



Council
17 October 2023

Title	Assistant Director, Street Scene Operations - Pay Grade Approval – to replace other posts deleted as part of a restructure of the Street Scene management team.
Date of meeting	17 October 2023
Report of	Cath Shaw – Deputy Chief Executive
Wards	All
Status	Public
Key	Non-key
Urgent	No
Appendices	Appendix A – Role Profile: Assistant Director, Street Scene Operations
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Summary

This report seeks approval of the proposed pay grade (Grade Six) for a new Assistant Director, Street Scene role. The creation of the role was approved by Employment Sub-Committee at its meeting of 26 September 2023.

Approval of the pay grade is referred to full Council in accordance with the Council’s constitution as the top of the grade is above £100,000.

The new role forms part of a partial restructure of the Street Scene management team following two of the existing management posts becoming vacant in recent months. The purpose of the restructure is to better align management structures to current and future needs of the service.

A further post - Head of Parking & Parking Enforcement will also be created. Both new posts will report to the Director, Street Scene.

The new Assistant Director post will replace the existing posts of Head of Transport, Logistics and Fleet and Head of Street Scene Operations roles. The Head of Parking & Parking Enforcement post will replace the existing Assistant Director, Parking role. The three existing roles which will be deleted. The proposed amendments are contained within the existing budget allocation for the Street Scene service.

Recommendations

1. That Council approves the grade six pay grade (£94,685 - £115,352) proposed for the Assistant Director, Street Scene Operations role.
2. That Council notes the proposed partial restructure of the Street Scene management team.
3. That Council notes the proposed establishment of a Head of Parking & Parking Enforcement role.
4. That Council notes the proposed deletion of three existing posts:
 - a. Head of Transport, Logistics & Fleet
 - b. Assistant Director, Parking
 - c. Head of Street Scene Operations

1. Purpose of the report

1.1 The purpose of this report is to ask for approval of the application of grade 6 for a new post of Assistant Director, Street Scene Operations. It details the outcome of a review of the Street Scene management structure following two management team roles recently becoming vacant. The purpose of the review was to ensure the team structure remained valid and best placed to support the needs of residents, the service, and the delivery of the strategic objectives within Our Plan for Barnet.

Street Scene Operations

- 1.2 The Council's universal environmental services (Refuse & Recycling, Street Cleansing and Grounds Maintenance) have historically been delivered under the remit of the Head of Street Scene Operations role. These services are dependent upon and work closely with the council's in-house fleet management and workshop functions that are the responsibility of the Head of Fleet, Transport and Logistics. The three functions make up the largest proportion of the council's vehicle fleet and are the most significant contributor to the workload of the fleet and workshop teams.
- 1.3 The Head of Street Scene Operations role became vacant at short notice in September 2022. This prompted a review of options to ensure service continuity and provided an opportunity to trial a potential future senior management configuration that better linked two intrinsically connected parts of the service with a view to streamlining work processes and improving service effectiveness. To this end, a temporary arrangement was implemented for the Head of Fleet, Transport and Logistics to take on additional responsibilities for leading the Refuse and Recycling, Street Cleansing and Grounds Maintenance teams.
- 1.4 The temporary arrangement has been in place for ten months and has demonstrated real value in bringing logistics and fleet management insight into front line service delivery decisions. This proved invaluable in the design and delivery of the new Community Skip service and the development of a new scheduled based operating model for Street Cleansing to deliver the

council's commitment to increase residential street cleanses from two to four times per annum. Blending operational service knowledge with vehicle capability and resource productivity expertise is facilitating robust service design, enabling intelligent resource deployment, opportunities to improve service productivity and delivery within approved budget.

- 1.5 A new job description has been created and evaluated under the council's job evaluation process as a grade six role.
- 1.6 The Head of Transport, Fleet & Logistics and Head of Street Scene Operations roles will be deleted from the Street Scene establishment.

Parking & Parking Enforcement

- 1.7 Responsibility for the Parking and Parking Enforcement service was moved to the Director, Street Scene on 01 April 2021 following the retirement of the Executive Director, Environment.
- 1.8 The Assistant Director, Parking post became vacant in April 2023. This post is primarily responsible for the Council's parking enforcement function and since late 2020 also had strategic responsibility for the council's Controlled Parking Zone (CPZ) Programme.
- 1.9 The Assistant Director post becoming vacant has coincided with a fundamental review of the council's CPZ programme and the parking budget to reflect the impact of the COVID-19 pandemic, subsequent fundamental changes to travel and parking behaviours and opportunities arising from the insourcing of the Re Highways function.
- 1.10 The development and implementation of the CPZ programme is dependent on scheme design capability provided by the Barnet Highways Design Team and actual works on the ground delivered by TKJV, the council's highway term contractor. Both functions report to the Director of Highways & Transportation (DHT). Furthermore, the authority to implement any parking control on the public highway rests with the DHT as the council's designated statutory highway officer.
- 1.11 The insourcing of the council's highway's function presents an opportunity to form an integrated resource that has end to end responsibility for the creation, development, and implementation of parking controls on the public highway.
- 1.12 It is proposed that strategic responsibility for the council's CPZ programme be transferred from the Director, Street Scene to the Director of Highways and Transportation. Responsibility for the creation, development, and implementation of the programme will be delegated to the Highways Design Team.
- 1.13 This approach would streamline the council's working processes and improve responsiveness by aligning the parking control function with existing highways design resource. It is anticipated that this will also provide greater capacity, improve efficiency, and enhance service resilience.
- 1.14 The Director Street Scene will retain responsibility for the council's parking enforcement function, the management of the Special Parking Account and the processing of appeals, complaints and representations associated with the issuance of parking penalty charge notices.
- 1.15 The responsibilities and job accountabilities of the parking senior management role have been amended to reflect the amendments proposed in this report. Evaluation of the new role description has confirmed a Head of Service status and a pay grade of seven.
- 1.16 It is proposed to create a new Head of Parking and Parking Enforcement role and to commence a values-based recruitment process for the appointment to this role.
- 1.17 The existing Assistant Director, Parking post will be deleted from the council's establishment.

