

**LONDON BOROUGH OF BARNET**

**Restructure of Community Safety  
Consultation Closure Report**

**December 2021**

## **Policy Summary**

This document is provided under Section 188 of the Trade Union and Labour relations (Consolidation) Act 1992 and in line with the council's obligations under Information and Consultation of Employees (ICE) Regulations to inform and consult employees about proposed changes to their working circumstances. This document constitutes the end of the consultation.

The consultation has taken place in accordance with the Council's Policy on Managing Organisational Change, which is within the Employee Handbook on the Council Intranet site.

### **Decision Making**

This proposal involves changes to the structure and workforce. These proposals are sponsored by Clair Green, Executive Director of Assurance, and are supported by Declan Khan, Assistant Director - Counter Fraud, Community Safety & Protection.

Following the closure of consultation, the final proposals will require approval for implementation from the Constitution and General Purposes Committee.

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# 1 Consultation - Executive Summary Information

## 1.1 Responsible Officers

Role	Name	Contact
Lead Officer	Declan Khan	declan.khan@barnet.gov.uk
Sponsor	Clair Green	clair.green@barnet.gov.uk
HR Business Partner	Vandana Mahan	vandana.mahan@barnet.gov.uk

## 1.2 Introduction

Following the staff consultation this document outlines the final proposals for the new structure for the Community Safety Team, as well as addressing feedback from the consultation. The new structure is designed to focus resources as effectively as possible and improve the service offer made to Barnet residents.

The document outlines changes to the structure, the rationale for these changes and the next steps in regard to the selection process and implementation.

## 1.3 Staff in Scope

There are currently 28 posts (27.6 FTE) that are filled by 28 individuals (27.6 FTE), including 16 fixed term staff. There is currently 1 vacant post.

The current structure of the Community Safety Team includes the following posts:

JOB TITLE	GRADE	STATUS
1 x Community Safety Manager	Grade K	Filled
1 x Community Safety Manager (CCTV)	Grade K	Vacant
1 x Prevent Co-ordinator and Hate Crime Lead	Grade K	Filled
1 x Community Safety Analyst	Grade G	Filled
1 x Community Safety MARAC Project Coordinator	Grade G	Filled
1 x Community Safety Project Officer- <i>Fixed term contract</i>	Grade I	The current post holder is being redeployed
1 x Senior Partnership Performance Analyst	Grade J	Filled
6 x Investigation and Enforcement Officer - <i>Permanent contract</i>	Grade I	Filled
15 x Investigation and Enforcement Officer - <i>Fixed term contract</i>	Grade I	Filled

In addition to the staff in Community Safety Team the proposals include the transfer in of one post within the Corporate Anti-Fraud Team (CAFT) as below.

JOB TITLE	GRADE	STATUS
Intelligence Officer	Grade G	Filled

## 2 Background

### 2.1 Community Safety and the Barnet Plan

The Barnet Plan vision is that: ‘We care about the borough and want it to be a great place to live, work and visit. Listening to and working with residents and others, we want people to have opportunities to live healthy and fulfilling lives in safe and thriving communities. Providing good quality customer service in all that we do’.

The Barnet Plan 2021-2025 outlines the key outcomes of the council and how it will work to achieve those outcomes. The council and its partners will focus on four priorities over the next four years to realise its’ vision:

- **Clean, safe and well run:** a place where our streets are clean and antisocial behaviour is dealt with so residents feel safe. Providing good quality, customer friendly services in all that we do
- **Family Friendly:** creating a Family Friendly Barnet, enabling opportunities for our children and young people to achieve their best
- **Healthy:** a place with fantastic facilities for all ages, enabling people to live happy and healthy lives
- **Thriving:** a place fit for the future, where all residents, businesses and visitors benefit from improved sustainable infrastructure and opportunity.

Under the council’s priority of ‘**Clean, safe and well run**’ the focus is on:

- Improving Customer Service
- Providing better environmental services and a cleaner borough
- Address issues of anti-social behaviour such as frauds, fly-tipping and noise nuisance
- Ensure robust financial management
- Unlocking and optimising the potential of Parks and Open Space.

