

You are requested to attend a meeting of the Council to be held in The John Meikle Room, The Deane House, Belvedere Road, Taunton on 23 November 2009 at 18:30.

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## **Agenda**

- 1 To report any apologies for absence.
- 2 To receive any communications.
- 3 To receive petitions from Local Government Electors under Standing Order 17.
- 4 To receive questions from Local Government Electors under Standing Order 18.
- 5 Declaration of Interests  
To receive declarations of personal or prejudicial interests, in accordance with the Code of Conduct. The usual declarations made at meetings of Full Council are set out in the attachment.
- 6 Borough Council By-Election - 15 October 2009. The Democratic Services Manager, on behalf of the Returning Officer, to report details of the Councillor elected to fill the vacancy in the Lyngford Ward.
- 7 Core Council Review Proposals - Themes 2 and 4.  
  
To consider recommendations from the meeting of the Executive held on 11 November 2009. A copy of the Executive's report is appended to the recommendations.

Tonya Meers  
Legal and Democratic Services Manager

03 December 2009

Members of the public are welcome to attend the meeting and listen to the discussions.

There is time set aside at the beginning of most meetings to allow the public to ask questions.

Speaking under “Public Question Time” is limited to 4 minutes per person in an overall period of 15 minutes. The Committee Administrator will keep a close watch on the time and the Chairman will be responsible for ensuring the time permitted does not overrun. The speaker will be allowed to address the Committee once only and will not be allowed to participate further in any debate.

If a member of the public wishes to address the Committee on any matter appearing on the agenda, the Chairman will normally permit this to occur when that item is reached and before the Councillors begin to debate the item.

This is more usual at meetings of the Council’s Planning Committee and details of the “rules” which apply at these meetings can be found in the leaflet “Having Your Say on Planning Applications”. A copy can be obtained free of charge from the Planning Reception Desk at The Deane House or by contacting the telephone number or e-mail address below.

If an item on the agenda is contentious, with a large number of people attending the meeting, a representative should be nominated to present the views of a group.

These arrangements do not apply to exempt (confidential) items on the agenda where any members of the press or public present will be asked to leave the Committee Room.

Full Council, Executive, Committees and Task and Finish Review agendas, reports and minutes are available on our website: [www.tauntondeane.gov.uk](http://www.tauntondeane.gov.uk)



Lift access to the John Meikle Room and the other Committee Rooms on the first floor of The Deane House, is available from the main ground floor entrance. Toilet facilities, with wheelchair access, are also available off the landing directly outside the Committee Rooms.



An induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter.

**For further information about the meeting, please contact Democratic Services on 01823 356382 or email [d.durham@tauntondeane.gov.uk](mailto:d.durham@tauntondeane.gov.uk)**

## **Council Members:-**

Councillor P Watson  
Councillor T Slattery  
Councillor P Stone  
Councillor D Wedderkopp  
Councillor M Whitmarsh - Party Leader  
Councillor J Williams  
Councillor A Beaven  
Councillor R Bowrah, BEM - Mayor  
Councillor D Durdan  
Councillor K Hayward  
Councillor N Cavill  
Councillor I Morrell  
Councillor H Prior-Sankey  
Councillor F Smith  
Councillor N Stuart-Thorn  
Councillor A Wedderkopp  
Councillor N Wilson  
Councillor J Allgrove  
Councillor S Coles  
Councillor C Hill  
Councillor P Smith  
Councillor J O'Brien  
Councillor S Brooks  
Councillor G Copley  
Councillor J Court-Stenning  
Councillor P Critchard  
Councillor H Farbahi  
Councillor C Herbert  
Councillor J Horsley - Deputy Mayor  
Councillor L James  
Councillor S Lees  
Councillor T McMahon  
Councillor V Stock-Williams  
Councillor J Thorne  
Councillor M Floyd  
Councillor K Durdan  
Councillor B Denington  
Councillor M Edwards  
Councillor E Gaines  
Councillor A Govier  
Councillor C Guerrier  
Councillor T Hall  
Councillor A Paul  
Councillor R Henley - Leader of the Council  
Councillor M Hill  
Councillor E Waymouth  
Councillor D House  
Councillor N Court  
Councillor R Lees

Councillor J Lewin-Harris  
Councillor J Meikle MBE  
Councillor M Mullins  
Councillor D Webber  
Councillor T Murphy  
Councillor C Bishop

## **Usual Declarations of Interest by Councillors**

### **Full Council**

- **Members of Somerset County Council – Councillors Brooks, Govier, Henley, McMahon, Paul, Prior-Sankey, Mrs Waymouth, D Wedderkopp**
- **Employees of Somerset County Council – Councillors Mrs Court-Stenning, Mrs Hill, Mrs Smith and Stone**
- **Director of Southwest One – Councillor Coles**
- **Employee of Viridor – Councillor Miss James**
- **Members of Somerset Waste Board – Councillors Mullins and Slattery**
- **Employee of Sedgemoor District Council – Councillor Slattery**
- **Employees of Job Centre Plus – Councillors Henley and Mrs Wilson**

# Taunton Deane Borough Council

## Council Meeting – 23 November 2009

### Councillor Henley

#### (a) Core Council Review Proposals – Themes 2 and 4

The Executive has considered a number of proposals resulting from the review of the Core Council. A copy of the report considered by the Executive on 11 November 2009 (excluding the confidential Appendix G) is attached as Appendix 1.

The new structure for the Core Council was approved in February 2009 and is based on five themes:-

1. Strategy and Corporate;
2. Growth and Development;
3. Business (DLO);
4. Operations and Regulation; and
5. Chief Executive, Strategic Directors and support staff.

Phase 1 became operational from 1 April 2009 and Theme 3 of the Core Council Review is currently subject to an independent study by consultants.

The Review has identified the following three critical areas which have to underpin the whole organisation, its future direction and development:-

- Understanding of the drivers for change in the organisation;
- A clear overall vision for the authority; and
- New ways of working.

The Executive has given officers informal direction on the Review in terms of areas for investment and areas to explore reducing investment. Key projects include climate change, tackling deprivation and community development and affordable housing. Officers have also been asked to address economic development priorities by focussing resources on the delivery of the economic vision and decreasing investment in economic development.

**Theme 2** - The Growth and Development Theme comprises the Council's Development Management function, Planning Enforcement, Landscape and

Heritage services, Housing Enabling, Building Control and Economic Development (including Tourist Information).

The proposal has been developed following discussions with managers, elected Members and the Change Programme Member Steering Group. The proposed structure seeks to maximise the available resource in areas that will deliver the future growth agenda and to facilitate more project related working across themes.

The theme will be led by a single Theme Manager who will have direct line management responsibilities for seven lead officers, covering Landscape, Heritage, Development Management, Housing Enabling, Economic Development (2 posts) and Business Support.

The formal consultation process generated comments from the Corporate Scrutiny Committee, staff and UNISON. As a result, the following changes to the Theme 2 proposals have been made:-

- Planning Enforcement is to be incorporated in the Growth and Development structure.
- Building Control will be managed as part of the Growth and Development Theme.
- In response to concerns, it is now proposed to reduce the Planning Officer resource to 3.5 Full Time Equivalents (FTE) instead of 3 FTE.

Overall, the proposals for Theme 2 are likely to deliver annual savings of approximately £250,000.

**Theme 4** – The Community Services (formerly Operations and Regulation) Theme encompasses the current services of Cemeteries and Crematorium, Building Control, Environmental Health, Housing Operations and Car Parking and Civil Contingencies. The proposal also includes the addition of Community Safety and Leisure Development.

The proposal seeks to maximise the effectiveness of the available resources and to facilitate more project related working across themes. The diverse nature of the services in the theme means that a range of external pressures and issues have to be taken into account.

The Community Services theme will be led by a single Theme Manager who will have direct line management responsibilities for four new lead officers for Housing Services, Community Development, Community Protection and Business Support.

The formal consultation process again generated comments from the Corporate Scrutiny Committee, staff and UNISON. As a result, the following changes to Theme 4 proposals have been made:-

- Building Control has been moved to the Growth and Development Theme.
- Planning Enforcement has also been moved to the Growth and Development Theme.

This has created a position of increased isolation for the remaining small Licensing Service in the Community Protection part of the structure. Consequently a new structure for the Licensing Service is proposed that includes a new post of Licensing Manager and re-shaping the rest of the team to make three Licensing officers.

- Tenant Empowerment – Additional posts have been added into the Housing Services Structure.
- Community Development – an additional Community Development Officer post has been added to this team.

The projected annual savings for Theme 4 are approximately £200,000.

At this stage it is difficult to accurately assess the full impact on services and customers from these proposals. Attempts have been made to follow the informal direction provided by the Executive, focussing on new ways of working and Council priorities, keeping day to day services running effectively and ensuring the Council's statutory and other duties will continue to be fulfilled.

However, the proposals do include a significant reduction in management capacity and some reduction in front line resource that will have a clear impact that will have to be effectively managed into the future.

Significant consultation has taken place with the UNISON Change Forum in respect of the proposed changes and a Staff Care and Support Plan has been developed. Staff affected by the proposals have been notified as being at risk of redundancy.

Recruitment to all new posts in Themes 2 and 4 will be complete by the end of March 2010.

The continuing General Fund (GF) savings by the proposals for Themes 2 and 4 will be approximately £450,000 per annum. This entire sum will be used towards the Council's budget gap position for 2010/2011 onwards.

The net revenue cost to the Housing Revenue Account (HRA) is £130,000, but managers are working on savings plans to offset this cost.

The one-off costs to the GF associated with the Theme 2 and 4 proposals will not be known until the recruitment process is complete. Depending on the recruitment outcomes, it is estimated that these costs will be in the range of £134,000 (best case) to £592,000 (worst case).



It is proposed that a sum of £592,000 should be ring-fenced to fund the one-off costs of this proposal. Any surplus will be returned to GF Reserves in late March 2010.

Similarly, the one-off costs of these proposals on the HRA Reserves will also not be known until recruitment has been completed. Financial modelling indicates the one off costs to the HRA to be in the range £0 - £127,000.

It is proposed that a sum of £127,000 should be ring-fenced from the HRA Reserves to fund the one-off costs involved again with any surplus being automatically returned to HRA Reserves.

Full Council has previously requested a review of political management arrangements alongside the Core Council Review. It is likely proposals will come before Members after Christmas with the aim of achieving implementation in the next Municipal Year.

It is therefore **recommended** that:-

- (a) The detailed proposals for the Themes 2 and 4 of the Core Council Review, as described in the report to the Executive, be approved.
- (b) A sum of £592,000 is ring-fenced from the General Fund (GF) Reserves to fund the one off costs of Theme 2 and 4 proposals. Any earmarked fund remaining at the end of this phase to be returned to the GF Reserve at the end of March 2010.
- (c) A sum of £127,000 is ring-fenced from Housing Revenue Account (HRA) Reserves to fund the one off costs of Theme 2 and 4 proposals. Any earmarked fund remaining at the end of this phase to be returned to the HRA Reserve at the end of March 2010.
- (d) Political management arrangements be reviewed separately with Members with the aim of achieving implementation in the new Municipal Year (2010).
- (e) The phasing arrangements for the remaining Themes of the Core Council Review, as set out in the report to the Executive, be approved.

## Executive – 11 November 2009

### Core Council Review Proposals – Themes 2 and 4

**Joint report of the Core Council Review Project Director (Brendan Cleere), the Growth and Development Manager (Tim Burton) and the Community Services Manager (James Barrah)**

(This matter is the responsibility of Councillor Ross Henley, Leader of the Council)

#### 1. Purpose of Report

- 1.1 To seek Executive approval for detailed proposals for Themes 2 and 4 of the Core Council Review.

#### **Executive Summary**

Proposals for new ways of working and a new structure for the Core Council were approved on 17 February 2009.

The Core Council structure is now based on five themes:

1. Strategy and Corporate
2. Growth and Development
3. Business (DLO)
4. Operations and Regulation
5. Chief Executive, Strategic Directors and support staff.

A phased implementation of the Core Council Review is now under way, with phase 1 (Strategy and Corporate) already operational from 1 April 2009.

Theme 3 (Business/DLO) of the Core Council Review is subject to an independent study by consultants (Turner and Townsend) and will be reported on separately.

This report concentrates on proposals for Themes 2 and 4 of the Core Council Review. Implementation of these two themes is now running to a common timetable, following Full Council approval of an alternative approach to completing the Core Council Review on 30 April 2009.

The Human Resource implications of proposals in this report are significant and a number of staff within Themes 2 and 4 have been placed at risk of redundancy.

The projected annual revenue savings for the General Fund arising from Theme 2 and 4 proposals will be approximately £450,000 from 2010/11.

Formal consultation has now concluded, resulting in a number of amendments to the proposals, which are outlined in the report.

The Executive is now recommended to seek the approval of Full Council for the amended Theme 2 and 4 proposals.

## **2. Background**

- 2.1 The original agreed aim of the Core Council Review remains – to introduce a new structure and ways of working that will enable the Core Council to:
- Be fit for purpose, delivering our vision, widened roles and ways of working
  - Deliver substantial efficiency savings for 2009/10 and beyond
- 2.2 Full Council agreed an overall structure for the Core Council on 17 February 2009, based on the following five Themes:
1. Strategy and Corporate
  2. Growth and Development
  3. Business (DLO)
  4. Operations and Regulation
  5. Chief Executive, Directors and support staff
- 2.3 These themes will provide the ‘home-base’ for staff within the new structure. However, staff will frequently find themselves working closely with those in other thematic groups on particular issues or projects. An overview of the Core Council themes, functions and agreed phasing arrangements is attached as Appendix A.
- 2.4 Theme 1 (Strategy and Corporate) was implemented on 1 April 2009. Proposals for Theme 3 (Business/DLO) are subject to a review by independent consultants (Turner and Townsend PLC) with options coming before Corporate Scrutiny Committee and Executive in October/November 2009. The review of Theme 5 will begin in September 2010.
- 2.5 Full Council agreed on 30 April 2009 to the early and simultaneous recruitment of new managers for Theme 2 (Growth and Development) and Theme 4 (Operations and Regulation). These posts have now been recruited, and the initial brief for the post-holders is to bring forward detailed structural proposals for consideration by members in Autumn 2009. The following indicative timetable was agreed at Full Council on 30 April 2009:

Table 1: Indicative Timetable for Themes 2 and 4

<b>Action</b>	<b>Indicative Date</b>
New theme managers in post	July 09 <i>(completed)</i>
Detailed proposals for themes 2 and 4 published	Late September 09
Consultation on detailed proposals	Ends in late October 09
Executive considers consultation responses and detailed proposals. Makes recommendations to Full Council	11 November 09
UNISON considers Executive recommendations, with opportunity to comment on these prior to Full Council on 23 November.	November 09.
Full Council decides on detailed proposals	23 November 09 <i>(special meeting – earlier than originally communicated)</i>
Implementation of new structures for Growth and Development and Community Services.	By end March 2010

2.6 Previous reports on the Core Council Review have identified three critical areas which must underpin the whole organisation, its future direction and development:

- Understanding of the drivers for change in the organisation
- A clear overall vision for the authority
- New ways of working (thematic working)

2.7 Appendix B summarises the above three areas and has informed the detailed proposals contained in sections 3 and 4 of this report.

### **3. Patterns of Future Investment**

3.1 The Executive have given officers informal direction on the review in terms of areas for investment and areas to explore reducing investment. In time, this will be worked into a refined profile of services as part of the Corporate Strategy.

3.2 Officers have been guided to increase investment in climate change, tackling deprivation and community development and affordable housing. These will form key projects within the revised Corporate Strategy and refined profile of services, which will be subject to member scrutiny shortly. As these are cross-cutting issues, the approach to thematic working outlined in Appendix B will assist delivery. Elements of the Core Council Review proposals will include additional staff resources and/or improved focus of existing staff resource on a particular identified priority, such as affordable housing and community development.

- 3.3 Officers were asked to address economic development priorities by focusing resources on the delivery of the economic vision recently presented to members by Professor Mark Hepworth.

Officers were directed to do this at the same time as decreasing overall investment in economic development, thereby achieving more focus and officer flexibility for less resource.

- 3.4 Officers have been guided to decrease investment in management, administration and support, tourism and the tourist information service, Heritage and Landscape and the natural environment, waterways, private sector housing (including grants) and Environmental Health.

#### **4. Detailed Proposal for Theme 2 of the Core Council (Growth and Development)**

- 4.1 The Growth and Development Theme comprises the Council's Development Management function, Planning Enforcement, Landscape and Heritage services, Housing Enabling, Building Control and Economic Development (including Tourist Information). Existing structure charts are attached as Appendix C.
- 4.2 The proposal has been developed following discussions with managers, elected members and the Change Programme Member Steering Group. The proposed structure (attached as Appendix D) seeks to maximise the available resource in areas that will deliver the future growth agenda and also to facilitate more project related working across themes. The proposals also take account of the informal direction provided by the Executive, summarised in section 3. The principle of Leads and Officers established in the Strategy and Corporate theme is replicated here, although there is need for some other posts within this structure in view of the front line nature of some of these services. The Growth and Development Manager also has responsibility for the Building Control Service, although shared management with Sedgemoor District Council will continue.
- 4.3 The theme is to be led by a single theme manager who will have direct line management responsibilities for seven lead officers covering the following work areas: Landscape, Heritage, Development Management, Housing Enabling and Economic Development (two posts). The seventh lead is a Business Support role which will take on much of the service planning, performance and budgetary responsibilities in order to free up the other leads to maximise delivery of services to the community.
- 4.4 Landscape
- 4.4.1 The Landscape Lead will be supported by a Landscape Support Officer and part-time Biodiversity Officer. However, the provision of ecological advice is an area which may be subject to further review following discussions with Somerset County Council in respect of the possible provision of a combined service. The rights of way functions currently administered by the Heritage and Landscape Team will be transferred to Legal and Democratic. Whilst the Council will still be able to meet its statutory obligations in this area, it will clearly no longer be able to deliver the enhanced service currently provided.