1.18 Employment Sub-Committee considered the outcome of this review at its meeting of 26 September 2023 and approved a recommendation to create an Assistant Director, Street Scene Operations role.

2. Reasons for recommendations

- 2.1 Recent vacancies in several senior management roles within Street Scene and the insourcing of the Re Highways function has provided an opportunity to review the Street Scene management structure to ensure it continues to provide the best fit to deliver the needs of residents and the service. This review has primarily focussed on two prominent functions within the service - Parking and Operations.
- 2.2 This opportunity has coincided with the need to assess the impact of external factors on services and adjust staffing structures and resources accordingly e.g., amended parking and travel behaviours due to COVID-19 pandemic and cost of living issue, emerging changes to waste management arrangements in England arising from the requirements of the Environment Act 2021.
- 2.3 We would not be able to put these new arrangements into effect without the creation of the new Assistant Director post. This has been approved by the Employment Sub-Committee but the pay grade now requires approval by full Council.

3. Alternative options considered and not recommended

- 3.1 Consideration was given to retaining the existing Street Scene management structure and recruiting to vacant posts on an as is basis. This option was not recommended as it would not realise the benefit and value arising from the alternative structure proposed or, take advantage of the opportunity to an develop integrated end to end function for parking controls following the insourcing of Re Highways.

4. Post decision implementation

- 4.1 The creation of the new Assistant Director post at Grade 6 will be confirmed and filled.

5. Corporate Priorities and Performance

Corporate Plan

- 5.1 Both roles detailed in this report are primary contributors to the council commitments to care for our people, our places, and our planet and in particular our work to deliver safe, attractive neighbourhoods and town centres.
- 5.2 The Assistant Director, Street Scene Operations role will be directly responsible for the Council commitments to provide a Community Skip service, increase the cleansing of residential roads to four times a year and introduce a separate food waste collection service to all households.

Corporate Performance

- 5.3 The Assistant Director, Street Scene Operations role will have responsibility for the household recycling rate metric reported in the Office of Local Government (OFLOG) suite of performance indicators. This role is also responsible for the Street Cleansing metrics (based on former NI 195 indicators) reported in the council's corporate performance monitoring report.

6. Resources Implications (Finance and Value for Money, Procurement, Staffing, IT and Property)

- 6.1 The difference in cost between the Head of Transport, Logistics and Fleet post and the proposed Assistant Director, Street Scene Operations role is a reduction £34,000 (based on the top of each pay scale including on-costs).
- 6.2 The difference in cost between the Head of Parking & Parking Enforcement role and the Assistant Director, Parking role is a reduction of £34,000 (based on the top of each pay scale including on-costs).
- 6.3 The difference in cost between the proposed Street Scene management team structure and the current arrangement is a reduction of £130,000 (based on the top of each pay scale including on-costs). Budget allocations will be retained at this point to support the review of the wider Street Scene structure that will follow the implementation of the revised senior management arrangement and transition costs associated with transferring responsibilities for the CPZ programme to Highways & Transportation.

7. Legal Implications and Constitution References

- 7.1 Part 2B of the Council's constitution sets out at paragraph 8.2 that no vacant posts at Assistant Director level or above shall be advertised or recruited to without prior Committee approval and all new posts at Assistant Director level or above shall be created by committee decision (Employment Sub-Committee) and not by delegated powers.
- 7.2 Paragraph 1.18 of Part 2A states that one of the functions of Council is 'to approve packages for newly created posts over £100,000 (packages to include salary, bonuses, fees and allowances and benefits in kind);'

8. Citizen Engagement

- 8.1 No direct citizen engagement is to be undertaken in respect of these internal staffing proposals.

9. Other Considerations

Corporate Parenting

- 9.1 The proposed changes have no direct impact on looked after children or care leavers.

Equalities and Diversity

- 9.2 Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Cabinet has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

A public authority must, in the exercise of its functions, have due regard to the need to:

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

- c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- a) Tackle prejudice, and
- b) Promote understanding.

Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:

- a) Age
- b) Disability
- c) Gender reassignment
- d) Pregnancy and maternity
- e) Race
- f) Religion or belief
- g) Sex
- h) Sexual orientation
- i) Marriage and civil partnership

Sustainability & Environmental Impact

- 9.3 The Assistant Director, Street Scene Operations will be responsible for the management of the council's vehicle fleet and the transition to more sustainably powered vehicles that support the ambition to be a net zero council by 2030.

Risk Management

- 9.4 There are no specific risks associated with approving the recommendations. However, not approving the recommendations would risk non-delivery of the benefits and value associated with the proposed changes as set out in this report.

Insight

9.5 N/A

Social Value

9.6 The Street Scene Operations team work directly with BOOST to promote employment opportunities within the council's universal front line services for residents. The service actively supports apprenticeship and work experience opportunities for local education establishments.

10. Background Papers

10.1 [Employment Sub-Committee Minutes – 26 September 2023](#)