

DUNDEE CITY COUNCIL

REPORT TO: Personnel and Management Services Committee - 13 January 2003

REPORT ON: Environmental and Consumer Protection Department - Review of Organisational Structure

REPORT BY: Director of Personnel and Management Services

REPORT NO: 705-2002

1 PURPOSE OF REPORT

1.1 To recommend changes in the structure of the Environmental and Consumer Protection Department which will assist the department to meet the current demands of the service.

2 RECOMMENDATIONS

2.1 It is recommended that the structure shown at Appendix 1 of this report be approved.

3 FINANCIAL IMPLICATIONS

3.1 The cost of the proposals in this report £65,112 in a full financial year. This expenditure can be met from provision in the existing Environmental and Consumer Protection Department Revenue Budget.

4 LOCAL AGENDA 21 IMPLICATIONS

4.1 The adoption of the recommendations would address the following provisions of Local Agenda 21 Planning for sustainability:-

- (a) resources are used efficiently and waste is minimised;
- (b) health is protected by creating safe, clean, pleasant environments.

5 EQUAL OPPORTUNITIES IMPLICATIONS

5.1 None.

6 BACKGROUND

6.1 The existing structure within the Environmental and Consumer Protection Department is mainly unchanged from the structure introduced when the department was formed in 1995 in preparation for local government reorganisation.

6.2 It is the opinion of the Director of Environmental and Consumer Protection that the existing structure needs to be reviewed to take into account several factors, and to provide a framework which allows the professionalism and high level of commitment demonstrated by staff within all sections of the Environmental and Consumer Protection Department, to better provide the levels of service currently demanded.

6.3 The factors to be taken into account are:-

- (a) the emergence of a National Waste Strategy;
- (b) new burdens placed on the enforcement functions;
- (c) the emergence of corporate strategies.

6.4 Waste Management

6.4.1 The field of waste management is a continually changing environment, with major issues such as the Landfill Directive and the National Waste Strategy requiring to be addressed. In addition, the Scottish Executive has announced that a sum of £50m will be made available to local authorities over the next 3 years for National Waste Strategy projects, on a bid basis. To be able to compete for an appropriate allocation of this funding, it is necessary to ensure that submissions are sympathetic to the National Waste Strategy and the Area Waste Plan.

6.4.2 At present, vacancies exist within the existing Environmental and Consumer Protection Department structure for the posts of Recycling Officer, and Assistant Recycling Officer (Compost). It is now considered that the refilling of these posts may not represent the best option for achieving the Council's objectives in terms of the National Waste Strategy and the Area Waste Plan. A radical new approach could instead be pursued by deleting the above posts and creating three new posts tailored to integrating the recycling and general waste management objectives with the strategies mentioned above, and maximising the opportunity of successfully bidding for the new funding. The existing post of Special Services Officer would be deleted and a new post of Principal Waste Strategy Officer established. In addition, two new posts would be established:-

Waste Strategy Officer, graded PO3-6 (£25,241 - £27,479);
Trainee Waste Strategy Officer, graded T2/4 (£14,240 - £20,897).

6.4.3 It would be intended to recruit a Waste Management professional officer holding suitable qualifications for the first post, and a suitably qualified person for the second post, who would be able to pursue professional Waste Management qualifications.