#### 4.5 Built Heritage

- 4.5.1 Workloads in respect of built heritage remain high and it is therefore concluded that more than one officer is required to fulfil this function. However, efficiencies can be made by embedding one of the officers within the Development Management teams to minimise duplication of roles in respect of listed building proposals.

#### 4.6 Development Management

- 4.6.1 A Lead Officer in Development Management is essential to enable the Growth and Development Manager to be able to concentrate on leading the theme and to promote the sustainable growth agenda. The Development Management Lead will also generally act as lead officer to the Planning Committee. The existing team structure in Development Management is to be loosened to improve its flexibility. However, the two Area Co-ordinator posts will still have managerial responsibility for a geographic area and will therefore be a key point of contact for members. Whilst a significant level of resource is to be maintained at a senior level in order to ensure that the Council can respond to major growth proposals, the reduction in number of more junior planning officers is a response to the downturn in application numbers. Planning Enforcement will continue to be managed as an integral part of the planning service, and the existing level of resource will be maintained.

#### 4.7 Housing Enabling

- 4.7.1 Housing Enabling is a priority where additional investment is required. The Housing Enabling Manager is currently supported by an assistant. It is proposed to replace the assistant role with an officer post in order to increase the amount of front line resource. Administrative support will be provided by the generic administration team.

#### 4.8 Economic Development

- 4.8.1 It is critical to Taunton Deane's future prosperity that there is an economic development post at a suitably senior level where they are able to negotiate with authority with senior business managers and with agencies and partners. The Economic Development Specialist post will fulfil this role, reporting directly to a Strategic Director. This postholder will also need to work closely with Project Taunton. A diagram showing the linkages related to this post is attached as Appendix E. In addition it is proposed that there be two Project Leads for this work area, who will manage a range of sub-functions including business support (including rural business support), skills development, cultural development, marketing and tourism. The Leads will be supported by two Project Officers. Whilst this does represent a reduction relative to existing staff numbers, this does include the deletion of 1.4 full time equivalent frozen posts. In addition the level and more flexible nature of the posts proposed will result in more effective service delivery and enhance opportunities to deliver a new Economic Development Strategy for Taunton Deane.

#### 4.9 Tourist Information

- 4.9.1 In line with the Executive's informal guidance (set out in Section 3) to decrease investment in tourist information, this function will be reviewed and a number of options

considered with a view to reducing the impact on the General Fund by approximately £50,000. Options include reduction in opening hours, increased focus on more profitable areas of business, reduction in staffing levels, shared location and joint service delivery. Proposals will be brought to members separately in the new year, with a view to implementation by April 2010.

#### 4.10 Building Control

4.10.1 This service has progressed well with a shared management arrangement with Sedgemoor District Council. Currently three posts are shared across the two authorities leading to savings and creating increased resilience and flexibility on both sides and to ensure that the service remains viable in a competitive market place. Work continues to further align systems and therefore maximise efficiency across both councils. The strict financial controls in relation to income from this service limit the opportunities for further significant savings to the authority. It is therefore proposed that Building Control will be designed into a new structure largely unchanged to allow the shared management arrangement with Sedgemoor District Council to continue to develop. It had originally been proposed that Building Control be part of community services, but can equally sit within Growth and Development.

4.10.2 In the medium term the current shared Building Control Manager is due to retire in March 2010 and plans are under way for how the partnership with Sedgemoor will deal with this change, deriving ongoing savings for the Building Control service in the longer term.

#### 4.11 Business Support

4.11.1 The Business Support Lead will manage a team comprising two Planning Support Officers, an Administration Officer, a Validation Officer responsible for the registration of planning applications and a generic administrative resource of six full time equivalents who will provide administrative support across the theme in addition to duties relating to the processing of applications. This includes the deletion of two full time equivalent frozen/temporary posts and will be more cost effective than the current administrative support arrangements. In light of the shared arrangements with Sedgemoor, Building control will retain its own dedicated admin support. With improved technology associated with 'Acolaid' there should be no longer the need for any dedicated planning land charges resource.

#### 4.12 Changes to Theme 2 proposals arising from formal consultation

4.12.1 The formal consultation process generated comments from the Corporate Scrutiny Committee, staff and UNISON. A summary of points made in the consultation, and the response to these, is attached as Appendix F. The following changes to Theme 2 proposals have been made as a result:-

4.12.2 Planning Enforcement is to be incorporated in the Growth and Development structure. The two Planning Enforcement Officers will report to the Development Management Lead, whilst the Enforcement Support Officer will be part of the Business Support Team.

4.12.3. Building Control will be managed as part of the Growth and Development Theme. However, in the light of the shared management arrangements, opportunities for

thematic working are limited and Building Control will retain its separate administrative support.

4.12.4 The original proposal showed the Planning Officer resource reduced from 4.5 FTE to 3 FTE. In response to concerns in respect of the implications of an upturn in workloads as a result of economic recovery and in order to assist Legal and Democratic Services with negotiations relating to footpath diversions, this is now proposed to be increased back to 3.5FTE.

4.12.5 However, notwithstanding the additional 0.5FTE which is a response to concerns raised in respect of fluctuations in planning application work, the overall reduction in planning staff would still result in a reduced ability to respond effectively should workloads return to previous peak levels. This area, therefore, needs to be kept under review.

#### 4.13 Projected Savings and Impact

4.13.1 Overall, the proposals for the Growth and Development Theme will deliver annual revenue savings of approximately £250,000. This will result in a reduction in the levels of service we are able to provide in terms of landscape and rights of way, although statutory requirements will still be able to be met. The overall number of planning officers is to be reduced, but a good level of service should be able to be maintained in light of the recent reduction in application numbers. However, there would be an adverse impact if workloads increase to their previous levels. The review of Tourist Information will need to balance service delivery with cost. The new housing enabling post will significantly enhance frontline delivery. As previously stated the reduction in economic development posts should be outweighed not only by having a dedicated senior role, but also more flexible roles at appropriate levels.

### **5. Detailed Proposal for Theme 4 of the Core Council Review (Operations and Regulation)**

5.1 Firstly, it is proposed to re-name the Operations and Regulation Theme to Community Services, as it is considered that this name more accurately and positively reflects the nature of the varied services within the theme. This theme encompasses the current services of Cemeteries and Crematorium, Environmental Health, Housing Operations and Parking and Civil Contingencies. The proposal also includes the addition of Community Safety and Leisure Development to the theme. Existing structure charts for some of these areas are attached as Appendix C.

5.2 The proposed structure is outlined in the text below and shown in the structure charts at Appendix D. The approach taken to review the Community Services Theme seeks to maximise the effectiveness of the available resources and to facilitate more project related working across themes. The work to date has been guided by the following general principles:-

- A recognition that many of the services within the theme are performing well and many are already organised in an effective way.
- Recognising the priority of services set by members, as outlined in section 3.
- Where possible to protect front line service delivery and staff.



- To be mindful of business continuity of front line services in particular in relation to the number of staff put “at risk”.
- The Housing Revenue Account ring fence that prohibits many housing related teams from being able to contribute to General Fund savings.
- To make substantial savings where possible.

- 5.3 Due to the diverse nature of the services in the theme, the work has had to take into account a range of external pressures and issues, all with a wide range of timescales, and attempt to allow for some of these in the proposals. Therefore what follows is a combination of immediate structural proposals, largely involving a management framework for the theme, and a range of other proposals and projects that will be pursued for services over a range of different timescales. Some of these involve other partners where further discussion and consultation is required, others involve incremental changes or more work to be done to examine the feasibility of what is being considered. Therefore further specific issues arising from these proposals will continue to be progressed over the coming months and some of these may be presented to members for further discussion and approval at a later date.
- 5.4 The principle of Leads and Officers established in the Strategy and Corporate theme is replicated here where possible, although the scale of services and number of staff in this theme means that the span of control and level of responsibility is significantly different. This makes an exact replication of the structural arrangements in the Strategy and Corporate Theme inappropriate.
- 5.5 Community Services will be led by a single theme manager (Community Services Manager – James Barra) who will have direct line management responsibilities for four new lead officer posts and three existing manager posts. The four new lead posts will cover the following work areas: Housing Services, Community Development, Community Protection and Business Support. The three existing manager posts relate to those for Cemeteries and Crematorium, Parking and Civil Contingencies and Deane Helpline. Each of these areas will be addressed in more detail below.
- 5.6 Cemeteries and Crematorium
- 5.6.1 The service is a very well run business that already derives significant levels of income for the Council. It is also largely self contained and does not fit easily alongside other services in the theme. Recently appointed consultants working on the review of Deane DLO are exploring options for operating the service on an even more commercial footing, potentially with a degree of separation from mainstream council services. In the meantime, it is proposed that this service transfers unchanged into the new Community Services structure.
- 5.7 Parking and Civil Contingencies.
- 5.7.1 Due in part to changes in legislation work is well underway to progress a County Wide Parking Enforcement Partnership encompassing all the councils in Somerset. The current proposal indicates that the new partnership will go live in late 2010. If this project is approved and progresses as planned it will result in very little of the parking service remaining with this Council, the residual role will involve elements of clienting and asset management. It is therefore proposed that the parking service will be planned into a new

structure in such a way that it can be easily largely removed at the point at which the partnership commences.

5.7.2 The current Parking and Civil Contingencies Manager also has responsibility for Civil Contingencies, Shopmobility and Concessionary Travel. Depending on the timing and impact of the Parking Enforcement Partnership, consideration will need to be given to how these functions will be delivered by this Council in future. The work relating to Shopmobility and Concessionary Travel is essentially a client role and may in the longer term be best located in the Client Team in the Corporate and Strategy Theme. Civil Contingencies generates significant work across all services and must be given the highest priority in order to ensure our responsibilities are fully discharged and our preparedness is at the desired level. In the longer term the Council will need to consider how this function is supported corporately, and consequently the level of service that we procure from the Somerset Local Authorities Civil Contingencies Partnership. However for the purposes of the review these services slot into the new structure as outlined.

## 5.8 Housing Services

5.8.1 A new lead post has been created which is distinctly different from previous Housing Senior Management posts. This post will lead a large group of staff engaged in Housing related activities. Firstly, and largely due to Housing Revenue Account (HRA) ring fencing and our prescribed responsibilities to our tenants the two Housing Estates teams, the Rents Recovery and Voids team and Supported Housing will slot through to the new structure unchanged.

5.8.2 However the staffing changes proposed in the new structure will impact on the HRA and require the HRA to be re cast particularly in terms of what staff it supports during the budget setting process. Additionally there are a number of important issues to be addressed by the landlord service over coming months for example addressing Anti Social Behaviour and furthering Tenant Empowerment, issues which have already been before members. In relation to Anti Social Behaviour it is felt that a cross tenure/whole community approach is required and therefore a resource to undertake this work may sit better in the Community Development or Community Protection parts of the structure but to be effective will require input from many parts of the organisation so effective thematic working will be essential.

5.8.3 In relation to Tenant Empowerment the structure now includes three new posts funded by the Housing Revenue Account in order to establish and support the agreed new Tenant Services Management Board, and to provide a capacity to continue to develop the services provided to tenants which will be under increased scrutiny and performance monitoring by the Tenant Services Authority in particular over the coming months.

5.8.4 The issue of Housing Asset Management is being considered by Corporate Management Team alongside Theme 3 of the Core Council Review. The longer term location of the Housing Asset Management function will be determined when proposals for Theme 3 have been decided upon, in due course.

5.8.5 The Housing reception desk in Deane House is currently staffed and managed by the Housing Options team. However the Main reception, Benefits and Planning receptions are all operated by SW1. Consequently it is proposed that SW1 Customer services take

on the management of Housing reception, and to explore how further consolidation of the reception area and staffing can be achieved, to improve the customer experience in this area.

5.8.6 The Housing Options Team itself provides very important services to a vulnerable client group and this team constitutes the last element of the Housing Service in the new structure. Two vacant posts have been removed from this team in the new structure and an Administrative Assistant post will be located in the Business Support team. This in itself constitutes significant change for this team, however it is considered that there is more potential to generate further efficiencies by increased collaborative working with the other Somerset Authorities, indeed this issue is a material part of the Pioneer Somerset Strategic Housing Project. There has been very early discussion regarding closer working with Sedgemoor District Council. However, it is now felt that this work will be targeted primarily at the strategic elements of the service rather than the day-to-day operation of the service which primarily, by its nature, has to be delivered locally. This work will now be pursued by the County wide Strategic Housing Project. Therefore, there are no other immediate staffing implications for this team arising from the review.

## 5.9 Business Support

5.9.1 A new lead post has been created for Business Support, in part to offset the overall reduction in management capacity, to free up the other lead posts to maximise delivery of services to the community by allowing them to focus efforts on managing and delivering the operational service rather than corporate administrative issues that currently take up significant operational manager's time. The Business support team will be created by bringing together existing administrative and clerical capacity from across the theme, which will develop over time into a capacity that can be used more generically and flexibly.

5.9.2 The Business Support Lead will manage staff in a central team and staff who are already embedded in operational teams. The Business Support function will be crucial to the effective management of the theme and have a wide range of activities such as: performance monitoring and statutory returns, liaison with SW1, maintaining websites, provision of management information, software systems administration, budget monitoring and in many cases the first point of customer contact via telephone and e mail channels to services.

## 5.10 Community Development

5.10.1 A new post of Community Development Lead will be created to manage a new team of existing posts to address community development, leisure development and community safety issues.

This small team will be pivotal to delivering specific benefits in our neighbourhoods, where our strategic aspirations, plans and duties manifest themselves as physical work and social improvements in the community.

5.10.2 The work of this team will focus on specific local priorities in relation to issues such as deprivation, anti-social behaviour and improved leisure facilities and local amenities.

It will also seek to identify and attract new external funding for the benefit of communities and oversee how these resources are deployed. The team will also have the ability to call in staff with specific skills and expertise from across the rest of the theme or from other themes to address specific issues or projects. As such, the team will be instrumental in delivering thematic working by deploying a range of operational resource to specific community projects and priorities.

- 5.10.3 Since the initial proposal, a second Community Development Officer post has been added to the structure of this team, primarily funded by the Housing Revenue Account. The work of the two Community Development Officers will focus on the most deprived estates in line with the Council's strategic aspiration to tackle deprivation in those areas.

## 5.11 Community Protection

- 5.11.1 A new post of Community Protection Lead is proposed to oversee the Council's regulatory functions; the new management arrangement also includes retaining one Principal EHO post. The services forming this area are those formally constituting Environmental Health along with Private Sector Housing Teams. This move constitutes a reduction in management capacity and posts across these areas, and the loss of two former environmental health posts. This will also result in terminating the shared management arrangement for Licensing with South Somerset District Council, although we hope to continue to maintain strong links across the licensing services of both councils.
- 5.11.2 The Community Protection part of the structure includes the Home Improvement Agency (HIA), Private Sector Grants and Housing Standards functions. Members will be aware of the current discussion and reports regarding the future direction of the Home Improvement Agency in relation to a County wide consortium bid for Supporting People funding, to continue to operate the function for the next three years, and how pending the result of this bidding process the Taunton Home Improvement Agency will be required to demonstrate more separation between it and the statutory grants administration function.
- 5.11.3. This essentially leaves the Councils Private Sector Grants Team and Housing Standards team. In West Somerset and Sedgemoor Councils, this work is undertaken by an established Private Sector Housing Partnership. Discussions have taken place on the potential for Taunton Deane to join this partnership, and this matter is to be progressed alongside the HIA work described above. There are a range of potential benefits in pursuing this course of action; by removing duplicated effort, creating a more robust joint structure, more mutual support for small pockets of specialist staff, joint procurement and shared management arrangements all of which will allow these services to operate more efficiently in future. More work needs to be done to negotiate and agree our entry into the partnership, including more staff consultation.

If this route is agreed the partnership will be managed outside of Taunton Deane structures but the Council would retain an ongoing clienting arrangement for the partnership, which is likely to sit in the Strategy team, to link with the strategic housing role of this team.

In the meantime a holding position for day to day management of these functions has been created in the Community Protection structure that may or may not be required pending the timescales for progression of this approach. Since this issue was first proposed, the Somerset Waste Private Sector Housing Partnership Board have agreed in principle to Taunton Deane joining this partnership, and discussions are well under way with the staff group concerned. If agreed a detailed report specifically on this issue will be brought before members over the coming months.

5.11.4 The Council currently operates a Pest Control Service comprising two Pest Control Officers and administrative support. There is no specific duty on the Council to operate a service itself, and significant savings can be made from contracting out the service to an external provider, in a similar way to how the Dog Warden service was some years ago and is currently operated effectively by an external contractor. The statutory duty on the Local Authority is contained in the Prevention of Damage by Pests Act, and is to take steps to secure that the Borough is kept free from rats and mice, and in particular:-

- From time to time to carry out inspections
- To destroy rats and mice on land where the LA are the occupier and otherwise keep such land free from rats and mice where practicable
- To enforce the duties of owners and occupiers of land under the provisions of the Act.