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’.

### 2.3 Redesign of the Community Safety service

The full rationale and proposed staffing structure for the Community Safety Team was outlined in depth in the opening consultation document presented to staff on 3 November 2021.

In summary, the redesign of the Community Safety Team includes the following main 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.

### 3 Consultation Process

The 30-day consultation for restructure of the Community Safety Team opened on Wednesday 3 December and closed on Friday 3 December 2021.

This section outlines how we engaged and consulted with staff, and how we received feedback and ideas. It also summarises the final timetable for the approval process and the proposed restructure.

Officer views are particularly sought on these elements:

1. The aims of the proposed redesign of the Community Safety Team and proposed changes to terms and conditions
2. Responsibilities and accountabilities in the role profiles effectively represents the areas of work
3. The division of specific areas of work for the team
4. The line managements arrangements.

#### 3.1 Timetable

The timetable for the consultation and proposed implementation was divided into two phases.

##### **Phase 1: Consultation**

- Staff Briefing
- Collective Consultation (including Trade Unions)
- Individual Consultation (individual Employees)

##### **Phase 2: Proposed Approval and Implementation**

- Approval by Constitution and General Purposes Committee - 6 January 2022
- Implementation of new structure

During the formal consultation period staff were able to consider the proposal, give feedback through personal sessions, email and if they wish, discussion with their trade unions.

The consultation ended on 3 December 2021.

Following the end of the consultation a review of feedback and any necessary amendments have been made. The final proposal will be reported to the Constitution and General Purposes Committee on 6 January for decision and approval.

Once the new structure has been implemented, a recruitment process will begin for any vacant, or new posts within the service. An interview training session will also be offered to any interested staff to prepare them for the recruitment process.

The new structure will be implemented from 1<sup>st</sup> February 2022 and any vacancies will be fill after approval at Constitution and General Purposes Committee.

The table below sets the detailed consultation and recruitment 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.
6 January 2022	Approval at Constitution and General Purposes Committee
End of January 2022	Applications open for vacant posts
1 February 2022	Implementation of new structure

### 3.2 Responding to the Consultation

Comments and ideas were invited from all staff affected by the proposals as part of the 30 days consultation. There were several options to give feedback or to ask questions:

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

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

#### **Collectively**

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

#### **Unions**

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

#### **Frequently Asked Questions (FAQ)**

All questions asked or clarification sought (where this was not personal) were collected and responded to in the form of a FAQ document. 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.

## 4 Consultation Feedback and Responses

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.

This feedback has been reviewed and considered by the Assistant Director of Counter Fraud, Community Safety and Protection.

Subsequently, the final proposals include changes to the staffing structure of the Community Safety Team, and individual job descriptions.

### 4.1 Staff feedback

A final set of FAQs (Appendix 1) has been distributed to all affected staff which answers the frequently asked questions received through the consultation period.

We received feedback on a range of areas:

#### 4.1.1 The aims of the proposed redesign of the Community Safety Team

We received positive feedback to aim of the design of the Community Safety Team. There was clear support for the service to be split into two defined areas:

- Community Safety Operations
- CCTV and Intelligence.

#### 4.1.2 Proposed changes to terms and conditions

The proposals outlined a number of changes to terms and conditions:

- **Change to working hours**

To address the issues around the team's exposure and contact with our residents, we proposed that all street-based officers adopt a working shift pattern covering 8am to 8pm Mondays to Fridays with weekend and bank holiday working on a rota basis covering 10am to 5pm on Saturdays and 10am to 4pm on Sundays and bank holidays. Normal weekday shift patterns will be 8am to 4pm, 10am to 6pm and 12pm to 8pm.