- 6.4.4 The holder of the Trainee post would be expected to provide support and assistance to the Strategy Officer while undergoing the period of study. The appointment of a Waste Management professional should provide a higher level of input to the current recycling activities and ensure a strong and effective liaison with both our partner authorities in the Area Waste Plan, and the Scottish Executive. The appointment of the Trainee will ensure that the Strategy Officer is adequately supported and will also provide a first class career opportunity.
- 6.4.5 It is proposed to establish a new post of Sales Officer, graded AP4 (£18,878 - £20,897), whose responsibility would be the maintenance of existing trade and commercial contracts and to actively seek new business for the department. It is anticipated that the appointment of this officer would increase income to the Council from trade/commercial outlets throughout the city, and it is anticipated that this post could become self-financing in due course.
- 6.4.6 It is further proposed to establish a new post of Trade Waste Monitor, graded T2 (£14,240 - £15,815), for an initial two year period. The appointment of a Trade Waste Monitor would allow the department to focus on trade/commercial outlets who indiscriminately dispose of their refuse and evade the current charging policy for trade waste with considerable loss of income to the Council. The holder of the Trade Waste Monitor post would also provide support and assistance to the Sales Officer when required. These new posts would be under the supervision of the Principal Waste Strategy Officer.
- 6.4.7 To maintain uniformity of all 3rd tier posts throughout the structure, it is proposed to redesignate the posts of Cleansing Services Officer and Engineering Services Officer to Principal Cleansing Services Officer and Principal Engineering Services officer respectively, with no change in grade.
- 6.4.8 The existing post of Civic Amenity Site Team Leader be redesignated Recycling Supervisor, graded T4 (£18,878 - £20,897).
- 6.4.9 It is also proposed to separate (completely) the operational and strategic elements of the department's waste management functions, allowing the Principal Waste Strategy Officer to concentrate on the extremely important strategic issues which are expected to expand in the future. To further this objective it is proposed that the operational functions of civic amenity sites, mini recycling centres (MRCs) and blue and brown bin collections be under the direct supervision of the Recycling Supervisor. The Recycling Supervisor for these services would report directly to the Principal Waste Management Officer. It is further proposed that the operation and maintenance of the Marchbanks Recycling Centre, Riverside Landfill site and all public conveniences would be undertaken by the Principal Waste Management Officer.

6.5 Operations

6.5.1 The department currently employs 10 Team Leaders, graded T4 (£18,878 - £20,897), within the DSO and 1 Team Leader within the Client Section. It is felt that the existing duties are not equitably distributed and representations to this effect have been made by the Trade Union. To more appropriately distribute the tasks and clarify lines of responsibility the following structure is proposed:-

- 2 Supervisors – Refuse Collection (excluding recycling)
- 4 Supervisors – Street Sweeping
- 2 Supervisors – Relief Cover (holidays, sickness etc)
- 1 Supervisor – Special Collections
- 1 Supervisor – Recycling Operations
- 1 Part Time Supervisor – Backshift Sweeping and Toilets

6.5.2 The appointment of a Sales Officer will absorb the existing trade waste duties and will allow the Team Leader Sweeping to be responsible for city centre street sweeping and public conveniences.

6.5.3 Due to the re-allocation of duties in 6.5.2, it is proposed that the current full time post of Back Shift Team Leader reverts to a part-time post covering only the Back Shift Town Centre Team Sweeping and Public Conveniences.

6.5.4 The job title applied to the above posts was changed to Team Leader at local government reorganisation in 1996. The change has not been successful with many people still using the title "Supervisor", leading on occasion to confusion and possibly mix-up. It is proposed, therefore to revert to the title Supervisor, which is easily recognised both internally and externally.

6.6 Support Services

6.6.1 The demands of the post of Principal Administrative Officer, graded PO5-8 (£26,801 - £28,904), have changed considerably since the post was established and the need for greater financial control within the Environmental and Consumer Protection Department is now paramount. To reflect the duties of the post and ensure the role of the post holder is clear to others, it is proposed that the post of Principal Administrative Officer be changed to Principal Finance Officer. The duties and grading of the post will remain unaltered and will include overall supervision of the Department's Administrative Section although it is envisaged that considerably more routine duties will be delegated.

6.7 Food Safety/Health and Safety Enforcement

6.7.1 The demands of this service have increased greatly since the Pennington Report following the tragic e-coli outbreak in Lanark. The subsequent creation of the Food Standards Agency has also increased the demands on this service.

6.7.2 At present the flatter structure implemented at local government reorganisation places considerable demands on the post of Principal Officer, with no obvious assistance from any one officer. In addition, in the absence of the Principal Officer, no officer is directly responsible for the food safety function, a situation that leaves the Council open to criticism. It is recommended therefore that a new post of Senior Environmental Health Officer, graded PO8-11 (£28,904 - £31,004), be established within this team to provide support and cover for the Principal Officer.