5.11.5 The Council currently operates the following Pest Control subsidies:-

- All residents on specified benefits (income based job seekers allowance; income support; guaranteed pensions credit) pay half the cost of all treatments other than rodents. The appointed contractor may or may not continue to offer subsidised treatments, and this would depend upon whether the Council were to stipulate, contractually, that subsidies are to remain.
- As a social landlord the Council has previously decided to pay the £15 cost for all rodent treatments required in Council accommodation. Contracting the service may have implications for the HRA in terms of either removing the subsidy or increasing the cost of rodent treatment to the customer.

5.11.6 The Pest Control Service currently operates a number of commercial and domestic contracts. These may be terminated by either the Council or the purchaser after the second subsequent regular scheduled inspection and any work resulting from it. Alternatively these commercial or domestic contracts may be written into any service contract that the Pest Control Contractor should continue to honour permanently or until the contract date expires.

5.11.7 The proposal is therefore to progress investigation of contracting out this service with a view to a new provider operating the service from around April 2010. Savings will be derived from the existing direct costs of providing the service, along with administrative staff savings, less the negotiated payment to the potential provider of the new service.

- 5.11.8 If this course of action is pursued, The Transfer of Undertakings Protection Employment Regulations 2006 (TUPE) will apply. This will mean that existing staff that provide this service will transfer across to the new service provider. The Local Government Act 2003 also applies which guarantees those staff that transfer a pension of equal value to their existing local government pension (The Best Value Authorities Staff Transfers (Pensions) Direction 2007).
- 5.12 Deane Helpline
- 5.12.1 This service provides very specific and vital services to some very vulnerable parts of our community; it also has a key role to support many of the Council's operations out of office hours, in terms of dealing with emergency enquiries and monitoring staff lone working. This service operates as a trading account and delivers £30K to general fund each year, and has been very successful in achieving excellent levels of accreditation and attracting significant numbers of external contracts. However, as income has increased so have the operating costs in equal measure. The business potentially can be more effective and produce more income for the Council. In order to do this a detailed review of both the income and in particular the external contracts and the employment arrangements for the service will be required.
- 5.12.2 The starting point for this work is to address one particular contract that the business appears to be losing significant money on, and this may be the opportunity to create some capacity within the service to undertake the review work required. Investigations to date have resulted in a further £50K being delivered by this service, and this figure will be included in the imminent budget setting process.
- 5.12.3 The service is currently being managed by the Supported Housing Manager, taking on additional duties following the departure of the Call Centre Manager some time ago. If the detailed review of the service results in the Council having more confidence in the longer term financial viability of the operation, then steps will be taken to replace the vacant Control Centre Manager post, at the appropriate time.
- 5.13 Changes to Theme 4 proposals arising from formal consultation
- 5.13.1 The formal consultation process generated comments from the Corporate Scrutiny Committee, staff and UNISON. A summary of points made in the consultation, and the response to these, is attached as Appendix F. The following changes to Theme 4 proposals have been made as a result:
- 5.13.2 Building Control moved to Growth and Development Theme as described in section 4.12 of this report.
- 5.13.3 Planning Enforcement moved to Growth and Development Theme as described in section 4.12 of this report. This creates a position of increased isolation for the remaining small Licensing service in the Community Protection part of the structure. Additionally concern has been expressed by members in relation to the decline in resources in the Licensing service. Consequently a new structure for the Licensing Service is proposed that includes a new post of Licensing Manager and re shaping the rest of the team to make three Licensing officers. This is considered to be a more viable team and service in the future. This will increase capacity in this team from 3 full

time equivalent posts in the original proposal to 4, including the addition of a dedicated manager for this busy and high profile service. The additional cost involved in this change has mainly been met by the removal of a further part time (0.6 FTE) Senior Environmental Health Officer from the Food and Health and Safety team following a recent staff resignation.

5.13.4 Tenant Empowerment. Additional posts have been added into the Housing Services Structure, funded by the Housing Revenue Account as described in paragraph 5.8.3

5.13.5 Community Development – an additional Community Development Officer post has been added to this team, as described in paragraph 5.10.3.

#### 5.14 Projected Savings and Impact

5.14.1. Overall, the proposals for the Community Services Theme will deliver annual revenue savings of approximately £200,000. It is very difficult to accurately assess the full impact on the services and on our customers from these proposals. Attempts have been made to follow the informal direction provided by the Executive, focus on new ways of working and Council priorities, keep day to day services running effectively and ensure our statutory and other duties can continue to be fulfilled.

However, the proposals include a significant reduction in management capacity and some reduction in front line resource that will have a clear impact that will have to be effectively managed into the future.

Most notably there have been reductions in capacity in the existing Environmental Health and Housing Options teams, which will result in increased tensions in these services with potential failure to meet inspection programmes or to provide the same level of service as currently exists.

### **6. Thematic Working – Addition to existing job descriptions**

6.1 For jobs that slot across into the new structure, it is proposed that a small addition will be made to existing job descriptions to reflect the aims and objectives of the review that will not be applied through a totally new job description for the post. Following consultation, this addition will be made to all existing Job Descriptions but does not constitute a material or significant enough change to warrant a re- evaluation of the post. The current draft of this addition is shown overleaf.

*Along with the specific duties and responsibilities of the post, the postholder will be required to work in an increasingly flexible and collaborative way.*

*In practice this may mean:*

- *Strong co-operation and greater inter-play between different service areas and disciplines, to address particular organisational and/or community issues and priorities.*
- *Greater use of ‘task and finish’ working to bring expertise, interest and capacity to a project not traditionally perceived as part of the ‘day job’ for individuals.*

- *A wider framework of accountability with staff potentially reporting to different managers for different projects.*
- *Greater sharing of knowledge and expertise across different themes. There will be opportunities to gain experience and career development and to bring new perspectives to achieve better outcomes for the organisation, local residents and communities.*
- *Convening and working closely with partner organisations to tackle complex community issues that require the input of more than one agency.*
- *More generic working, where professionalism and technical expertise will be the norm, where individuals take responsibility and ownership of issues.*

## **7. Human Resource (HR) Implications**

- 7.1 The detailed proposals in this report have significant human resource implications for staff in Themes 2 and 4.
- 7.2 Significant consultation has taken place with the UNISON Change Forum over the last six months relating to these proposals and the Taunton Deane UNISON Branch has been formally notified of the proposals. This has included the development of a staff Care and Support Plan. This support detailed in this plan will be available to staff throughout the remainder of the Core Council Review.
- 7.3 A number of Theme 2 and 4 staff affected by these proposals have been formally notified as being at risk of redundancy. The confidential Appendix G identifies these posts and the 'ring-fencing' arrangements that will apply in respect of recruitment to posts within the proposed new structures. The appendix also specifies those posts which are proposed as 'direct transfers' into the new structure.

## **8. Recruitment Approach and Timetable for Themes 2 and 4**

- 8.1 Pending Full Council approval, recruitment to all new posts in Theme 2 and 4 will be completed where possible by the end of March 2010.
- 8.2 Recruitment and ring-fencing arrangements have been subject to detailed consultation with UNISON in accordance with the Council's own Redundancy Policy and with the staff who are 'at risk'.
- 8.3 Job descriptions and person specifications for all new posts have been prepared and are available for staff to view on the Core Council Review Sharepoint site, and are available for members on request. A job evaluation exercise has now been substantially completed and the grades of most of the new posts are shown on the proposed structure charts.
- 8.4 An external recruitment exercise will be carried out for all new posts, in the event that these are not filled internally. This may extend the above indicative timetable by a minimum of three months. Other new posts will be filled either by internal recruitment or by staff who are unsuccessful in their application for higher graded posts.



- 8.5 Salary protection will not be offered to staff who apply for and are recruited to a lower grade post.
- 8.6 A People Management Framework, Charter and set of managerial competencies have been developed. These are consistent with the widened roles and new ways of working outlined in Appendix B. Assessment against these competencies will form an important part of the recruitment process to new management posts. This documentation will also guide future organisational development activity.

## **9. Accommodation**

- 9.1 Accommodation arrangements need to enable the successful operation of the new Core Council. If the proposals for Themes 2 and 4 are approved by Full Council, it is proposed that SWOne is commissioned to carry out a review of accommodation. The scope for the accommodation review will be wide, looking at all Council accommodation and also at different ways of working to support the new Core Council.

## **10. The Financial Implications of creating Themes 2 and 4**

- 10.1 The ongoing General Fund savings generated by the proposals for Themes 2 and 4 will be approximately £450,000 per annum. In order to deliver substantial efficiency savings, this entire sum will be contributed towards the Council's budget gap position for 2010/11 onwards.
- 10.2 The net revenue cost to the Housing Revenue Account (HRA) of these proposals will be approximately £130,000. Full details of the new Housing Revenue Account will be brought before members during the normal budget setting process.
- 10.3 The one-off costs to the General Fund associated with Theme 2 and 4 proposals will not be known with certainty until the recruitment process is completed (end of March 2010). Analysis of potential outcomes has been undertaken, indicating that the one-off costs to the General Fund Reserves will, depending on the recruitment outcomes, be in the range of £134k (best case) - £592k (worst case). The more likely outcome is somewhere in the middle.
- 10.4 It is important therefore that the Councils General Fund reserves are in a sufficiently healthy position to support this review. A separate report is presented to this meeting, detailing a windfall VAT receipt of £649,119, in which it is recommended that the full sum be transferred into the General Fund Reserve. The recommendations in this report to the Executive and Full Council will request that a sum of £592k is "ring-fenced" to fund the one-off costs of this proposal. Any surplus will be automatically returned to General Fund Reserves in late March 2010. This minimises the risk associated with the uncertainty of the one-off costs, and means the Council is in a position where Themes 2 and 4 of the review are affordable and deliverable
- 10.5 Similarly, the one-off costs of these proposals on the Housing Revenue Account (HRA) reserves will not be known with certainty until recruitment has been completed. Financial modelling indicates the one of costs to the HRA being in the range £0 - £127k.

The recommendations in this report to the Executive and Full Council will therefore request that a sum of £127k is “ring-fenced” from the HRA Reserves to fund the one-off costs of this proposal. Any surplus will be automatically returned to HRA reserves in late March 2010.

## **11. Links to Pioneer Somerset**

- 11.1 Pioneer Somerset is a five year programme of enhanced two tier working, agreed by the six principal authorities of Somerset after the rejection of a bid for a single unitary council for the County.
- 11.2 There are a number of emerging proposals for enhanced two tier working under the umbrella of Pioneer Somerset. This proposal precedes the longer term proposals coming out of the Pioneer Somerset Programme. However, the Core Council will work in a way to shape the further development of Pioneer Somerset proposals and respond to these as they emerge.

## **12. Consultation**

- 12.1 Formal consultation period on the first phase of this proposal ran from 24 September until 24 October 2009. Points made during the consultation process, and the response to these, are summarised in Appendix F.
- 12.2 The process of developing Theme 2 and 4 proposals also involved informal consultation and dialogue with staff and members over a considerable period of time. Overall, the consultation process featured:
- The newly appointed Theme Managers meeting with managers, undertaking staff briefings and producing an interim paper.
  - Fortnightly meetings of the UNISON Change Forum, including regular updates on the Core Council Review and input on key features of the proposal (e.g. ring-fencing arrangements, approach to consultation etc)
  - Elected members of all parties providing input on the emerging proposals, primarily through the Change Programme Member Steering Group.
  - Discussion with the Tenants Forum.
  - Comments from the Corporate Scrutiny Committee on 1 October 2009.
  - Discussions with Turner and Townsend (DLO Consultants) on potential links to Theme 3.
- 12.3 The proposals for Themes 2 and 4 have been amended as a result of the consultation process, as described in sections 4.12 and 5.13 respectively.

## **13. Political Management Arrangements**

13.1.1 Full Council has asked for a review of political management arrangements alongside Core Council Review. This project is being led by the Council's Monitoring Officer, and proposals will come to members with the aim of achieving implementation in the next Municipal Year

## **14. Risk**

14.1 An updated risk assessment and action plan connected to this proposal has been completed and is kept up to date by the Project Director and reviewed regularly by CMT.

## **15. Equality Impact Assessment**

15.1 The development of this proposal, and the approach proposed for recruitment activities, is in accordance with all relevant equalities legislation. Managers within each of the proposed thematic groups will be responsible for carrying out detailed Equality Impact Assessments (EIAs) of their respective service areas. Actions arising from these EIAs will be included within the appropriate service operational plan, or the Council's Corporate Equality Scheme.

## **16. Next Steps**

16.1 The views of the Corporate Scrutiny Committee on proposals for Themes 2 and 4 will be considered by the Executive on 11 November 2010.

16.2 The Executive will make a recommendation to Full Council on 23 November. Full Council will then make a decision based on the Executive recommendation and in light of the outcome of the formal consultation with staff and Unison.

## **17. Recommendations**

17.1 The Executive is **recommended:**

- i) To consider the comments of the Corporate Scrutiny Committee (at Appendix F)
- ii.) To consider other comments from staff and UNISON during the formal consultation process, also attached as Appendix F.
- iii) **To approve and recommend to Full Council:**
  - a.) The detailed proposal for the Themes 2 and 4 of the review, as described in sections 4 and 5 of this report.
  - b.) That a sum of £592k is "ring-fenced" from the General Fund Reserves to fund the one off costs of Theme 2 and 4 proposals. Any earmarked fund remaining at the end of this first phase will be returned to the General Fund Reserve at the end of March 2010.
  - c.) That a sum of £127k is "ring-fenced" from HRA Reserves to fund the one off costs of Theme 2 and 4 proposals. Any earmarked fund

remaining at the end of this first phase will be returned to the HRA Reserve at the end of March 2010.

- d.) That political management arrangements are reviewed separately with members with the aim of achieving implementation in the new municipal year (2010).
- e.) The phasing arrangements for remaining Themes of the Core Council Review, attached as Appendix A.

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### Background Papers

Executive, 30 April 2009 – *Core Council Review: Alternative Approach to Implementing Themes 2 and 4*

Corporate Scrutiny Committee, 1 October 2009 – *Core Council Review Proposals – Themes 2 and 4*

### List of Appendices (attached):

- A Overview of Core Council Themes and Phasing Arrangements
- B The Council's Vision and Overview of Thematic Working
- C Existing Structure Charts for Themes 2 and 4
- D Proposed Structure Charts for Themes 2 and 4
- E Diagram showing the proposed Economic Development specialist post
- F Summary of points raised in the consultation
- G *Staff Ring-fencing Arrangements for Posts in Proposed New Structure (Confidential) – Not attached.*

## APPENDIX A

### Overview of Proposed Core Council Themes, Management Arrangements and Phasing

Theme	Indicative Role and Functions	Management Arrangements	Phasing
<b>Strategy and Corporate</b>	<i>Strategy</i> for the place and the organisation. Functions include: performance and improvement, forward planning and the Local Development Framework, CAA, economic strategy, sports strategy, housing strategy, community strategy and Local Area Agreement, legal & democratic; research & consultation, equalities, health improvement, sustainability, climate change, PR & marketing, client and contract management, retained services, transformation, corporate performance, information management, website and strategic customer access.	3 management posts and new staffing structure	Implement in <b>one phase</b> , with recruitment to all new posts in March 2009. (Completed)
<b>Growth and Development</b>	<i>Delivery</i> of growth and development in the community. Functions include, enabling affordable housing, development management/planning enforcement, Building Control, heritage and landscape, economic development & regeneration, Building Control, Tourist Information Centre, Project Taunton.	Theme Manager appointed (July 09).	Proposal for Theme 2 structure approved by Members in November 2009, implemented by March 2010.
<b>Business (DLO)</b>	Highways, Horticulture & Housing DLO, and Housing Asset Management pending full review.	Current management and staffing arrangements continue, pending full review.	Commissioning proposals approved by members: June 2009  Preferred option approved by Executive: November 2009. Implementation timetable depends on nature of preferred option.
<b>Community Services</b>	Community Protection, Car Parking, Cemeteries & Crematorium, Housing Services, Deane Helpline, Leisure and Community Development, Community Safety, Community Projects, Enforcement Functions.	Theme Manager appointed (July 09).	Proposal for Theme 4 structure approved by Members in November 2009, implemented by March 2010.
<b>CMT and full review of final structure</b>	Chief Executive, strategic directors and support staff.	Current management and staffing arrangements continue, pending full review	The review will begin in September 2010, with proposals to be brought to members for approval at the earliest opportunity thereafter.

## APPENDIX B

### Summary of the Current Drivers for Change, the Council's Vision and Ways of Working

#### Current Drivers for Change

Current issues which are driving the need for organisational change include (but are not limited to):

- An increased emphasis on the role of councils as 'place-shapers' and promoters of the wider well-being of the area.
- Financial pressures and the need to deliver substantial ongoing efficiency savings.
- The need to engage better with residents and communities, giving them a greater say in local decision making, priority setting and resource allocation.
- Rising customer expectations.
- The need to manage and respond to continuous and multiple changes.
- The need to develop further long term partnerships with private, public and voluntary sector organisations.
- The need to create the right environment and culture for high performance – including the right working environment.
- The need to build officer leadership capability and capacity.

#### Vision

The Council's vision is to:

***“Make life better for people and communities”***

This vision underpins the Core Council Review and will guide the work of the Council in future.