You said	Our response
<p><b>How many hours will I be contracted to work each week?</b></p>	<p>All staff in the Community Safety Team would continue to work 36 hours per week.</p> <p>Street-based officers will be expected to work 36 hours spread across the 7-day week.</p> <p>Street-based Team Leaders will work 36 hours Monday-Friday. In addition, they will be expected be on-call at the weekend (cover 1 week out of 7 weeks to answer any out of normal working hours calls).</p>



<p><b>We receive concerns about working at the weekend - including impact on family life.</b></p>	<p>To address the issues around the team’s exposure and contact with our residents, street-based officers will adopt a working shift pattern covering:</p> <ul style="list-style-type: none"> <li>• Mondays to Fridays - 8am to 8pm</li> <li>• Saturdays - 10am to 5pm</li> <li>• Sundays and bank holidays - 10am to 4pm</li> </ul> <p>We have reviewed the shift rota to reduce the number of staff expected to work on the weekends from 4 to 2 officers on either a Saturday or Sunday.</p> <p>The new rota is available at Appendix 2.</p> <p>By reducing the number of officers from 4 to 2 street-based officers at the weekend we are still able to provide an increased service but reduced the impact on family life.</p> <p>We envisage this will mean street-based officers will work on either a Saturday or Sunday approximately every 4 weeks.</p> <p>Street-based officers will also be able to ‘swop’ shifts with colleagues if they are unable to work on an allocated day.</p> <p>In addition, we will also change the non-working days to allow for officers to have a consecutive weekend - for example, if you are on the rota on a Saturday - your non-working days will be Sunday and Monday, if you are on the rota for a Sunday - your non-working days will be Friday and Saturday.</p>
<p><b>You asked how you would be reimbursed for working at the weekend.</b></p>	<p>In addition to being paid your normal 36 hours, street-based officers will get an additional enhancement for working at the weekend (based on their standard hourly rate):</p> <p>Remuneration for weekend and bank holiday working in line with the <a href="#">Council’s Overtime and Enhanced Payments Policy</a>.</p> <ul style="list-style-type: none"> <li>- 25% per normal hourly rate on a Saturday <i>(for example, you will get paid an additional 0.25 of your normal hourly rate for working on a Saturday)</i></li> <li>- 50% per normal hourly rate on Sunday <i>(for example, you will get paid an additional 0.5 of your normal hourly rate for working on a Sunday)</i></li> </ul>

	<p>100% per normal hourly rate on a Bank Holiday (for example, you will get paid an additional hour (paid per hour) of your normal hourly rate for working on a bank holiday).</p> <p>Any staff working <u>over</u> the usual 36 hours will be paid over-time as set out in the <a href="#">Council's Overtime and Enhanced Payments Policy</a>. For example, staff will be invited to work overtime at special community events.</p>
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- **On call rota for Team Leaders and Managers**

We proposed that street-based Team Leaders and managers will be required to be available on an Out of Hours 'on Call' rota basis to deal with any Community Safety issues raised by police or other partner in relation to crime. This role will not require attendance at any incident but may require dissemination of information to senior management and Ward councillors. The appropriate remuneration package will be applied.

Assistant Director of Counter Fraud, Community Safety & Protection and the Head of Community Safety, Enforcement CCTV and Intelligence will also be required to be on the Out of Hours 'on Call' rota. There will not be any additional remuneration attached to these duties as it falls within the remit of the job description.

You said	Our response
<p><b>You asked for more information on the plans for managers on-call rota</b></p>	<p>The Assistant Director of Counter Fraud, Community Safety &amp; Protection, the Head of Community Safety, Enforcement CCTV &amp; Intelligence, Community Safety Operations Manager, CCTV and Intelligence Manager and 3 street-based Team Leaders will be required to be on the Out of Hours 'on call' rota.</p> <p>Assuming all posts are filled, these 7 managers will work to a rota which will mean they will be expected to cover 1 week out of every 7 weeks to answer any out of normal working hours calls (for example Monday-Fridays 8pm-8am and Saturdays and Sundays).</p> <p>When on-call we envisage that managers will only be taking calls from police or other council service who require input/advice from the Community Safety Team. This will not be a public information line.</p> <p>On-call managers will not be required to attend the office or any part of the borough whilst on call. The function is purely as a point of contact for partner agencies or internal departments.</p>

	The Community Safety Operations Manager, CCTV and Intelligence Manager and 3 street-based Team Leaders will receive an additional fee of £1500 per annum added to their normal salary.
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We will review the on-call rota after the first 3 months to assess the number, and type of calls received. If the level of calls is low during this period, we will consider whether an on-call rota is required in the long term, and what alternative provision may be required.