6.8 Pollution Control Enforcement

6.8.1 A similar situation pertains within this team, where since reorganisation, the statutory burden has increased considerably, with new demands in Air Quality and Contaminated Land. Similarly, to support the Principal Officer, it is recommended that a new post of Senior Environmental Health Officer be established, graded PO8-11 (£28,904 - £31,004). To part meet the costs of this post and the post established in para. 6.7.2, 1 post of Environmental Health Officer, graded AP5/PO6 (£21,536 - £27,479), would be deleted from the existing establishment. One other Environmental Health Officer post would be allocated to work on food safety, health and safety, and pollution control activities.

6.9 Administration

6.9.1 At local government reorganisation one Director's Secretary and two Secretary/WP Operators existed within the Environmental and Consumer Protection Department and it is recommended that this now be reduced to one Secretary/WP Operator and the Director's Secretary. The holder of the post of Secretary/WP Operator to the Operations Manager retired in September 2001, and this post has been filled by internal transfer. It is recommended that the resulting vacancy of Secretary/WP Operator, graded AP1 (£13,664 - £14,618), be deleted.

6.10 Corporate Strategy

6.10.1 The Council's policies and procedures require every department to input considerably into corporate strategies and policies (e.g. Communications Strategy, EFQM etc). Such inputs can present a considerable burden when placed upon officers with operational or statutory duties to fulfil, i.e. duties that cannot be postponed to allow other tasks to be completed.

6.10.2 To allow the Environmental and Consumer Protection Department to participate fully in such strategies and meet corporate objectives, it is believed that the existing post of Marketing Officer, graded AP5 (£21,536 - £23,459), could be redefined to encompass various corporate aspects. The post would be re-designated Projects/Marketing Officer, at the same grade, so that a marketing element is retained for areas where a marketing input is still required, but the revised job description will provide for the post holder facilitating departmental input into all corporate strategies. To ensure departmental compliance with the needs of the post, this post holder will report directly to the Director.

6.11 Administration Development Officer

6.11.1 The Council has embarked on an ambitious project to maximise the use of IT within the Council and in the provision of services to the public. The knowledge required to keep pace with this strategy within departments is quite considerable, with the further requirement to provide a strong liaison with the Council's IT Department.

6.11.2 At present there is no single officer identified within the department to undertake this task, and as for other corporate strategies, it is difficult for existing post holders to provide the necessary input. To compensate for this deficiency, and to recognise the extremely important nature of this strategy, it is proposed to establish a new post of Administration Development Officer, graded AP3/4 (£16,673 - £20,897), within the department. The post holder would not be expected to be an IT professional, but rather to provide a single interface between the Environmental and Consumer Protection Department and the Council's IT Division, and to ensure the Environmental and Consumer Protection Department complies with corporate strategy. The officer's duties would include the development of the in-house systems to provide quarterly invoicing to trade customers, inter-departmental invoicing etc. to enhance income.

7 **CONSULTATION**

7.1 The Chief Executive, Director of Support Services and Director of Finance have been consulted in the preparation of this report.