## Ways of Working

To illustrate our vision further, the following roles and ways of working have been agreed with members. These will act as ‘design principles’ for the new Core Council and the future development of the organisation:

<b>Roles</b> <i>What will we do?</i>	<b>Culture</b> <i>How will we work?</i>
<ul style="list-style-type: none"> <li>• <b>Efficiency and Improvement.</b> To deliver substantial efficiency savings, through the new structure and in the way we operate.</li> <li>• <b>Place-shaping and wider well-being.</b> To understand the issues and challenges facing Taunton Deane. To establish more clearly what kind of place we want the Borough to be, and overcome obstacles to achieving this. To deliver LAA outcomes for the area. To act as a convenor of local services and partners.</li> <li>• <b>Community engagement and empowerment.</b> To give people a stronger say in local services and priority setting. To move towards an engagement model where the community decides and the Council acts as an executive to enact these decisions.</li> <li>• <b>Good Services.</b> To enable the delivery of good, value for money services, reflecting local priorities.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Leadership.</b> To offer strong leadership and take ownership of issues that matter to people.</li> <li>• <b>Ambition.</b> To be ambitious for our area and communities.</li> <li>• <b>Focus.</b> To establish a limited number of top priorities and focus on the delivery of these.</li> <li>• <b>Outward looking.</b> To be concerned with the wider well-being of the area.</li> <li>• <b>Customer first.</b> To put the needs of customers and residents at the heart of all we do.</li> <li>• <b>Flexible.</b> To be flexible and responsive to different community needs and changing circumstances within the community and organisation.</li> <li>• <b>Collaborative.</b> To work in partnership to improve the lives of residents and communities. Not to be precious about our own organisational autonomy.</li> <li>• <b>Performance.</b> To rigorously manage performance of services and outcomes. To be a formidable client.</li> <li>• <b>“One Council”.</b> To promote stronger common purpose and collaborative working across different parts of the authority.</li> <li>• <b>Change.</b> To initiate change where necessary and engage positively with changes affecting the authority and area.</li> </ul>

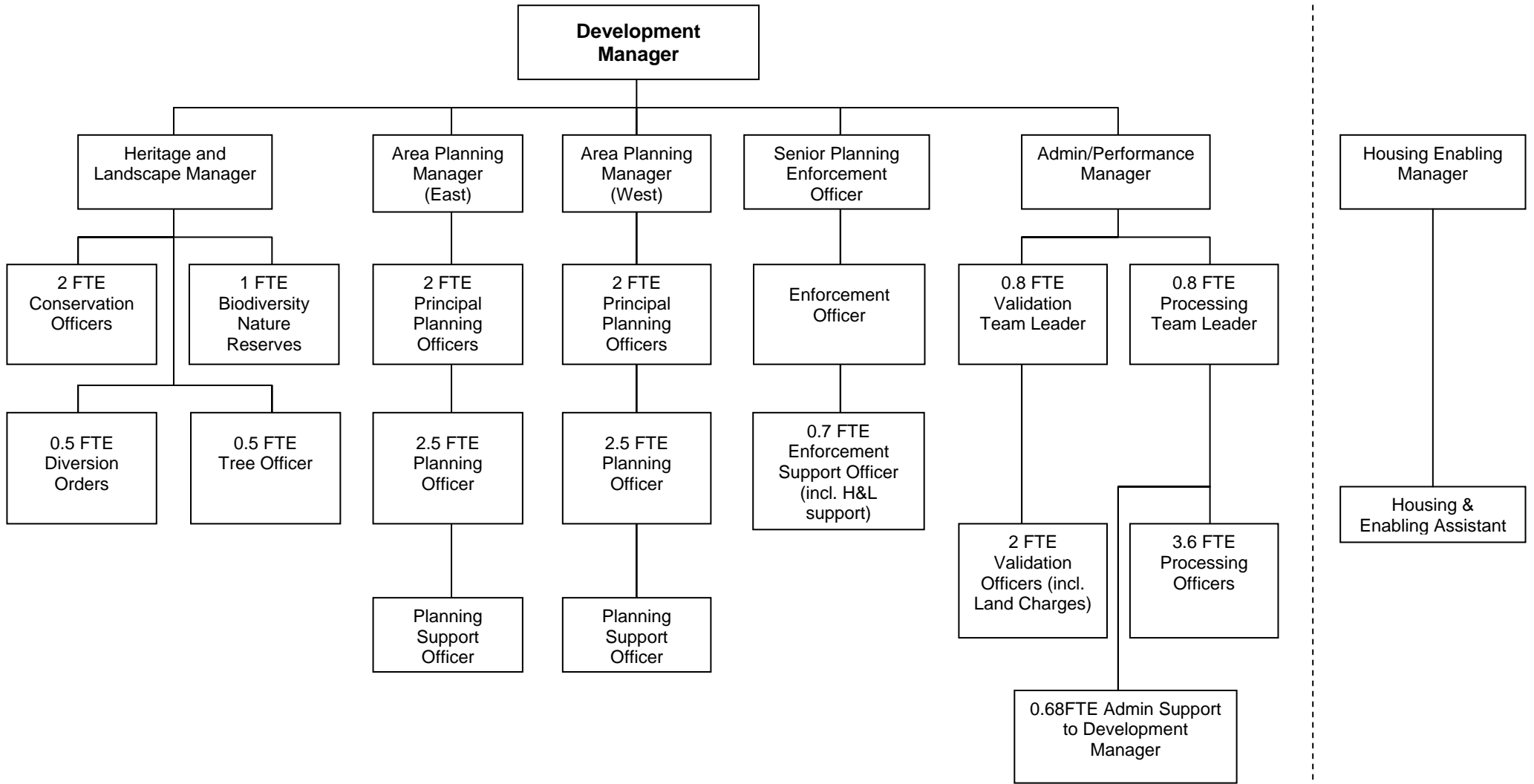
In practical terms, this will mean a different way of working for staff at all levels across the authority. The points below are designed to illustrate how working in the new Core Council will be different:

- Stronger co-operation and greater inter-play between different service areas and disciplines, to address particular organisational and/or community issues.
- Greater use of 'task and finish' working, with opportunities for people to bring their expertise, interest and capacity to a project not traditionally perceived as part of their 'day job'.
- A wider framework of accountability for individuals, who will report to different managers for the different projects they are involved in. Within this framework, individuals will still receive day-to-day support from a single manager, who will carry out regular performance reviews and facilitate personal/career development. This is a fundamentally different way of working for all Council staff.
- Greater responsiveness to urgent and/or important issues ('hotspots') that arise in communities and localities across the Borough.
- More generic working, where professionalism and technical expertise will be highly valued, but not to the extent that wider issues affecting the Council and community are perceived as 'somebody else's department'.
- Greater sharing of knowledge and expertise across different themes. There will be opportunities for individuals to gain experience, develop their career and bring new perspectives to achieve better outcomes for the organisation, local residents and communities.



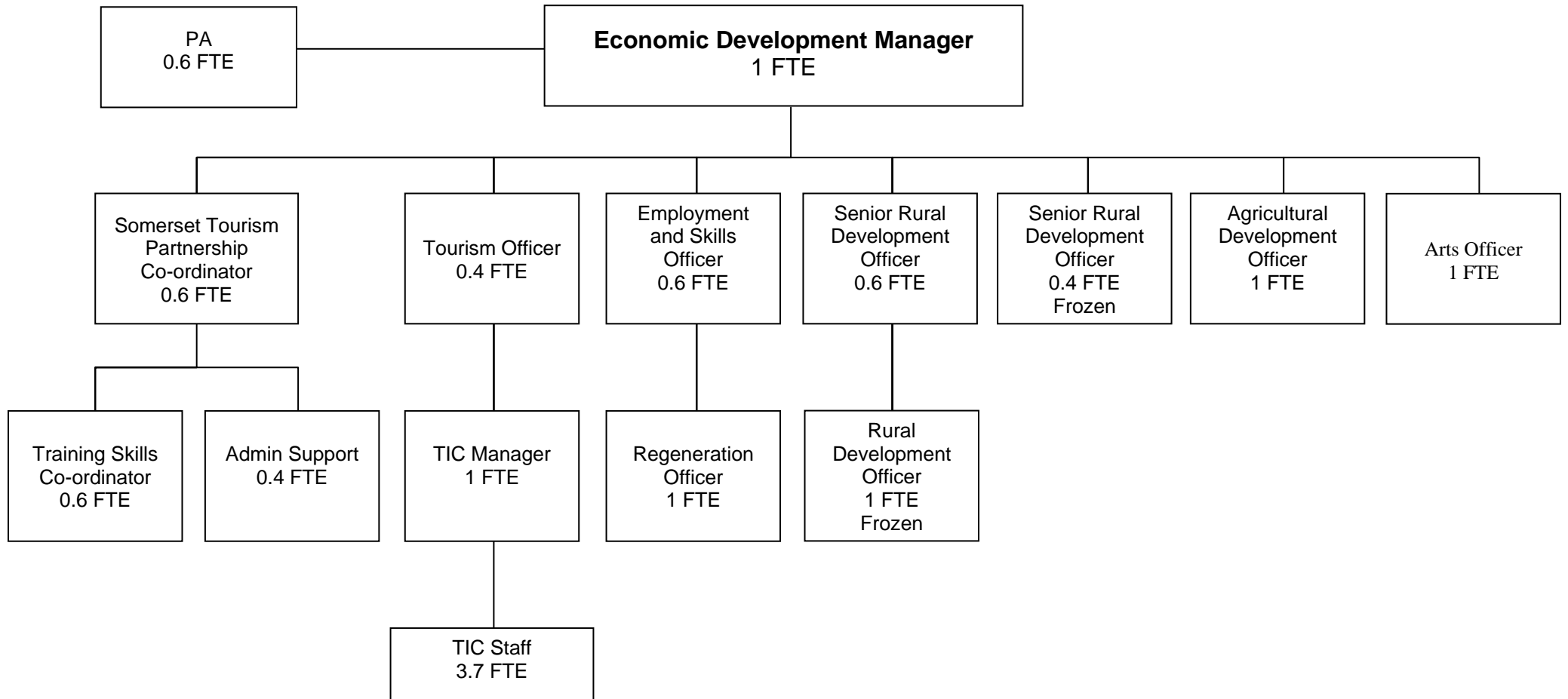
**APPENDIX C**

**Development Management Current Structure (Excluding Building Control)**



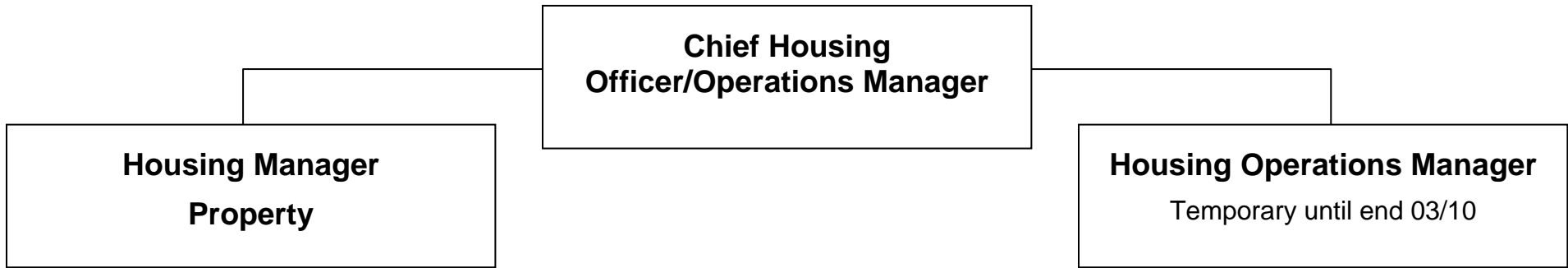
**APPENDIX C**

**Economic Development Current Structure**

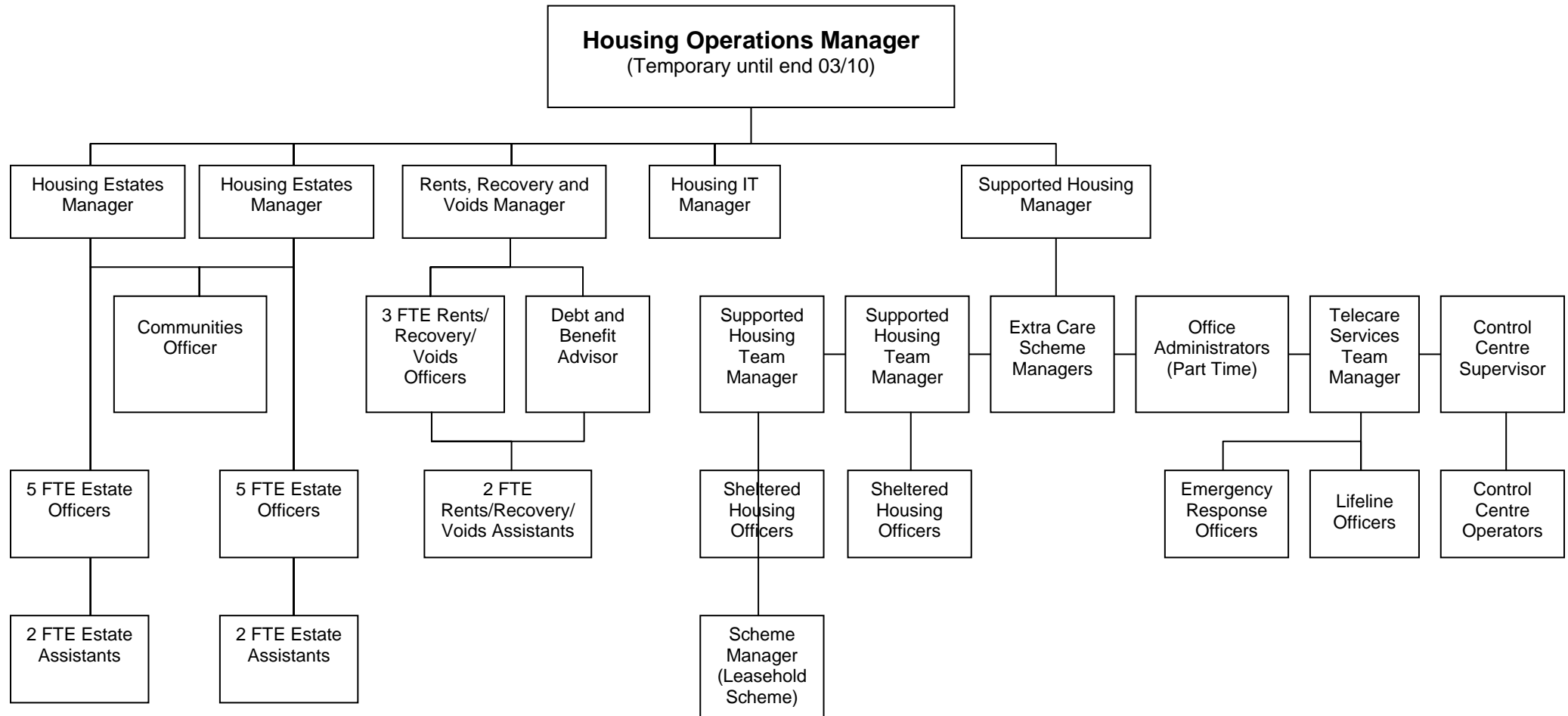


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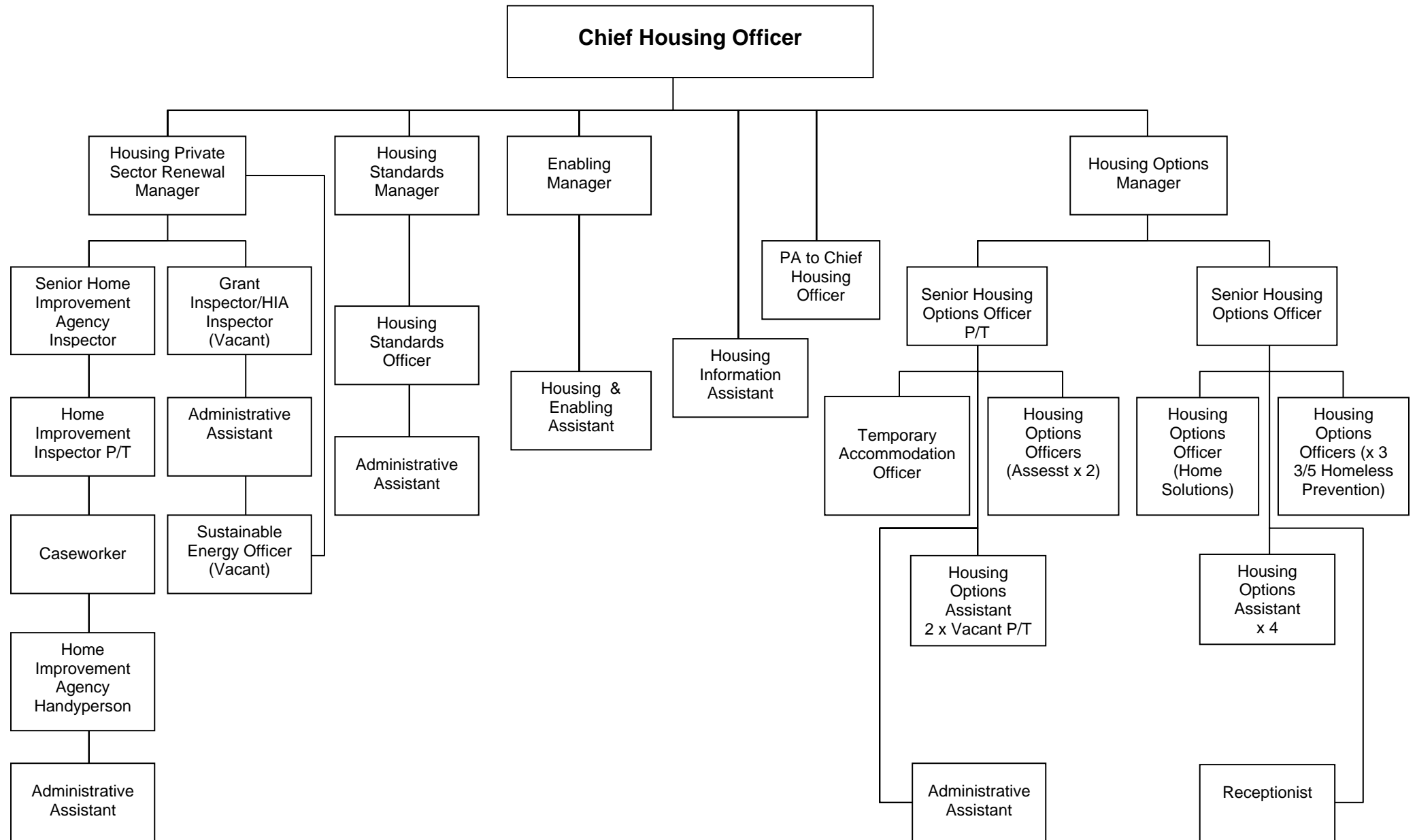
**Housing Management Structure September 2009**