- **Officer protection (and equipment)**

The safety of our officers is always paramount. Street-based officers will be issued with Body Worn Video (BWV) to wear when conducting uniformed patrols. Officers will be supplied with stab proof clothing and slash proof gloves to wear on patrols when deemed appropriate.

You said	Our response
<b>You asked if we would supply head torches as standard equipment</b>	Yes, we will provide head torches
<b>You asked if we could issue uniform suitable for winter wear</b>	Yes, we will provide a range of uniform suitable for the winter including winter gloves, coats and hats.
<b>You asked if all street-based officers be required to wear stab proof clothing whilst working on the street</b>	Each officer will be provided with their own stab proof clothing as part of their uniform.  We are currently assessing options so that all officers are given the correct level of Personal Protective Equipment in line with their roles and requirements.  This protective clothing will be worn when the service deems it to be appropriate.

#### 4.1.3 Responsibilities and accountabilities in the role profiles effectively represents the areas of work

We asked for comments on the roles, responsibilities and accountability defined in the new structure and role profiles. We received a range of comments and questions to clarify the new roles profile of the Head of Service in relation to the Channel and PREVENT activities. The role profile has been updated accordingly.

We acknowledge that the service is currently working with a number of vacancies at management level which has led to a number of additional duties on current staff at a range of levels. The new structure aims to clearly define roles and responsibilities with a view to reducing onerous administrative and oversight tasks to allow street-based officer roles to function efficiently.

You said	Our response
<b>Will the Community Safety Operations Manager and the CCTV and Intelligence Manager manage budgets?</b>	No - due to the complexity of the community safety budget and funding streams management of the budgets through BDM Integra will be transferred to the new Head of Service and Assistant Director.

<p><b>Who will deal with members enquiries regarding problems with anti-social behaviour and environmental protection issues?</b></p>	<p>In the new structure, the Community Safety Operations Manager, Head of Service and the Assistant Director will be the main point of contact for all ward councillors to raise concerns about anti-social behaviour and environmental protection issues.</p> <p>Members Enquiries will remain a method of alerting the Community Safety Team to problems and we expect the Team Leaders to work with the Community Safety Operations Manager to keep councillors up to date on progress.</p>
<p><b>Will street-based Team Leaders be expected to carry out street-based duties?</b></p>	<p>Yes. Team Leaders will be expected to carry out street-based duties within their allocated wards.</p> <p>We will review the current processes to ensure they are streamlined to reduce the time spent to complete investigations. All unnecessary administrative work will be removed from their daily tasking. It is envisaged that no more than 50% of their role will be administrative for their assigned area. The remaining 50% will be dedicated to work on their allocated wards.</p> <p>Investigation and Enforcement Officers will be expected to take on the full investigation of a case with Team Leaders offering advice and guidance as required.</p>
<p><b>Have the job descriptions been compared to current market rate for similar roles?</b></p>	<p>All job descriptions have been evaluated following the normal HR process and moderated by Unions. The roles have been created on the business requirements and priorities of the council to deliver a community safety service within the borough of Barnet.</p>

#### 4.1.4 The division of specific areas of work for the team

We received a few comments regarding specific area of work for the team.

You said	Our response
<p><b>Is there scope to create a dedicated Environmental Enforcement Manager?</b></p>	<p>No - The role of Environmental Enforcement is wide ranging. Elements that fall within the remit of Community Safety Team will be within the scope of the Community Safety Operations Manager. Other areas of Environmental Enforcement will be handled by Environmental Health Officers or partners with a specific remit.</p>

#### 4.1.5 The line managements arrangements

The comments we received regarding line management arrangements in relation to the creation of a Head of service post and 3 Team Leader posts were positive, with no adverse views on the new structural arrangements in relation to the CCTV & Intelligence Manager post.

#### Additional Themes:

Furthermore, feedback received from staff through the consultation period identified further themes:

#### 4.1.6 Training and Development

Training and development will be offered following the implementation of the new structure. Throughout the consultation, staff asked for more information about the training.