8 **BACKGROUND PAPERS**

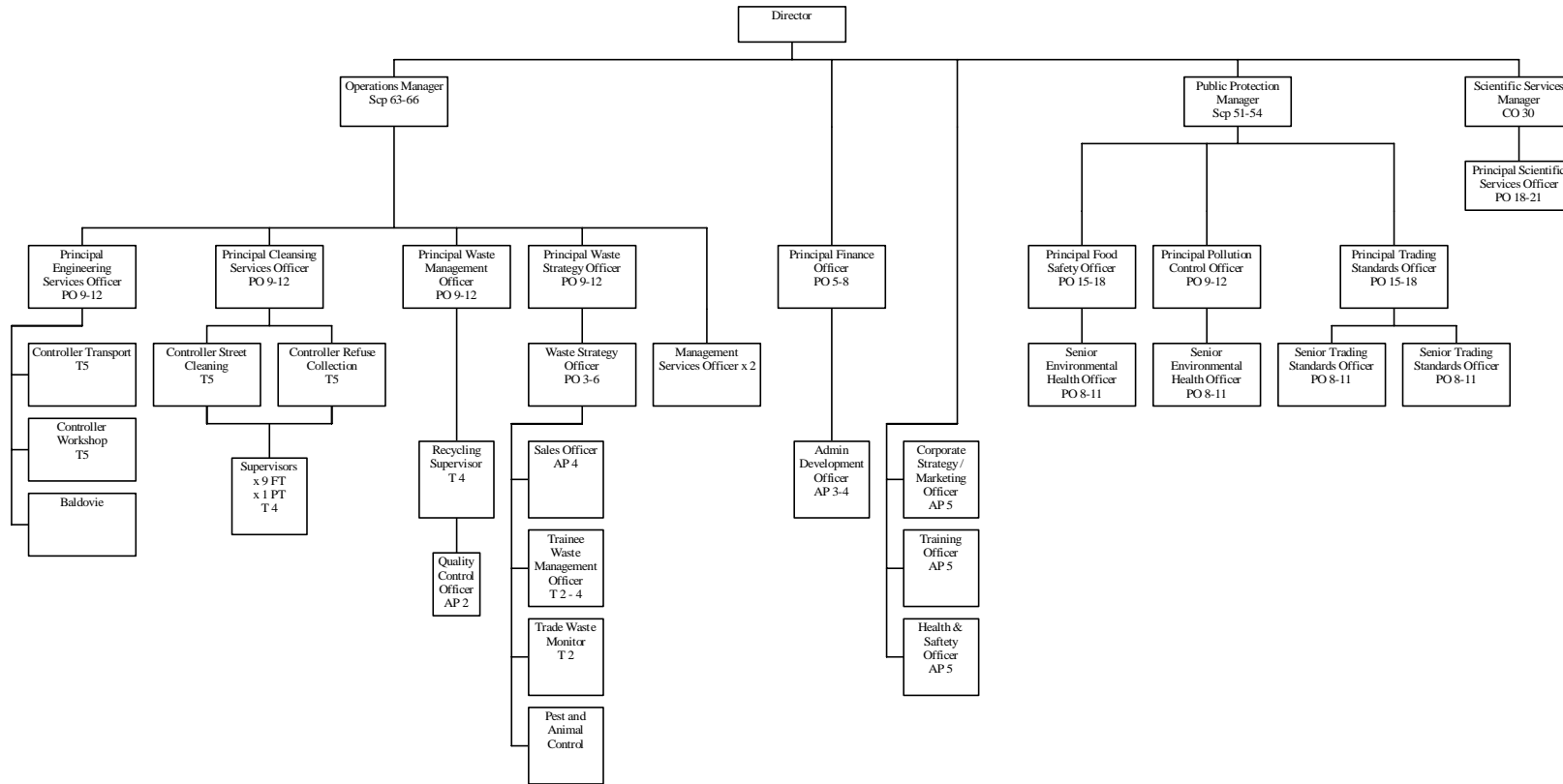
8.1 No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information), were relied on to any material extent in preparing this report.

J.C. Petrie
Director of Personnel and Management Services

13 December 2002

Environmental and Consumer Protection Department
Proposed Structure

Appendix 1



Appendix 2**ENVIRONMENTAL AND CONSUMER PROTECTION**

Figures as at estimated 2002/3 Salaries

	Grade	Cost (incl. Employers)	
COST OF PROPOSALS			
Principal Waste Strategy Officer	PO 9-12	38559	
Waste Strategy Officer	PO 3-6	30563	
Trainee Waste Strategy Officer	Tech 2-4	17064	
Sales Officer	AP 4	22755	
Trade Waste Monitor	Tech 2	17062	
Admin Development Officer	AP 3/4	20049	
Additional Cost of 2 Senior EHOs	PO 8-11	70114	
			<u>216168</u>
<u>FUNDING OF PROPOSALS</u>			
Delete post of Special Services Officer	PO 9-12	38559	
Delete post of Recycling Officer	AP 5	26016	
Delete post of Assistant Recycling Officer	Tech 4	22755	
Delete post of Secretary	AP1	16358	
Delete 1 Environmental Health Officer	AP5 – PO6	33309	
Reduction of Full Time Supervisor to Part Time	Tech 4	14059	
			<u>151056</u>
Net Cost of Proposals			<u>65112</u>