# APPENDIX C

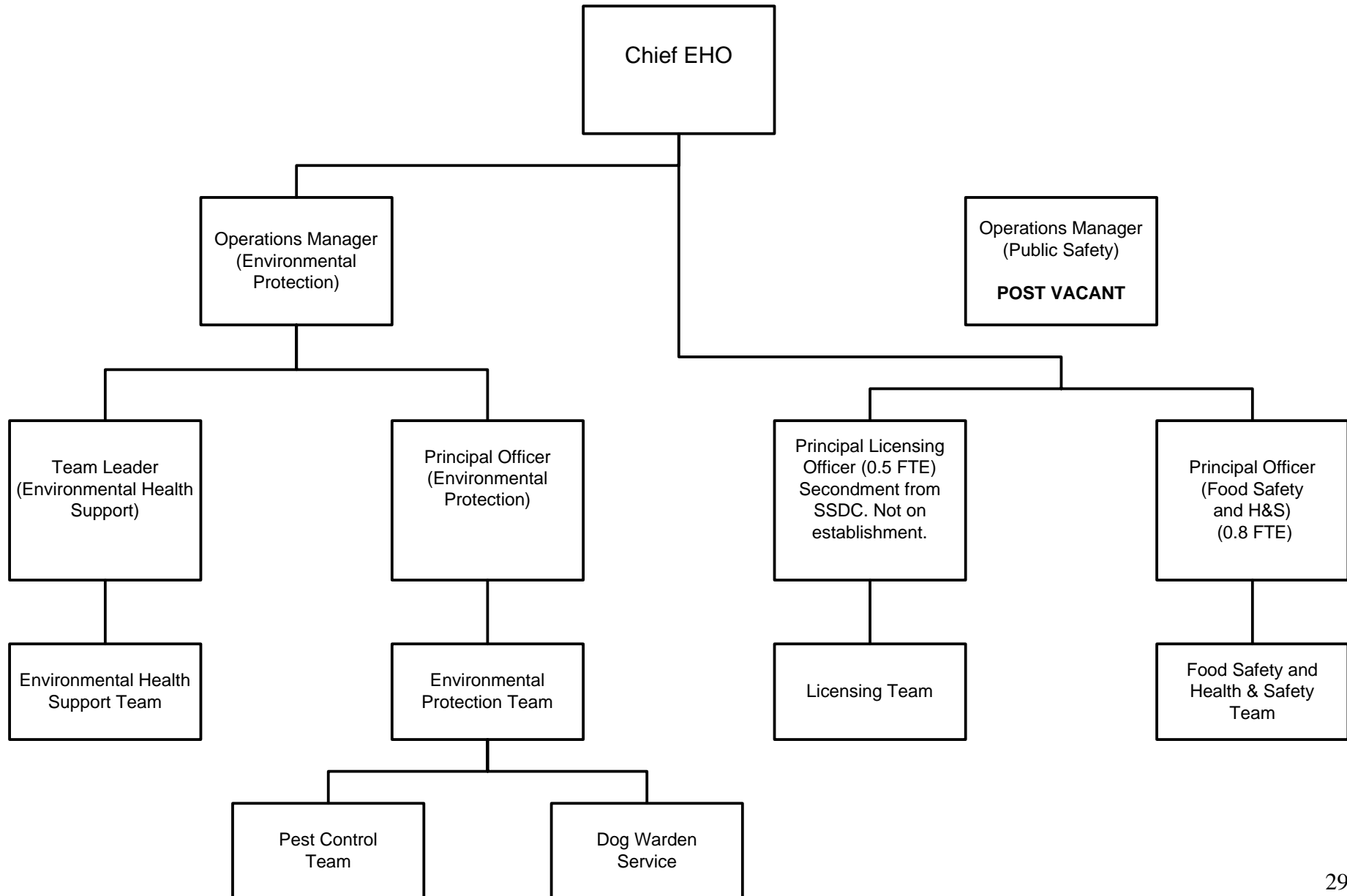


# APPENDIX C



APPENDIX C

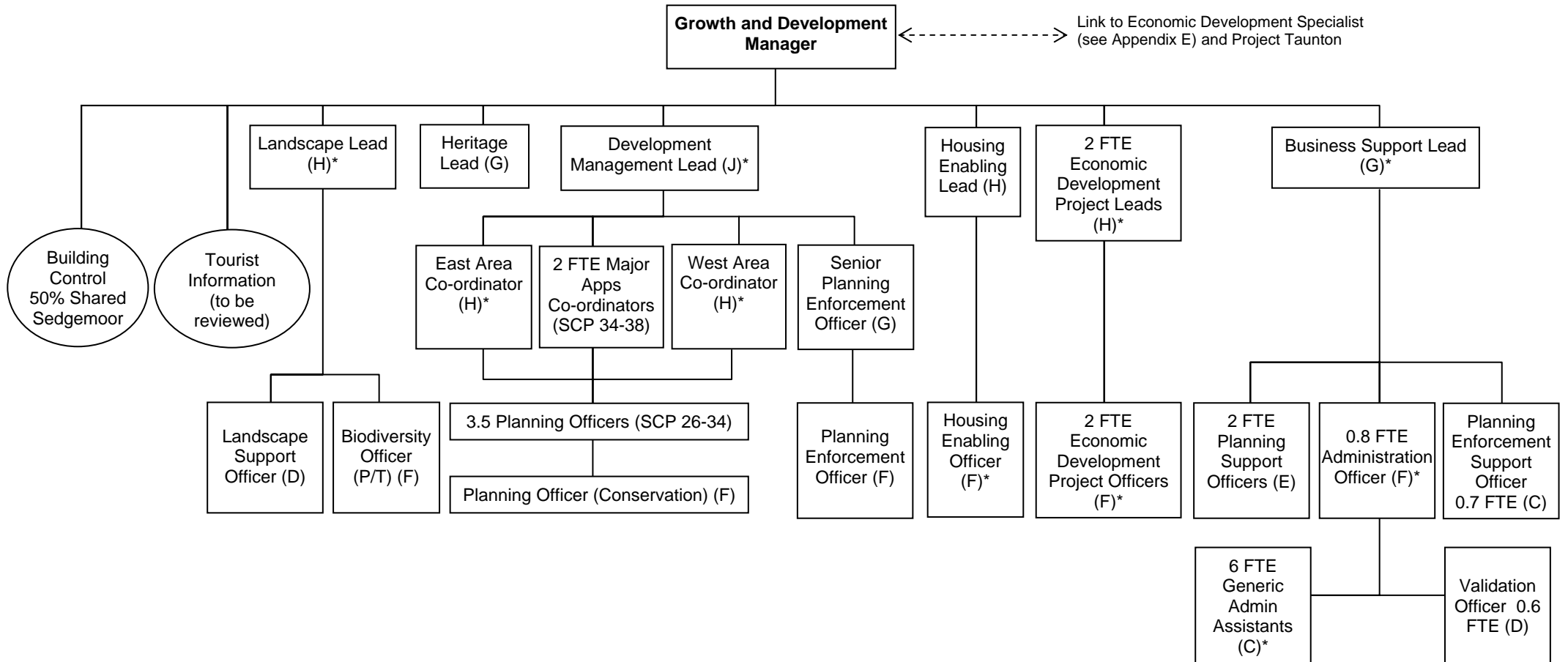
ENVIRONMENTAL HEALTH – STRUCTURE SEPT 09



# Proposed Growth and Development Organisation Chart

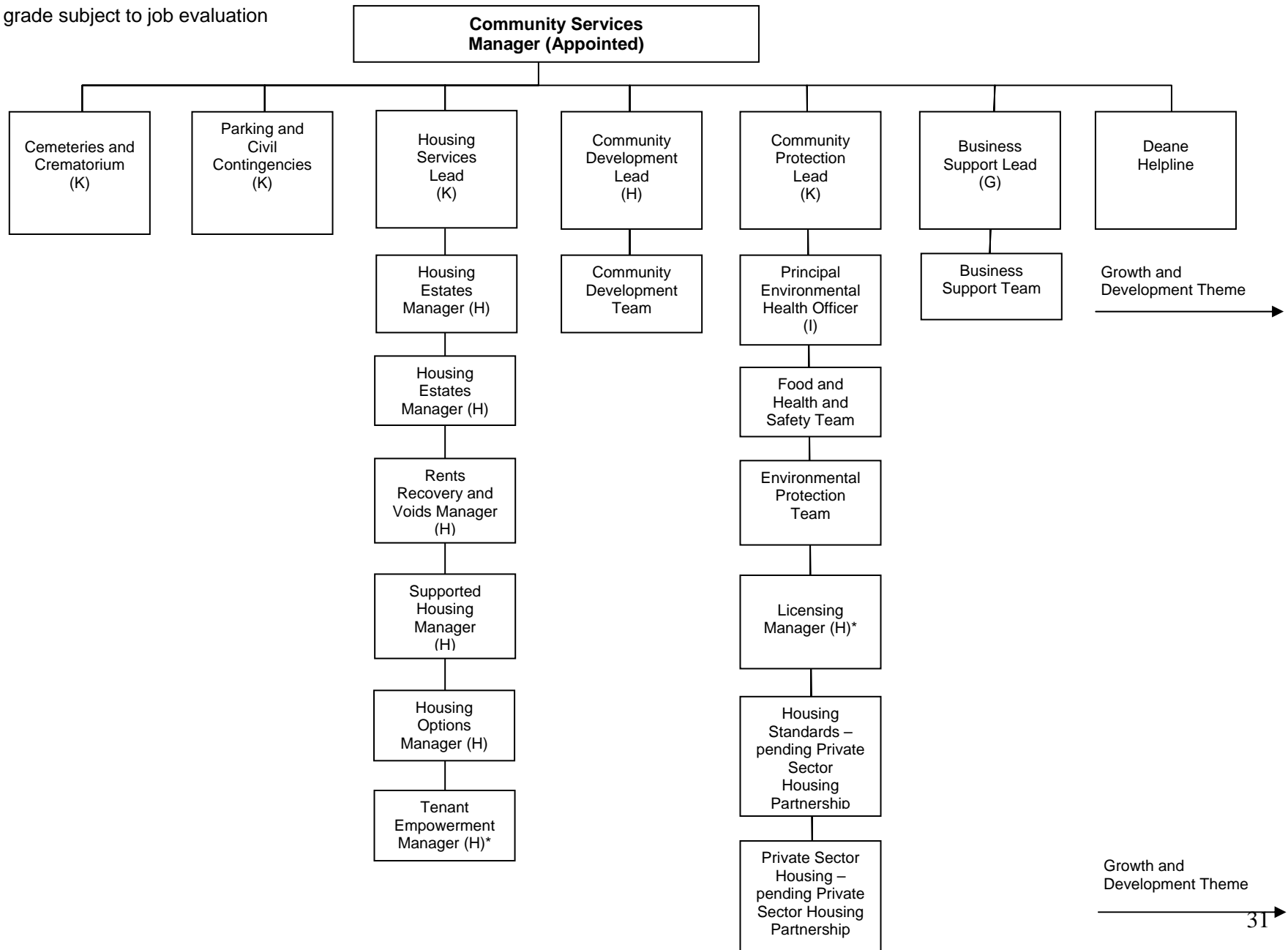
## APPENDIX D

\*Indicative grade subject to job evaluation



## APPENDIX D Proposed Community Services Management Structure

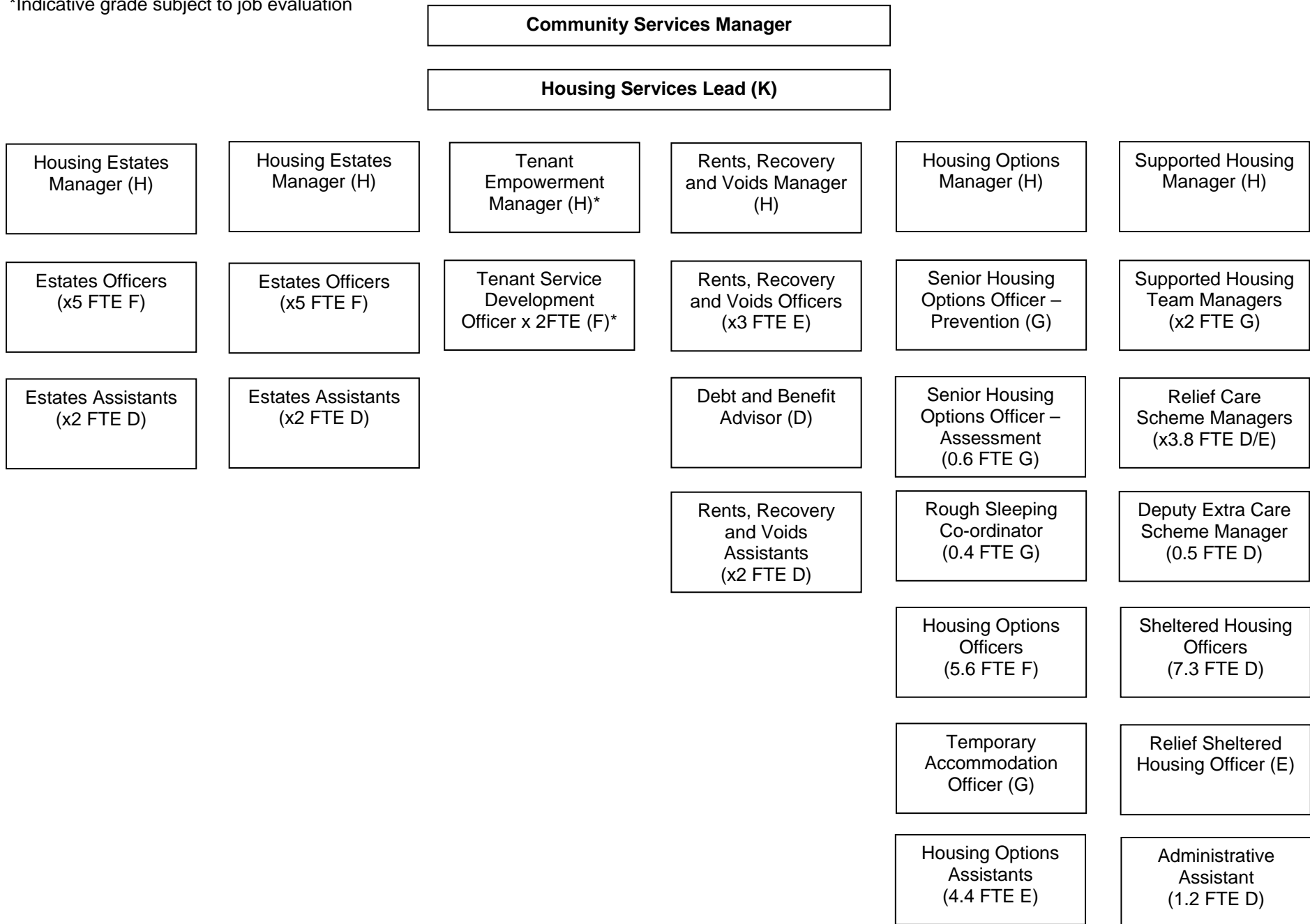
\*Indicative grade subject to job evaluation