You said	Our response
<b>What formal training will you offer?</b>	<p>All officers will be offered training, including investigation and intelligences courses.</p> <p>Investigation training will be given to all street-based officers which will cover the law and preliminary investigations, quality witness statements and investigative interviewing techniques. These courses will lead to a professional IRRV Award in Core Investigation skills.</p> <p>Intelligence training will be offered to Intelligence Officers - this will include introduction to intelligence, open sources and comms data acquisition and intelligence development.</p> <p>This training will be arranged for early 2022.</p>

In addition, we will offer management training to all new Team Leaders to manage staff performance and objective setting. This will enable better allocation and monitoring of the tasks given to officers.

#### 4.1.7 Recruitment

We received a number of questions to our approach to recruit to the new and vacant posts.

Once the new structure has been implemented, a recruitment process will begin for any vacant or new posts within the service.

Interview training sessions will also be provided to any interested staff to prepare them for the recruitment process.

You said	Our response
<b>When will you interview for the vacant posts?</b>	<p>All vacant posts will be advertised following approval of the new structure at Constitution and General Purposes Committee towards the end of January 2022.</p>

<b>Will the Team Leaders posts be assimilated from existing roles?</b>	No, the new Team Leader roles will be advertised internally through the usual recruitment process.
<b>Will Investigation and Enforcement Officers need to apply for the new permanent posts?</b>	All current Investigation and Enforcement (I&E) officers on permanent contract posts will be assimilated into the new Investigation and Enforcement officer posts.  Investigation and Enforcement officers on one-year fixed term contracts will be invited to submit a formal confirmation of interest in the new permanent posts.
<b>Can I apply for more than one role in the new structure?</b>	Yes - all officers are invited to apply for any of the vacant posts within the new structure.
<b>Will you issue new contracts?</b>	Yes, all staff within the Community Safety Team will be issued new contracts which will include the new Terms and Conditions.

## 4.2 Unison feedback

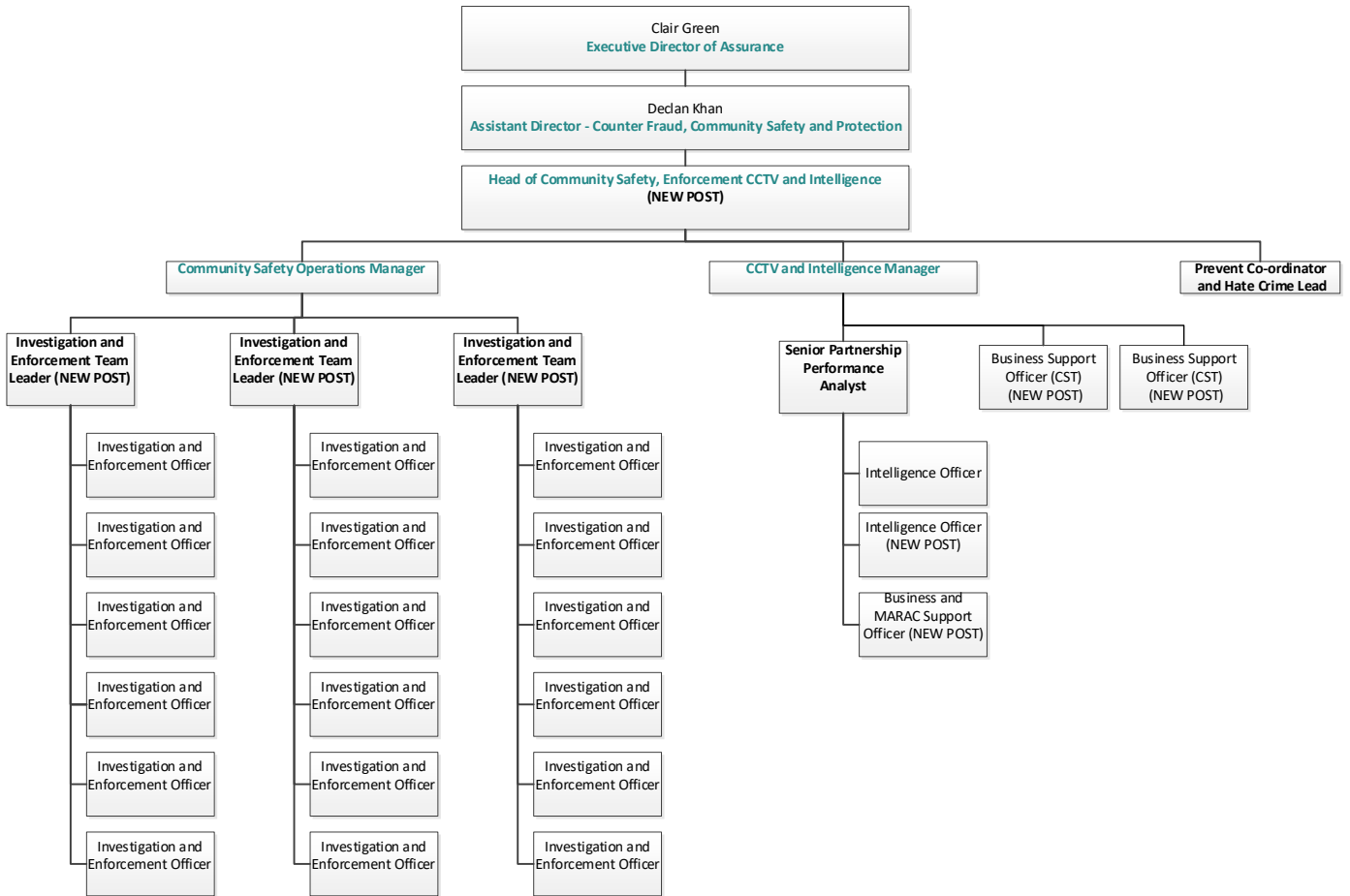
We received a number of questions from Barnet Unison via email. We have summarised their comments and our responses.

