### 5.1 Corporate Priorities and Performance

5.1.1 The work of the Community Safety Team supports the corporate priority of Clean, Safe and Well Run with a clear vision for 'A place where our streets are clean and anti-social behaviour is dealt with so residents feel safe'.

### 5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

5.2.1 The current interim structure for Community Safety Team is already funded in-year and the longer-term proposals are included within the 2022/23 budget planning process.

5.2.2 Additional annual funding to deliver the restructure of £0.877m for future years, was approved at Policy and Resource Committee on 9th December 2021.

5.2.3 The pressure is partly mitigated by an additional annual income target of £0.431m, related to increased Fixed Penalty Notices generated by the Community Safety Team.

5.2.4 The net pressure of funding the new structure is £0.446m. This will obtain final approval at Full Council in March 2022.

### **5.3 Legal and Constitutional References**

5.3.1 In accordance with the Council's Constitution, Article 7- the Constitution and General Purposes terms of reference includes responsibility for staffing matters (i.e., salaries and conditions of service) other than those within the remit of the Chief Officer Appointment Panel.

5.3.2 The Scheme of delegation's state that Executive Directors only have delegated authority to undertake service restructures affecting less than 20 employees. As this restructure affects more than 20 employees within Community Safety, committee approval is required.

5.3.3 The Council's HR Regulations state that where the following issues arise from an organisational restructure, the restructure will be considered to have major implications and a report must be submitted to Constitution and General Purposes Committee for approval: Terms and conditions of employment are to be introduced (this excludes compliance with statutory requirements) or replaced (this means a new term of significant condition).

5.3.4 The consultation process with staff is required in line with the Council's obligations under Information and Consultation of Employees (ICE) Regulations.

5.3.5 The restructure has been carried out in accordance with the Council's Managing Organisational Change policy. Consultation with Trade Unions and collective and individual staff consultation has concluded. The new structure can now be implemented subject to the approval of this Committee in accordance with the Managing Change Policy.

### **5.4 Insight**

5.4.1 Not applicable

### **5.5 Social Value**

5.5.1 Not applicable in context of this report

### **5.6 Risk Management**

5.6.1 There are inherent risks with creating a street-based patrol service. These risks are being mitigated by the issuing of High Visibility uniforms and personal protective equipment which includes Stab proof clothing as well as Body Warn video to allow officers to carry out their duties safely.

5.6.2 These arrangements will be reviewed every 3 months to ensure that changing and

emerging risks are considered.

## 5.7 Equalities and Diversity

5.7.1 The 2010 Equalities Act outlines the provisions of the Public Sector Equality Duty which requires Public Bodies to have due regard for:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.7.2 The purpose of this duty is to integrate considerations of equality into day-to-day business and keep them under review in decision making, the design of policies and the delivery of service.

5.7.3 The proposed changes have been assessed in an Equalities Impact Assessment (Appendix C) to understand the impact on the protected characteristics outlines in the 2010 Equalities Act.

## 5.8 Corporate Parenting

5.8.1 The changes have no direct impact on looked after children or care leavers.

## 5.9 Consultation and Engagement

5.9.1 In line with the council's Managing Organisational Change policy, a 30-day formal consultation period was launched on 3 November and lasted until 3 December 2021.

5.9.2 The table below sets the detailed consultation timetable:

Date scheduled	Consultation activity
w/c 25 October	Proposals shared with Trade Unions via email
3 November - 3 December 2021	Opening of 30-day consultation period Open consultation meeting with all staff in-scope Consultation document circulated to all in-scope staff via email following the opening consultation meeting Following opening of consultation, personal meetings with staff members ran during the consultation process (employee can bring a trade union representative if they wish)
3 December 2021	Formal close of consultation
6 - 8 December 2021	Final review of all feedback and Final Consultation responses prepared
9 December 2021	Meet with Staff and Trade Unions to feedback on the Final Consultation response.

5.9.3 Comments and ideas were invited from all staff affected by the proposals as part of the formal consultation. There were several options to give feedback or to ask questions:

- In writing
- Individually
- Collectively through organised meetings
- With Union representatives.

5.9.4 Every effort was made to communicate fully and openly in a timely manner with all staff affected by the proposal.

5.9.5 The launch meeting offered the opportunity to hear the details of the proposed structure, changes to Terms and Conditions, and information about the consultation.

5.9.6 Members of either UNISON or GMB were able to discuss the proposal with their union representative and feed views back through them.

5.9.7 During the 30-day consultation period, formal and informal discussions have been held with all affected staff members to gather individual feedback. We received a number of email enquiries which were responded to on an individual basis. In addition, UNISON submitted a formal submission on the proposals on behalf of its' members within the service.

5.9.8 All questions asked or clarification sought (where this was not personal) were collected and responded to in the form of a FAQ document which was updated and shared every week throughout the consultation. Personal individual questions were responded to directly so that all staff affected by the proposals have had the benefit of any additional information where requested.

5.9.9 The detail of the proposed changes as well as a summary of consultation feedback and responses can be found in the Consultation Report and Final Proposals

5.9.10 A staff briefing was held on the 9 December to present the findings of the consultation and highlight the themes that emerged from the feedback.

## 5.10 Environmental Impact

5.10.1 N/A

## 6. Background papers

6.1 Policy and Resources Committee 30 September 2021, Agenda Item 13 [Assurance Group Update](#)

6.2 Policy and Resources Committee 9th December 2021, Agenda item 7, [Business planning](#)