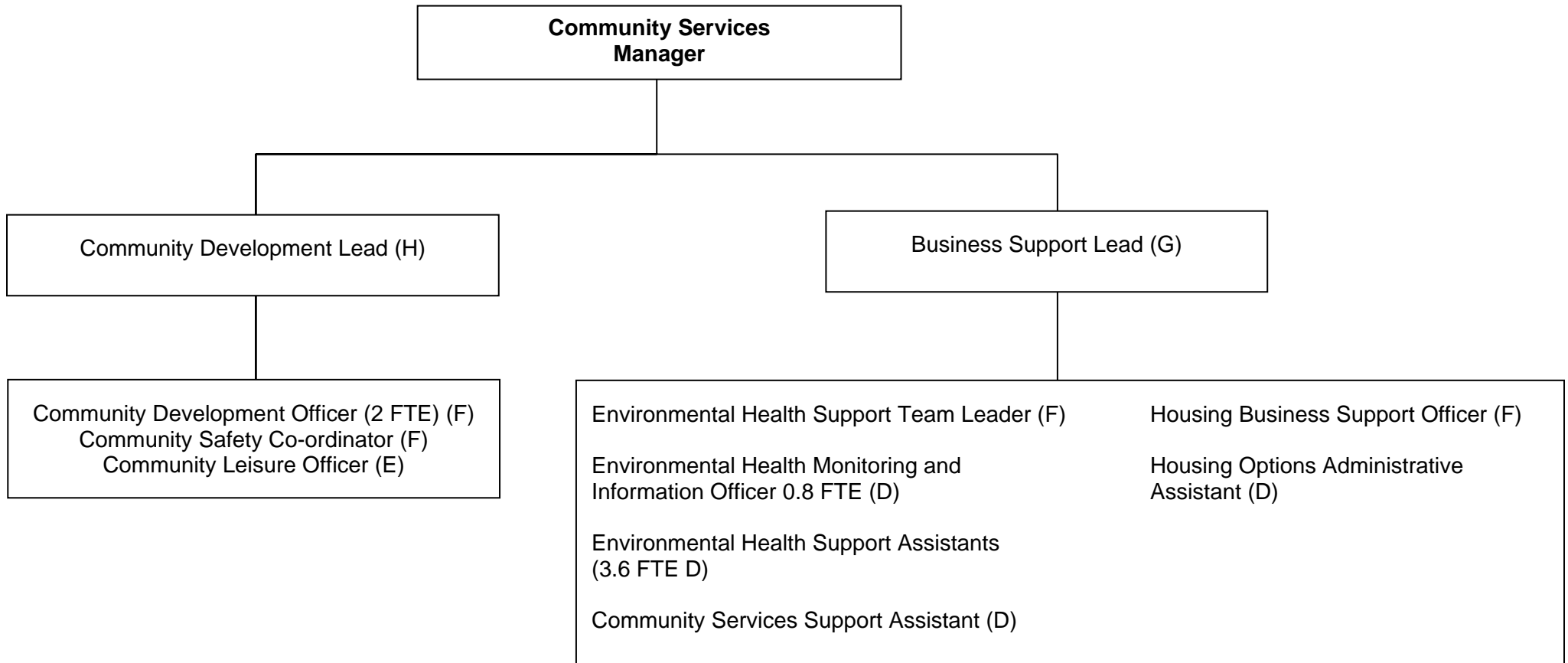
## APPENDIX D      Housing Services – Proposed Detailed Structure

\*Indicative grade subject to job evaluation



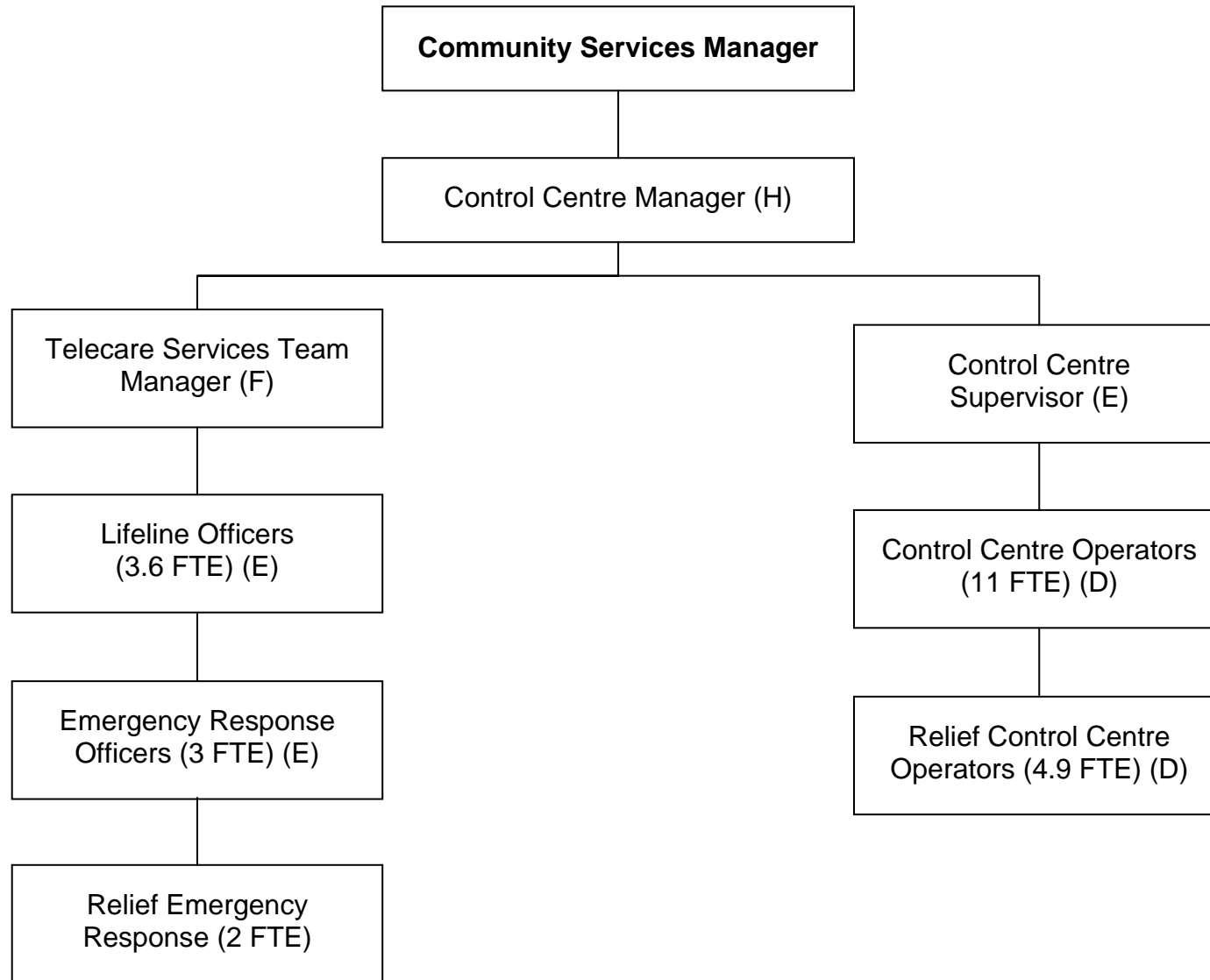
**APPENDIX D      Community Development and Business Support – Proposed Detailed Structure**

\*Indicative grade subject to job evaluation



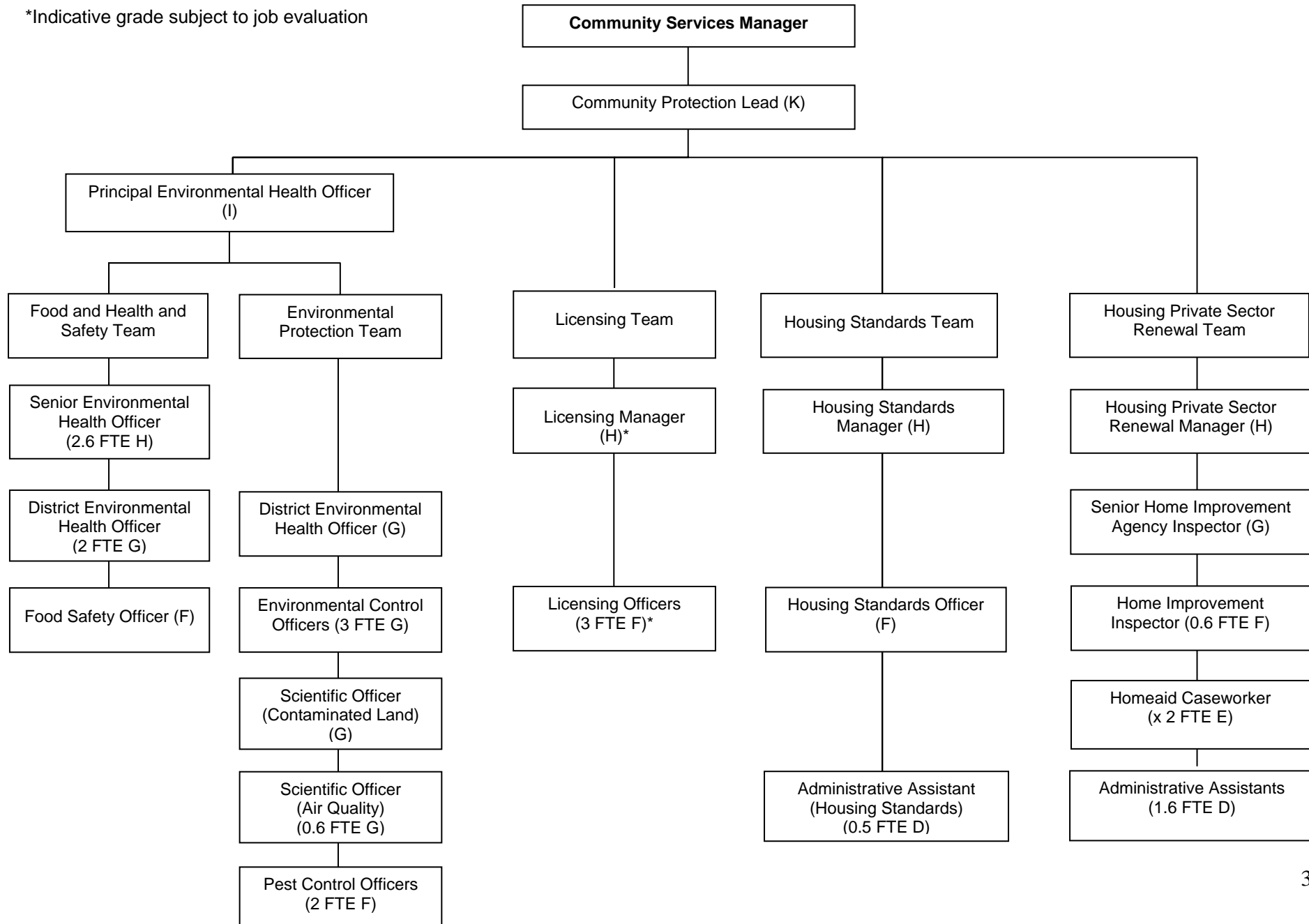
**APPENDIX D**

**Deane Helpline – Proposed Detailed Structure**



## APPENDIX D Community Protection – Proposed Detailed Structure

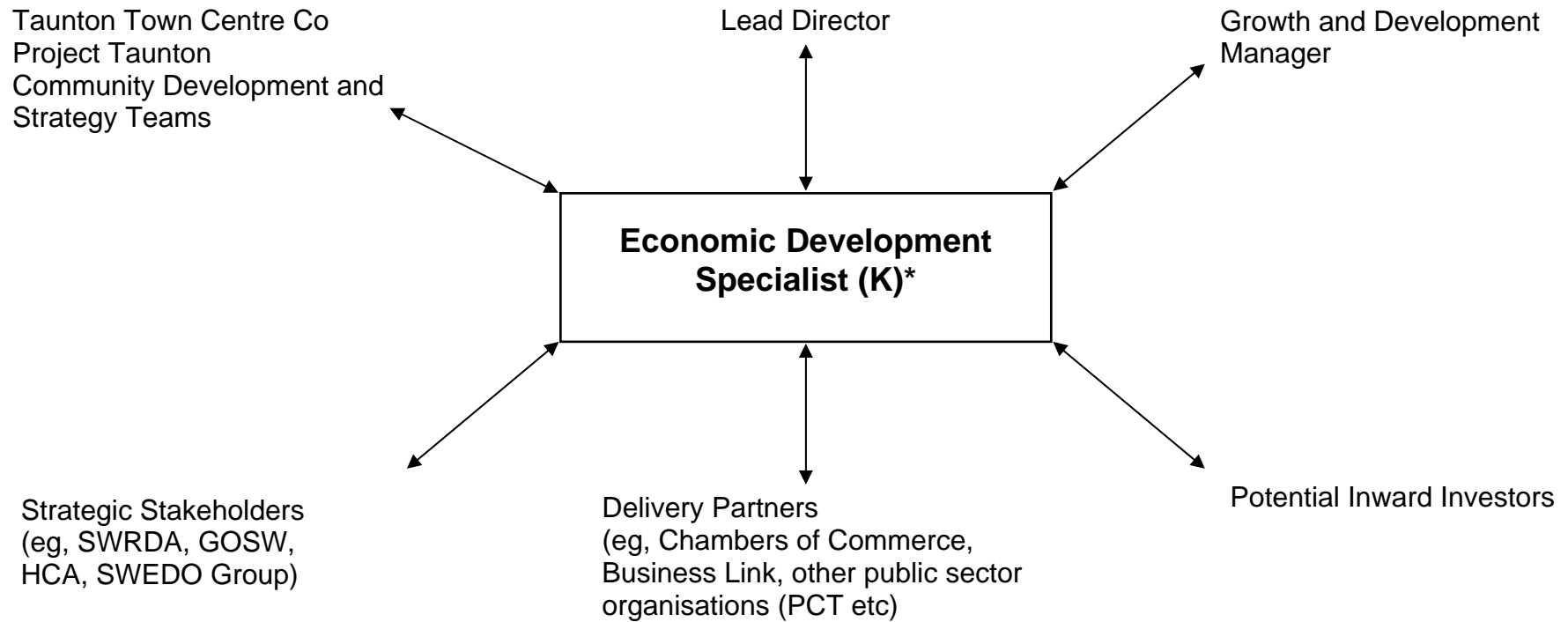
\*Indicative grade subject to job evaluation



**APPENXDIX E**

**Economic Development Specialist (Linkages)**

\*Indicative grade, subject to job evaluation



**APPENDIX F**

**CORE COUNCIL REVIEW – THEMES 2 AND 4**

**SUMMARY OF CONSULTATION RESPONSES**

**(A) General (B) Theme 2 : Growth and Development (C) Theme 4 : Community Services**

**(A) General**

<b>No</b>	<b>Comment</b>	<b>Source(s)</b>	<b>Response</b>
G1	<p>It is preferable to fully explore options to reduce capacity voluntarily, rather than through compulsory redundancy</p> <p>It is requested that Taunton Deane engage in discussion with UNISON to determine how and where the 35 posts volunteering for redundancy correspond with those members of staff who have been placed at risk of redundancy.</p> <p>It is also necessary to ensure that ALL posts intended for transfer to the relevant Themes are classed as permanent posts and are not temporary, short term or contract posts.</p>	<p>UNISON</p> <p>Corporate Scrutiny Committee</p>	<p>The proposals seek to balance delivery of services to a level which adequately reflects members' priorities with individual wishes of members of staff. Compulsory redundancies will be kept to a minimum through, for example, the deletion from the staff establishment of posts which are already vacant or 'frozen'. The proposal also sees a large number of staff 'slotting in' to the new structure.</p> <p>A number of staff have requested information on redundancy, following an invitation from HR. It is not safe to assume that all of those requesting this information wish to be made redundant.</p> <p>The employment status of all staff being transferred directly into the new structure remains unchanged.</p>
G2	<p>Structure charts should indicate which posts represent staff to be slotted in, which have been ring-fenced to persons at risk of redundancy and the remainder that need to be filled as a result of internal or external recruitment</p>	<p>UNISON</p>	<p>Ring-fencing details have been shared with UNISON and members have also received a confidential appendix to the proposal, outlining the detailed ring-fencing arrangements which apply to all posts in the proposed structures.</p>
G3	<p>Concern with the implication (para 3.2 of the report) that resources can be 'diverted' from other themes to increase investment in areas such as climate change. This fails to</p>	<p>UNISON</p>	<p>The new ways of working which form a key part of the Core Council Review require the Council to be more flexible in the way that priorities are supported. This</p>

No	Comment	Source(s)	Response
	acknowledge the depth of cuts that have already been made in Theme 1: by definition, there are no resources to spare.		will mean a frequent re-prioritisation of the areas staff are concentrating on, as part of routine corporate and operational planning, to ensure that effort is focused on the areas that are most important to the authority.
G4	Concern has been expressed that grouping Planning Enforcement and Licensing may result in a conflict; for example, where Planning Enforcement wanted a licence revoked, that had been agreed by Licensing. The weakening of the relationship between Planning Control and Planning Enforcement also raises concerns, as there was about the separation of Planning Policy (placed in Theme 1) from Planning Control (Development Management). UNISON question the ability of the Council's planning service to be proactive, when it is split between 3 themes	UNISON	Paragraphs 4.12.2 and 5.13.1 of this report identify the changes made to the proposal, including retaining Planning Enforcement in the Growth and Development Theme, and enhancements to the Licensing Service structure within Community Protection.
G5	When referring to Partnership creation, it is essential that this does not reduce accountability. (For example, it is understood that the Somerset Waste Partnership are not enforcing the removal of refuse from pavements: powers that were transferred from the TDBC Environmental Health service when SWP was created, resulting in a loss of influence over a key service by the Borough Council).	UNISON	The creation of any new partnerships contained in these proposals is an "in principle" agreement only. If, for example, the Private Sector Housing partnership as described progresses, a separate and specific report will be introduced through an appropriate Member cycle, and will feature issues concerning governance and, therefore, accountability
G6	The Council needs to be more commercially aware.	Corporate Scrutiny Committee	The need to be more commercial is being looked at primarily under Theme 3 of the Core Council Review. Consultants are exploring the potential for increased commerciality, and their brief includes the requirement to look not just at Deane DLO services but also the

No	Comment	Source(s)	Response
			<p>potential connection to other income-generating services of the Council (eg: Crematorium).</p> <p>In addition, work is under way in a further Council “Business” – the Deane Helpline – to assess its commercial position with a view to increasing the profitability of this service.</p>
G7	A review should be carried out to ensure adequate administrative support was provided to allow senior officers to carry out their new roles	Corporate Scrutiny Committee/Staff	The issue of the appropriate level of administrative support will be kept under review in the new structure.