<b>Unison questions (summarised)</b>	<b>Our response</b>
<p>Has any data been provided from the council's experiences of the contracted service in terms of the design of the service? For example, has any data been provided to show peaks and troughs of work?</p> <p>Does the current contracted service provide an on-call system and what does it look like?</p> <p>Does the current contracted service run a shift system and what does their rota look like?</p> <p>Are any lessons that can be learned from their approach in order we avoid any pitfalls.</p>	<p>We currently contract an external provider who provides a uniformed patrol to issue FPNs. Peaks and troughs are in alignment with seasonal activities that take place in and around the borough.</p> <p>The current provider does not have an on-call system. They work up until 8pm Monday to Friday and also cover the borough at the weekends. They are deployed to areas around the borough by the Community Safety Manager. If there are events taking place, they are requested to patrol those areas.</p> <p>There are currently 4-6 contracted officers working in uniform every day covering 8-10 hour duties.</p>
<p>It is important that staff are remunerated for working unsocial hours/weekends, and is something UNISON takes seriously.</p> <p>There have been some changes to the pay for some grades recently including for those staff above Grade F in order to account for working weekends e.g. Street Scene supervisors.</p>	<p>Creating a shift-based service is critical to the delivery of the service and ensuring that staff are remunerated for working unsocial hours/weekends very important. We have following the council's agreed policy on remuneration.</p>

<p>Please could you provide a copy of the proposed rota and the agreed rota following consultation.</p> <p>Please note that Unified Reward consultations are about to start, and the above payments may be subject to change.</p>	<p>We will include an updated rota as part of the 'Close of consultation' documentation.</p> <p>Following the Unified Reward consultation, we will apply the new rates where appropriate.</p>
<p>It is important that sufficient resources are provided for the admin roles that are needed to successfully support the launch of this new in-house service.</p> <p>The amount of admin resource required to enable a new structure to embed and deliver can be underestimated. Perhaps this could be included as part of a built-in review of the service</p>	<p>We have considered the requirement for additional administrative support and have increased capacity to two Business Support Officers.</p>
<p>Will you build in a review period for any restructure in order that the service can swiftly flex to change of circumstances.</p>	<p>We will review the new service structure after the first 3 months. We will also complete a 6<sup>th</sup> month assessment of performance</p>

# 5 Final Proposals

## 5.1 Final staffing structure (Appendix 2)





## 5.2 Summary of final job role changes

Following feedback from staff and Unison, the job roles have been reviewed which has led to some amendments. These job profiles have been evaluated and moderated with Trade Unions.

**Table 1 - Summarising the job role changes**

Current Job title	Current Status	Proposed Job title	Grade	Change Description
NEW ROLE	VACANT	<b>Head of Community Safety, Enforcement CCTV and Intelligence</b>	Grade 7	Open to recruitment once restructure approved
1 x Community Safety Manager	Filled	<b>Community Safety Operations Manager</b>	Grade K	JD updated – current post holder assimilated into new role
1 x Community Safety Manager (CCTV & Intel)	VACANT	<b>CCTV and Intelligence Manager</b>	Grade K	Open to recruitment once restructure approved
NEW ROLE	VACANT	<b>3 x Investigation and Enforcement Team Leaders</b>	Grade J	Open to recruitment once restructure approved
6 x Investigation and Enforcement Officer - <i>Permanent contract</i>	Filled	<b>18 x Investigation and Enforcement Officer</b>	Grade I	Current post holders on permanent positions will be assimilated to the new post.
15 x Investigation and Enforcement Officer - <i>Fixed Term Contract</i>	Filled	Posts deleted	N/A	Posts deleted Current Investigation and Enforcement Officers on fixed term contracts will be assimilated to the permanent posts (on receipt of formal confirmation that they are interested in the role)
1 x Senior Partnership Performance Analyst	Filled	<b>Senior Partnership Performance Analyst</b>	Grade J	JD updated – current post holder assimilated into new role

Current Job title	Current Status	Proposed Job title	Grade	Change Description
1 x Prevent Co-ordinator and Hate Crime Lead	Filled	<b>Prevent Co-ordinator and Hate Crime Lead</b>	Grade K	JD updated – current post holder assimilated into new role
1 x Community Safety Analyst	Filled	Post deleted	Grade G	Post deleted Current post holder assimilated to new Intelligence Officer post
1 x Community Safety MARAC Project Coordinator	Filled	<b>Business Support and MARAC Officer</b>	Grade G	JD updated and job title changed – current post holder assimilated into new role
1 x Community Safety Project Officer - <i>Fixed term contract</i>	The current post holder is being redeployed	Post deleted	Grade I	Post deleted
1 x Intelligence Officer (CAFT)	Filled	<b>Intelligence Officer</b>	Grade G	Current post holder transfer from CAFT to CCTV and Intelligence Team
NEW ROLE	Vacant	<b>Intelligence Officer</b>	Grade G	Job match and assimilation to current Community Safety Analyst
NEW ROLE	Vacant	<b>2 x Business Support Officer (Community Safety)</b>	Grade F	VACANT Open to recruitment once restructure approved

## **5.3 Final changes to service delivery and operating model**

### **5.3.1 Increase the number of visible ward-based officers in the community**

We will increase the number of our street-based officers from 6 to 21. This will allow each ward to have its own dedicated ward officer. From May 2022, the number of wards in Barnet will increase from 21 to 24, however the increase of 3 wards will be absorbed by existing officers.

Such a large increase to the workforce will require the installation of an appropriate management structure to allow issues to be properly investigated and tackled with cases being prepared and supervised to ensure that the required outcomes are achieved.

The Community Safety Team will be split into two defined areas:

- Community Safety Operations, and
- CCTV and Intelligence.

To support the Community Safety Operations Manager there will be three Team Leaders who will each lead a team of 6 area-based officers.

Officers will be assigned their own ward(s) and will be responsible for all areas of reported crime taking place there as well as carrying out trade waste audits. In addition to this, officers will be working closely with colleagues from other Investigation and Enforcement areas.

Ward Officer's names and contact numbers will be displayed on the council's Community Safety Team website pages.