## **(B) Theme 2 - Growth and Development**

No	Comment	Source(s)	Response
G&D1	<p>Concern if it is really possible to reduce resources in Economic Development at the same time as delivering the economic vision. A similar conflict arose in Theme 1, where planning policy staff numbers were reduced at the same time as priority was supposed to be given to delivering the Local Development Framework (LDF).</p> <p>It appears that significant difficulties have been experienced as a result (for example, involving delays to the Local Development Scheme that had previously been agreed with Government Office SW).</p>	<p>UNISON</p> <p>Corporate Scrutiny Committee</p>	<p>Whilst the number of Economic Development staff is reduced, the benefits of more flexible roles should enable the Council to deliver those projects identified by the Economic strategy more effectively.</p> <p>In consultation with GOSW, the timetable for consultation on LDF has moved to post Christmas. However, the end date for adoption remains the same.</p>



<b>No</b>	<b>Comment</b>	<b>Source(s)</b>	<b>Response</b>
G&D2	<p>Concern that within Economic Development, no post is specifically identified as an Arts Officer.</p> <p>Unless it is Members' intention to discontinue provision of an arts service, UNISON submits that specialist skills will continue to be required, especially as paragraph 4.8.1 refers to 'sub functions' responsibilities which include 'cultural development'.</p>	UNISON	The proposal seeks to move away from narrow roles to amore flexible structure in order to respond more effectively to Project based work. As stated in para 4.8.1 skills in a range of areas including cultural development will be required amongst the postholders.
G&D3	The Housing Enabling Service required additional funding and land in order to meet the Council's priorities	Corporate Scrutiny Committee	The additional resource should assist in the location of affordable housing sites and the securing of additional external funding
G&D4	It was detrimental to move Planning Enforcement into the Community Services Theme	Corporate Scrutiny Committee	Paragraphs 4.12.2 and 5.13.1 of this report identify the changes made to the proposal, including retaining Planning Enforcement in the Growth and Development Theme, and enhancements to the Licensing Service structure within Community Protection.
G&D5	The Conservation Officer should not make decisions on major planning applications, which should be referred to Planning Officers, who could take into account all material considerations	Corporate Scrutiny Committee/Staff	This is not at issue as all decisions are currently and will in future be signed off by an officer who is a member of the Royal Town Planning Institute.
G&D6	There was a conflict between the decreased investment in Tourism and the possible relocation of the Tourism Office	Corporate Scrutiny Committee  Staff	As stated in para 4.9.1 the review of the Taunton Tourist Information Centre will look at various options including relocation, which could in itself deliver significant savings
G&D7	Flexibility was needed with regard to the Planning Officers, in order that their numbers could be increased in the event of an upturn in the economy	Corporate Scrutiny Committee	This point is accepted (see para 4.1.13.1) Whilst an additional 0.5FTE is maintained as a response to these concerns (as well as to help with rights of way work) the resource level will need to continue

No	Comment	Source(s)	Response
		Staff	to be monitored.
G&D8	<p>The proposal to delete two Planning Officers, two Area Planning Managers and to change the development Manager post will result in a greater amount of work and pressure to those “in the middle” – the co-ordinators as well as the three remaining Planning Officers.</p>	Staff	<p>Whilst reduction in resource will inevitably have some impact it is considered that the number and level of posts retained should be sufficient to maintain a reasonable service, although this will need to be continually reviewed in the event of major workload fluctuations</p>
G&D9	<p>The inevitable increase in workload associated with the Council’s Growth Point status will inevitably lead to an increase in number of planning applications received, will result in serious delays to processing applications and constant complaints from applicants, agents and developers. The structure will then no longer be fit for purpose.</p> <p>It is very frustrating to spend time apologising for delays due to numbers of applications and the limited number of staff, instead of getting on with the job.</p>	Staff	<p>As stated above, it is considered that the structure proposed is appropriate, taking into account current workloads. However, there is also an acceptance that this will need to be reviewed in future should application numbers rise significantly.</p>
G&D10	<p>There seems no reason to move the Planning Support Officers to the Admin/Business Support. Their main role is to support the Planning Officers and any structure should highlight this aspect. There are significant issues with the proposed pay scales/levels of responsibility, especially when compared with the previous JE submissions</p>	Staff	<p>Whilst the Planning Support Officers are to be managed by the Business Support Lead their primary role will remain support to the Development Management Teams</p>

No	Comment	Source(s)	Response
G&D11	<p>Tourism should be a Council priority. Travel centre section of TIC is appreciated and profitable, and could be further improved by the centre adopting a high profile location. Increased profits in this area could then support other less profitable TIC services.</p>	Staff	<p>The decision to seek general fund savings from Tourism Information is in line with priorities identified by the Executive (para 3.4). The review will consider options for increased income generation as one possible way of securing the necessary savings.</p>
G&D12	<p>Opportunity within Economic Development Section to focus one of the positions on cultural matters and events in order to exploit opportunities from events like the Tour of Britain or the 20/20 World Cup.</p>	Staff	<p>The more flexible nature of the new roles in Economic Development are designed to enable more project-based work in order to deliver the Council's Economic strategy. Whilst there will no longer be a single officer with a specific remit for culture, cultural development will continue to be delivered as part of the strategy.</p>
G&D13	<p>A reduction in £50,000 subsidy of the Tourist Information Service will effectively mean closure of the service. The TIC is one of the positive 'front windows' of the Council. Rather than total contraction, it would be good to become an official Welcome to Taunton Centre exploiting opportunities with partners such as SCC, Project Taunton, Taunton Cultural Partnership and the Town Centre Company.</p> <p>The review of the TIC rather than specifying an actual cost saving should instead allow for it to become even more commercially aware which, in turn, will achieve the goals of the CCR.</p>	Staff	<p>The review of the Tourist Information Service is looking at a range of options including focus on more profitable areas of business and potential relocation as ways of reducing its cost to the general fund (para 4.9.1). In line with the Executive's stated priorities, it is imperative that the cost of the service to the Council is reduced.</p>

No	Comment	Source(s)	Response
G&D14	<p>The Arts Officer brings added value to cultural social and economic development in Taunton Deane. The internal and external demands on the post already outstrip capacity, and it is unrealistic to expect the same amount of work to be done on less than a full post.</p> <p>Examples of the officer's role include development of TDBC's cultural priorities statement, Public Art Policy, and Shop Art Showcase, as well as community development work. The current post holder creates additional leverage of resources into Taunton Deane as well as bringing strategic oversight, experience of project management and hands-on delivery.</p> <p>Loss of the arts service will lead to:-</p> <ul style="list-style-type: none"> <li>- reduction in external resources</li> <li>- loss of in-house expertise</li> <li>- loss of informed contribution to strategic context and partnerships</li> <li>- loss of revenue and support to deprived wards who have seen benefit of summer programme</li> <li>- loss of information, advice and communication</li> </ul>	Staff	<p>Whilst there will no longer be a post with the title 'Arts Officer', cultural development will continue to be delivered in line with priorities set out in the Economic Strategy.</p> <p>In appointing the two Economic Development Project Lead roles, the Council will be looking for a range of skills to deliver various aspects of the Economic Strategy.</p> <p>These will include those relating to cultural developments, as well as business support, skills development, marketing and tourism (para 4.8.1)</p> <p>It is considered entirely appropriate that cultural development should sit within the Growth and Development Theme, although there will inevitably need to be close links with Community Development, which will be achieved by adopting thematic ways of working proposed which is a key part of this review.</p>

No	Comment	Source(s)	Response
	<p>Current post holder has taken on work of two previous staff and it is recommended that two roles are recognised again, and remit and budget be transferred to Community Development.</p> <p>It is also recommended that one of the Economic Development Lead Officers should be a specialist in cultural development.</p>		
G&D15	<p>Planning enforcement function is not regulatory but discretionary. Planning enforcement is a distinct function integral to Development Management that needs to be carried out by officers with necessary skills and abilities.</p> <p>A better solution should be to set up an enforcement group to discuss common issues and have a mutual assistance working protocol.</p> <p>Planning enforcement must monitor its day-to-day link with Development Management as it is planners that have delegated powers to take enforcement action, or through the Planning Committee.</p> <p>Enforcement section is successful in resolving complaints and in the majority of cases through negotiation, which is very different from other regulatory services.</p>	Staff	<p>Concerns in respect of locating Planning Enforcement in a different Theme from Development Management have been considered, and it is proposed to retain Planning Enforcement within Growth and Development (para 4.12.2). The idea of a cross-cutting enforcement group is a good one, and will be taken forward,</p>

## **Theme 4 – Community Services**

<b>No</b>	<b>Comment</b>	<b>Source</b>	<b>Response</b>
CS1	<p>Unless it is intended to procure additional capacity from Southwest One (at the appropriate extra costs), UNISON have doubts whether clerical and administrative teams can operate in a vacuum from their respective professional services, whilst still delivering the required level of service</p> <p>Clerical staff are currently the first point of contact for the public (e.g. when a telephone enquiry is made) and so need to be in close contact with professional staff: an understanding of the professional 'arm' of the service is needed.</p>	UNISON	<p>There is no intention for clerical and administrative teams to operate in a vacuum. The proposal for a Business Support Team extends the principles already in place in parts of existing services within Community Services.</p> <p>The need for specific and specialised clerical support to be close both physically and operationally to the relevant technical function being supported by the clerical capacity is clearly recognised and will continue. However, what is also recognised is that certain other administrative tasks can be undertaken more generically, irrespective of what "technical" function this relates to.</p>
CS2	<p>Before contracting out and losing control of a service that is high-profile to many residents of Taunton Deane, UNISON proposes an in-depth review of the Dog Warden service to determine efficacy, and whether this should serve as a model for Pest Control externalisation.</p>	UNISON	<p>A review has been undertaken of the externalisation of the Dog Warden contract; additionally, recent benchmarking undertaken helps complete a picture of the arrangements. Contracting out the Dog Warden service was as a result of a Best Value review of the in-house service undertaken in 2001. At the time, the key drivers for this change were staffing problems with the in-house service and cost.</p> <p>Although savings were made, these were modest at the time. Although there are similarities between the Dog Warden service and Pest Control, there are distinct differences</p>

No	Comment	Source	Response
			<p>in this context, most notably that Pest Control provides the opportunity to charge for services, thereby increasing the commercial attractiveness as opposed to the Dog Warden service where this is not possible.</p> <p>A contract has continued with a single provider and, overall, is deemed to be a considerable success. We have an excellent relationship with the contractor who is flexible to our needs, offers increased service resilience from a wider specialist workforce operating in the region generally, and it continues to ensure that TDBC does not have to maintain the overheads and organisation of a very specialised service.</p> <p>The most recent financial benchmarking exercise for this service carried out by TDBC in 2007 evaluated data from 26 other local authorities. This study shows that the current service provided by TDBC is over £1 lower than the average cost for Dog Warden hours per 10,000 head of population. The contract continues to offer excellent value for TDBC taxpayers.</p>
CS3	A detailed report should be provided on how the provision of the pest control service by a new provider would impact on the community	Corporate Scrutiny Committee	If agreement is reached on the proposal to progress the investigation of contracting out the Pest Control Service, a specific full and detailed report will be brought back to Members to

No	Comment	Source	Response
		Staff	assess the full impact of such a move, prior to any final decision being made.
CS4	A review of the Licensing Officers be carried out to ascertain how the reduction in staff would impact on the service	Corporate Scrutiny Committee  Staff	Paragraphs 4.12.2 and 5.13.1 of this report identify the changes made to the proposal, including retaining Planning Enforcement in the Growth and Development Theme, and enhancements to the Licensing Service structure within Community Protection.
CS5	<p>Concern that the position of Environmental Health Support Assistants remains unresolved pending the outcome of the work on the Pest Control service, and there has been a very long period of uncertainty. Additionally, that if redundancies are proposed, this staff group will not get the same consultation/notice period as other staff now at risk of redundancy;</p> <p>Also, uncertainty about what work will and will not be expected to be undertaken by this staff grouping future.</p> <p>Question also raised of the need to retain the Environmental Health Support Team Leader post and a new Business Support Lead post.</p>	Staff	<p>The ongoing uncertainty regarding the Environmental Health Support Assistants' posts results from the fact that if the Pest Control service is externalised, a certain amount of clerical work will also no longer need to be undertaken by the Council to support this function, resulting in less capacity being required across these posts.</p> <p>However, prior to externalising a service, the Council will have to make a number of specific and important decisions about the service, and this, combined with the tendering process unfortunately will take some time. This is regrettable but, unfortunately, unavoidable.</p> <p>The Council will ensure that an appropriate period of consultation and notice of redundancy, if required, will be implemented at the appropriate time. The potential reduction in capacity in these posts will directly equate to a reduction in work demands arising from</p>



No	Comment	Source	Response
			externalisation of the Pest Control service. The inclusion of both Business Support lead and Environmental Health Support Team Leader are felt appropriate for the effective working of the new structure.
CS6	<p>Under item 3.2 'Patterns of Future Investment' officers have been guided to increase investment in climate change, tackling deprivation and community development, and affordable housing. There seems to be little capacity within the community development team in terms of resources to enable the delivery of this.</p> <p>In 5.11 it is recognised that this small team will be pivotal and yet there is a theme lead, 3 officers and 2 posts externally funded that are allocated to this. If our strategic aspirations, plans and duties manifest themselves as physical work and social improvements in the community through the work of this team, then this needs addressing.</p> <p>It cannot be responsible for attracting external funding and oversee – and be instrumental in – delivery of community projects (5.22.1.) through the auspices of a few willing individuals.</p> <p>Appendix A highlights community projects and Appendix B the need to engage better with</p>	Staff	<p>It is recognised and has already been highlighted to Members that the new Community Development Team gives a new focus to this issue, and aspirations must be tempered accordingly. However, it is anticipated that flexible and thematic working will generate some additional capacity to be targeted at this issue.</p> <p>Since the initial proposal an additional post has been added to this team as described in the text of the report.</p>

No	Comment	Source	Response
	<p>residents and communities, giving them a greater say in local decision-making, priority-setting and resource allocation. These mechanisms are in place but we do not utilise the results. We are given presentations on the results, but we do not address issues eg: within the Place Survey. It is not that the work doesn't take place, it is that the follow-up work is not fully implemented</p>		
CS7	<p>It is proposed that the Council loses a Housing Options Officer post and a part time Housing Options Assistant position. Additionally, prior to April 2009 Housing Options had the support of a full time member of staff within the Housing Strategy team. This is a further reduction in capacity not recognised within the report.</p> <p>While I understand the need for efficiencies and savings to be made there are a number of reasons why I am concerned about the reduction in numbers, in particular the reduced number of Housing Options Officers.</p> <ul style="list-style-type: none"> <li>- The position of Housing Options Officer is an extremely busy one and I fear that a reduced number of officers will increase the stress and tension that can exist within a team that deal with a vulnerable and challenging client base. Some of the Housing Options Officers are already concerned about an unhealthy home/workplace balance.</li> <li>- There is a danger that having less time will result</li> </ul>	Staff	<p>These concerns are recognised and, whilst where possible front line jobs have been protected, due to the scale of the savings required this has not been possible everywhere. It is also right that, where possible, vacant posts should be removed from the structure first in preference to making further redundancies. Whilst it is acknowledged that the team has a challenging and demanding role, there still remains significant capacity within the team structure as proposed to deliver the service (11FTE Housing Options Officers and Assistants plus 3 Management positions).</p> <p>It is anticipated that with effective management and ongoing prioritisation, the workload can continue to be addressed, although in some areas level of service may have to be reviewed. The ongoing costs of temporary accommodation and any changes to this will be closely monitored.</p>

No	Comment	Source	Response
	<p>in poorer quality work. An example would be poorer quality homeless decisions that will be more easily challengeable and could result in households being placed in unsuitable temporary accommodation at a large additional cost to the Council. The savings being made by the Council through the review would then be nullified.</p> <p>- As mentioned above there is a distinct correlation between staffing numbers and the cost to the Council of placing households in temporary accommodation such as Bed and Breakfast.</p> <p>A reduced workforce may result in time not being spent on homelessness prevention and a knock on effect on performance, targets and budgets.</p> <p>- There has been a particular staffing problem within Housing Options throughout 2009. I am concerned that the CCR has been used as vehicle to resolve this issue at the expense of the original aims of the review.</p> <p>- While it is accepted that a closer working relationship with Sedgemoor District Council and /or the other four Somerset Authorities may resolve some of the issues identified above it is equally possible that these links will not be rolled out quickly or in the case of local service delivery, which is the service being cut may not be rolled out at all.</p>		

No	Comment	Source	Response
	<p>- The Homeless Strategy is a statutory document produced in partnership with the other four Somerset Authorities. When produced and the action points identified Housing Options were going to have access to a FTE in the Housing Strategy team who was going to work on implementing the many action points.</p> <p>Following the introduction of Theme 1 that resource was taken away from Housing Options as a result of reduced staffing levels within the newly formed strategic team. Consequently we have struggled to take forward the action plan in any meaningful way. A further reduction in operational staff will make the task of delivering the strategy impossible.</p> <p>- Finally, the reduction in staffing levels for Housing Options appears to be completely at odds with many of the stated aims and the strapline of the CCR. The home page of the CCR web page states that the vision is “to make life better for people and communities”. I am struggling to share this vision and am unable to see how a reduction in the number of people assisting homeless and roofless people is going help achieve this aim.</p> <p>The report states that officers have been guided to increase investment in tackling deprivation and where possible protect frontline services. Again, the proposals in reality appear to be at variance with some of the stated aims of the review</p>		

No	Comment	Source	Response
	<p>Housing Options has had The Core Council review hanging over us for 2 years, when every time a member of staff has left, or reduced their working hours, we have had an uphill struggle to fill any posts.</p> <p>We have often had to try and stretch existing resources, whilst still trying to provide a service, to what are often the most needy or deprived members of our community.</p> <p>I struggle to find a situation that can be more deprived than being street homeless, or being a young inadequate/ disadvantaged family, who have to go into bed and breakfast for a temporary period of time because we do not owe them a rehousing duty as they have been found to be intentionally homeless, and they face the prospect that if we do not re-house them, then social services will take their children into foster care to avoid them being on the streets with their parents.</p> <p>One of the priorities that I thought the Council had agreed to invest in were front line services that addressed deprivation, I am therefore perplexed, but not surprised, that the result of this long awaited review was that a front line service has had a cut in staff. I do not see how, after April 2010, that Housing Options will be able to provide all the</p>		

No	Comment	Source	Response
	<p>services that both partner agencies, the public and managers at TDBC expect.</p> <p>The CCR has been used to resolve a staffing situation that was problematic to TDBC, it has had nothing to do with what that post was and how the work would be done if the post was removed.</p>		
CS8	<p>Comments relate only to the proposed changes to Environmental Health. I note that management capacity has been reduced considerably. Councillors and Senior Management should be aware of the likely negative impact on staff morale, and work output is likely to suffer if management are unable to dedicate sufficient time to ensuring the day-to-day work of the service is completed to a satisfactory standard, and is done within a reasonable timescale.</p> <p>There is external pressure for Environmental Health to increase their remit over the coming months and years, and it may not be possible to take on these challenges alongside the current or revised workload. I am confident that, if the work of the service can be reviewed and revised, and realistic targets set, the structure can be made to work – although there is the possibility that in some circumstances statutory targets may not be met.</p> <ul style="list-style-type: none"> <li>○ I understand 35 people expressed an interest for voluntary redundancy. How many of these</li> </ul>	Staff	Generally a duplication of the issues addressed above.