### **5.3.2 Provide a uniformed and highly visible, semi-official patrolling presence in our communities**

All street-based officers will be expected to wear uniform provided during street-based activities. This ensure officers are visible and will gives residents reassurance, as officers carry out patrols in their respective wards.

It is expected that officers will 'pair up' to conduct their patrols to remove many lone working issues that can arise.

### **5.3.3 Obtain and collate intelligence on anti-social behaviour, suspicious conduct and criminal activity in order to instigate remedial counter measures.**

Street-based officers will attend and investigate all reported incidents of fly tipping and anti-social behaviour.

These will be logged on the enhanced ECINs case management system where officers will be responsible for investigating cases through to identification of perpetrators and prosecution (or appropriate sanction).

### **5.3.4 Be a point of liaison for Police, Law Enforcement Agencies (Environment Agency, DVLA etc) MOPAC, Home Office as well as Council Departments, Partners and Community Groups to enable an effective coordinated response.**

They will work with residents, local businesses and Partners such as the police to carry out investigations and find solutions to recurring community issues.

### **5.3.5 Intelligence Hub officers to specialise in obtaining intelligence from both open and closed source data and assist with intelligence gathering for specific criminal investigations carried out by CAFT and CST officers.**

They will work with police and other partners including the councils Insight Team to obtain intelligence as well as apply for and answer requests for information using Information Sharing

Agreements (ISA), Data Protection Act (DPA) requests and sign up to the National Anti-Fraud Network (NAFN) Intelligence module.

### **5.3.6 Business Support Officers will be responsible for the reconciliation of FPNs issued by Enforcement Officers.**

The Business Support Officers will work with Enforcement Officers to monitor the progress of issued fines, reconcile incoming payments with the Finance Department and progress cases in ECINs case management system with the enforcement officer where fines have not been paid.

## **5.4 Changes to Terms and Conditions**

### **5.4.1 Change to working hours**

Contracts will change to reflect the changes to Street-based officers within the Community Safety Operations Team. All street-based officers will be expected to work the normal 36-hour week but adopt a working shift pattern covering:

- Mondays to Fridays - 8am to 8pm
- Saturdays - 10am to 5pm
- Sundays and bank holidays - 10am to 4pm.

Appropriate remuneration will be included for weekend and bank holiday working in line with the Council's Overtime and Enhanced Payments Policy.

Normal weekday shift patterns will be 8am to 4pm, 10am to 6pm and 12pm to 8pm.

Any staff working over the usual 36 hours will be paid over-time as set out in the [Council's Overtime and Enhanced Payments Policy](#). For example, staff will be invited to work overtime at special community events.

### **5.4.2 On call rota for Team Leaders and Managers**

Contracts for Team Leaders and Managers will be updated to include Out of Hours 'on Call' rota basis. Team Leaders will receive an additional fee of £1500 per annum added to their normal salary.

Assistant Director of Counter Fraud, Community Safety & Protection and the Head of Community Safety, Enforcement CCTV and Intelligence will also be required to be on the Out of Hours 'on Call' rota. There will not be any additional remuneration attached to these duties as it falls within the remit of the job description.

## **6 Decision Making**

This proposal involves changes to the structure and workforce. These proposals are sponsored by Clair Green, Executive Director of Assurance, and are supported by Declan Khan, Assistant Director - Counter Fraud, Community Safety & Protection.

Following the closure of consultation, the final proposals will require approval for implementation from the Constitution and General Purposes Committee on 6<sup>th</sup> January 2022.

## **7 Additional Support**

We recognise that it is imperative employees are given support during this time. Additional support is available through:

- The Council's Employee Assistance Programme: Access to free 24-hour telephone counselling and information services at any time of the day or night: Tel: 0800 716 017; Textphone: 0845 600 5499; Online: [www.employeecare.com](http://www.employeecare.com).
- HR advice: Where required the HR team can provide some onsite advice, via Vandana Mahan ([vandana.mahan@barnet.gov.uk](mailto:vandana.mahan@barnet.gov.uk))

## 8 Appendices

Appendix 1 - Final set of FAQs

Appendix 2 - Updated rota

Appendix 3 - Final proposed service structure

Appendix 4 - New Job Descriptions - final