No	Comment	Source	Response
	<p>people have been given the opportunity to take this up and did it have any bearing on the decisions made regarding the new structure?</p> <ul style="list-style-type: none"> <li>○ I am concerned that the full impacts of these proposals on our services and customers have not been accurately assessed, as stated in para 5.14.1 of the report.</li> <li>○ To what extent did feed back from coal face staff and managers on the needs and demands of their particular services influence the decision making process? Does Full Council fully appreciate how these proposals will affect the day to day running of the Council's services? And when are staffs going to be told what they can no longer deliver?</li> <li>○ A significant number of staff have been put at Amber and been advised that although they are not at risk at this present time they may be subject to this at some point. This has caused concern for a number of staff as they were hoping to have some clarification on their posts but have been left no knowing.</li> </ul> <p>Are there any further dates for staff who are at amber as to when they are likely to know how the new structure will affect their jobs?</p> <ul style="list-style-type: none"> <li>○ The structure charts are a little unclear. It would</li> </ul>		

No	Comment	Source	Response
	<p>be useful if new posts could be clearly identified along with posts which have been slotted in and details of who may be ring fenced for other posts.</p> <ul style="list-style-type: none"> <li>○ Para 3.2 states that officers have been guided to increase investment in climate change. My concerns are that in increasing investment in such areas will mean that resources and time are pulled away from other Themes and that the impact of this not full appreciated.</li> </ul> <p>The recent climate change workshops (which where compulsory for all staff) where informative although I question the impact it has had on staff in changing their behaviour, compared to the time and resources it took to arrange and deliver.</p> <ul style="list-style-type: none"> <li>○ Para 5.12.3 and Section 11 mention partnership working as part of the Private Sector Housing Partnership and forming greater links through Pioneer Somerset. I am concerned that this may reduce accountability of these services, but yet the customer ultimately believes the Council is responsible.</li> </ul> <p>An example of this would be the formation of the</p>		



No	Comment	Source	Response
	<p>Somerset Waste Partnership (SWP) and combining of the Counties waste responsibilities in 2007.</p> <p>At this time all responsibilities for enforcement around waste under the Environmental Protection Act and the Clean Neighbourhood and Environment Act transferred from the relative Environmental Health Teams and became the responsibility of the partnership. However it has recently been established that since the SWP was established they have failed to introduce an enforcement policy and don't take any enforcement action regarding removal of refuse from pavements, rubbish been put out at the wrong time or place etc. This causes frustration from customers as they don't understand why the Council are unable to deal with these problems.</p> <ul style="list-style-type: none"> <li>○ I am concerned about the proposed Business Support Teams and in particular the team based within the Community Services Theme as referred to in para 5.10.1 and para 5.10.2.</li> <li>○ My concerns are around the team becoming isolated for their professional services and as a</li> </ul>		

No	Comment	Source	Response
	<p>result not being able to keep up with current legislation or changes in guidance, topical issues, complaints or premise problems.</p> <p>I believe this has shown to be evident within Environmental Health with the Admin Support Team feeling detached from the respective teams they use to be members of and struggling to keep abreast of the current, ever-changing issues.</p> <p>I would however agree that the team does provide support for its members at times of leave or sickness.</p> <ul style="list-style-type: none"> <li>○ Para 5.12.4 – 5.12.8 discusses the possibility of contacting out the Pest Control Service and makes comparisons to the existing contracted Dog Warden Service. I am concerned that the impact of contracting out this service is not fully appreciated and the effect it will have on the service delivered.</li> </ul> <p>At present we have an extremely professional and knowledgeable pest control team with years of experience between them. This is reflected by the continued positive customer feedback we</p>		

No	Comment	Source	Response
	<p>receive and the numerous domestic and commercial contracts we have had for a number of years.</p> <p>I appreciate that contacting out the service could provide savings but my fear would be that this is at the detriment of the service we provide.</p> <p>We would loose the flexibility we presently have in the service to carry out further investigations and work with other officers and department to resolve ongoing pest control problems. This would ultimately put more strain on other areas of the council and possibly result in more enforcement action needing to be taken, where before we could resolve problems informally.</p> <p>The Pest Control service is essential to public health and often the most vulnerable people in society require these basic services. As such I believe it is key to assisting in tackling deprivation in our poorest areas and if we loose this service it would have a direct impact upon them.</p> <p>I would ask before the decision to contract out the Pest Control Service is made that a full review is carried out of the existing services and any savings identified.</p> <p>Also it should be noted that although the Dog</p>		

No	Comment	Source	Response
	<p>Warden contract may provide a cost effective service it has significantly reduced since it was first signed. The service is no longer 1.4 Dog Wardens which allowed for out of hours working but has now reduced to 3 days a week and no additional works are undertaken such as promotional or educational activities.</p> <p>In recent years we have also had problems with the contracted staff and who they are accountable to, for example poor attitudes when dealing with customers, shabby appearances, poor time keeping and falsifying of timesheets etc. But asides for those issues we find often they have an attitude of 'that's not in my contract' which restricts the flexibility we can provide to the customer and the quality of the service we provide. It does seem appropriate to bring Housing Standards into this section as the roles are linked to regulatory/enforcement work.</p> <p>Planning Enforcement. - I'm not a planner, but from my dealings with them it seems that one of the main roles of the current planning enforcement team is to follow up current developments to make sure that all the planning conditions have been met. It may be hard to separate this function from Development Management.</p> <p>The numbers of managers within existing "Environmental Health" part of Community</p>		

No	Comment	Source	Response
	<p>Protection seems to be reducing from 4.5 (one vacant) to 2.</p> <p>At present the Principal Officers in EPT and Food/H&amp;S deal with technical/work queries, complaints, queries from Councillor etc as well as staffing issues within the team.</p> <p>If the two Principal Officers are reduced to one, this would mean that some of the day to day work that they do would have to be passed onto the rest of the officers in the team. Also, if the role of Operations Manager is removed this could place more strategic work on the Principal Officer post. This is at a time when resources are already stretched.</p> <p>The teams within Community Protection have a “Senior” Officer with the exception of Environmental Protection. The role of the senior officers is not made clear in the current document. It would be useful if EPT could have a Senior post where one of the team could oversee some of the day to day work and deal with queries from the team, public and councillors etc and to stand in for the Principal Officer on occasions.</p> <p>Without this position in EPT the role of managing workloads and dealing with queries etc will fall to the Principal Officer, who will already be stretched due to combining two posts. Line management of</p>		

No	Comment	Source	Response
	<p>staff could remain with the Principal Officer to avoid adding another layer of management.</p> <p><b>Pest Control</b></p> <p>It is proposed to review the subsidies provided by The Council and to investigate the contracting out of the pest control service.</p> <p>If the subsidies are reduced and residents have to pay the full cost of any treatment for rats and mice this could result in some residents choosing not to use the service. They may try to treat themselves or not treat at all. This could result in an increase in the number of cases where The Council has to take enforcement action to require the owners/occupiers to carry out treatment.</p> <p>The amount of officer time spent on enforcement action could outweigh any savings made through reducing subsidies, and there would also be a greater risk to public health through increased numbers of pests.</p> <p>If the Pest Control Service is contracted out there is likely to be a reduction in the level of service</p>		

No	Comment	Source	Response
	<p>provided to the public. At present Pest Control Officers and admin staff give a lot of advice on pests and ways to take action to deter pests.</p> <p>However, the main concern of contractors will be to carry out as many treatments as possible which could result in less advice being given. (and more rats means more treatments which means more work for contractors, so where is the incentive for them to give advice instead of treating?).</p> <p><b>Thematic Working</b></p> <p>The proposal to carry out more work across the theme is a good idea. There are a number of areas where work overlaps and it is important that different teams give the same advice or don't duplicate work. It would be good for staff to work across different sections, as long as it can be accepted that this could affect the performance of a team if resources are diverted into other areas.</p> <p>One thing that would help to improve links between different parts of the Council would be to get everyone into one building. Having worked in both Deane House and Flook House I can confirm that when in Deane House, you do get to know people</p>		

No	Comment	Source	Response
4.11.09	<p>in other teams, even if it is meeting them in the kitchen or corridor. Also, when you do want to speak to someone it is easy to go and see them rather than phone or email.</p> <p>Having staff in different buildings (and even spread out in different parts of the same building) affects communication and cross theme working. I have attended a number of forums, corporate away days and was even on an Investors in People panel for a year before it fizzled out, and the issue of staff at locations other than Deane House feeling remote from “the council” was often raised, with staff at Kilkenny and the DLO feeling particularly cut off.</p> <p>I note that there is a proposal to carry out an accommodation review. This would be a good opportunity to address these issues.</p>		



## **Taunton Deane Borough Council**

At a meeting of Taunton Deane Borough Council held in the John Meikle Room, The Deane House, Belvedere Road, Taunton on 23 November 2009 at 6.30 pm.

**Present** The Mayor (Councillor Bowrah)  
The Deputy Mayor (Councillor Horsley)  
Councillors Mrs Allgrove, Brooks, Coles, Mrs Copley, Ms Court, Mrs Court-Stenning, Critchard, Denington, D Durdan, Edwards, Farbahi, Mrs Floyd, Gaines, Govier, Hall, Hayward, Henley, C Hill, House, Miss James, R Lees, Mrs Lees, Mrs Lewin-Harris, McMahon, Meikle, Morrell, Mullins, Murphy, Paul, Prior-Sankey, Slattery, Mrs Smith, P Smith, Mrs Stock-Williams, Stone, Stuart-Thorn, Thorne, Watson, Mrs Waymouth, Ms Webber, A Wedderkopp, D Wedderkopp, Mrs Whitmarsh, Williams and Mrs Wilson.

### **1. Apologies**

Councillors Beaven, Bishop, Ms Durdan and Ms Herbert.

### **2. Borough Council By-Election – 15 October 2009**

The Democratic Services Manager, on behalf of the Returning Officer, reported that Councillor Ms Nicci Court of Buckland Road, Taunton had been elected as a Councillor for the Lyngford Ward.

### **3. Declarations of Interest**

Councillors Brooks, Govier, Henley, McMahon, Paul, Prior-Sankey, Mrs Waymouth and D Wedderkopp declared personal interests as Members of Somerset County Council. Councillors Mullins and Slattery declared personal interests as Members of the Somerset Waste Board. Councillor Slattery also declared a personal interest as an employee of Sedgemoor District Council. Councillor Coles declared a personal interest as a Director of Southwest One. Councillor Miss James declared a personal interest as an employee of Viridor. Councillors Mrs Court-Stenning, Mrs Smith and Stone declared personal interests as employees of Somerset County Council. Councillors Henley and Mrs Wilson declared personal interests as employees of Job Centre Plus.

### **4. Recommendations to Council from the Executive**

#### **Core Council Review Proposals – Themes 2 and 4**

The Executive had considered a number of proposals resulting from the review of the Core Council at its meeting on 11 November 2009.

The new structure for the Core Council had been approved by Full Council in February 2009 and was based on five themes:-

1. Strategy and Corporate;
2. Growth and Development;
3. Business (DLO);
4. Operations and Regulation (now Community Services); and
5. Chief Executive, Strategic Directors and support staff.

Theme 1 became operational from 1 April 2009 and Theme 3 of the Core Council Review was currently subject to an independent study by consultants.

The Review had identified the following three critical areas which had to underpin the whole organisation, its future direction and development:-

- Understanding of the drivers for change in the organisation;
- A clear overall vision for the authority; and
- New ways of working.

The Executive had given informal direction on the Review in terms of areas for investment and areas to explore reducing investment. Key projects included climate change, tackling deprivation and community development and affordable housing. Economic development priorities had also been addressed by looking at focussing resources on the delivery of the economic vision and decreasing investment in economic development.

**Theme 2** - The Growth and Development Theme comprised the Council's Development Management function, Planning Enforcement, Landscape and Heritage services, Housing Enabling, Building Control and Economic Development (including Tourist Information).

The proposals for this theme had been developed following discussions with managers, elected Members and the Change Programme Member Steering Group. The proposed structure sought to maximise the available resources in areas that would deliver the future growth agenda and to facilitate more project related working across themes.

The theme would be led by a single Theme Manager who would have direct line management responsibilities for seven lead officers, covering Landscape, Heritage, Development Management, Housing Enabling, Economic Development (2 posts) and Business Support.

The formal consultation process had generated comments from the Corporate Scrutiny Committee, staff and UNISON. As a result, a number of changes to the Theme 2 proposals had been made including Planning Enforcement to be incorporated in the Growth and Development structure, Building Control to be managed as part of the Growth and Development Theme and a reduction to

the Planning Officer resource to 3.5 Full Time Equivalents (FTE) instead of 3 FTE.

**Theme 4** – The Community Services (formerly Operations and Regulation) Theme encompassed the current services of the Cemeteries and Crematorium, Building Control, Environmental Health, Housing Operations and Car Parking and Civil Contingencies. The proposal also included the addition of Community Safety and Leisure Development.

Like Theme 2, the proposals sought to maximise the effectiveness of the available resources and to facilitate more project related working across themes. The diverse nature of the services in the theme meant that a range of external pressures and issues had to be taken into account.

The Community Services theme would be led by a single Theme Manager who would have direct line management responsibilities for four new lead officers for Housing Services, Community Development, Community Protection and Business Support.

The formal consultation process had again generated comments from the Corporate Scrutiny Committee, staff and UNISON. Several changes to the Theme 4 proposals had been made including Building Control and Planning Enforcement being moved to the Growth and Development Theme, the addition of posts into the Housing Services Structure towards assisting tenant empowerment and the addition of a Community Development Officer post.

The difficulty of being able to accurately assess the full impact on services and customers from these proposals was acknowledged by Members.

The proposals did include a significant reduction in management capacity and some reduction in front line resource that was likely to have a clear impact that would have to be effectively managed into the future.

Consultations had taken place with the UNISON Change Forum in respect of the proposed changes and a Staff Care and Support Plan has been developed. Staff affected by the proposals had been notified as being at risk of redundancy.

Reported that recruitment to all new posts in Themes 2 and 4 would be completed by the end of March 2010.

The continuing General Fund (GF) savings by the proposals for Themes 2 and 4 would be approximately £450,000 per annum. This entire sum would be used towards the Council's budget gap position for 2010/2011 onwards.

The net revenue cost to the Housing Revenue Account (HRA) was £130,000, but managers were working on savings plans to offset this cost.

The one-off costs to both the GF and the HRA associated with the Theme 2 and 4 proposals would not be known until the recruitment process was completed.

It was therefore proposed to ring-fence the maximum likely one-off costs of the proposals. Any surplus would be returned to the Reserves in late March 2010.

Further reported that Members had previously requested a review of political management arrangements alongside the Core Council Review. It was likely proposals would come before Members after Christmas with the aim of achieving implementation in the next Municipal Year.

On the motion of Councillor Henley, it was

**Resolved** that:-

- (a) The detailed proposals for the Themes 2 and 4 of the Core Council Review, as described in the report to the Executive, be approved;
- (b) A sum of £592,000 be ring-fenced from the General Fund (GF) Reserves to fund the one off costs of Theme 2 and 4 proposals. Any earmarked fund remaining at the end of this phase to be returned to the GF Reserve at the end of March 2010;
- (c) A sum of £127,000 be ring-fenced from Housing Revenue Account (HRA) Reserves to fund the one off costs of Theme 2 and 4 proposals. Any earmarked fund remaining at the end of this phase to be returned to the HRA Reserve at the end of March 2010;
- (d) Political management arrangements be reviewed separately with Members with the aim of achieving implementation in the new Municipal Year (2010); and
- (e) The phasing arrangements for the remaining Themes of the Core Council Review, as set out in the report to the Executive, be approved.

(The meeting ended at 7.10 pm.)