

**MEETING****GENERAL FUNCTIONS COMMITTEE****DATE AND TIME****WEDNESDAY 18TH FEBRUARY, 2015****AT 7.00 PM****VENUE****HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ**

Dear Councillors,

Please find enclosed additional papers relating to the following items for the above mentioned meeting which were not available at the time of collation of the agenda.

Item No	Title of Report	Pages
7.	GREENSPACES & STREETS RESTRUCTURE	1 - 92

Governance Service 020 8359 2761 [governance.service@barnet.gov.uk](mailto:governance.service@barnet.gov.uk)

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**Appendix 1 – Greenspaces Streets Consultation Document**

AGENDA ITEM 7

**London Borough of Barnet**

Consultation Document

Street Scene: Borough Cleansing Services

January 2015

## VERSION CONTROL

Version	Date	Version changes	Distribution
V0.1	01/12/14	Initial Draft	Street Scene Borough Cleansing (HR Draft)
V0.2	15/12/14	Final draft	Project Team
V0.2	15/01/15	Final draft	Project Team
V1	15/01/15	Final	Staff and Trade Unions

## APPROVALS

Distribution	Date	Approvals	Version(s)
Street Scene Management Team	03/12/14		
Workforce Board (Sub-Committee)	10/12/14 & 04/02/15		
Trade Unions	15/12/14		
General Functions Committee	18/02/15		



## **POLICY SUMMARY**

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

The council has in place a Managing Organisational Change Policy (J3) (2010) set out within the employee handbook.

Elements within the document include proposals to change, changes to working practices.

## **DECISION MAKING**

This proposal affects more than 20 employees and sets out proposals to change the terms and conditions of employees. It is a decision of the General Functions Committee (GFC) to approve the final recommendations for changes to the organisation of services, following consultation.

The Council's Workforce Board must approve the report to the General Functions Committee.

This proposal is made by the Director of Street Scene Services.

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A1	Exiting structure	20 - 23
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A4	Equalities Impact Assessment	Appendix 6 of the GFC paper Shared with staff and TU's separately
A5	Draft Role Profiles	

## 1.0 EXECUTIVE SUMMARY INFORMATION

### 1.1 OFFICERS

ROLE	NAME	CONTACT
Street Scene Director	Lynn Bishop	<a href="mailto:Lynn.bishop@barnet.gov.uk">Lynn.bishop@barnet.gov.uk</a>
Head of Parks, Grounds Maintenance & Street Cleansing	Jenny Warren	<a href="mailto:Jenny.Warren@barnet.gov.uk">Jenny.Warren@barnet.gov.uk</a>
Human Resources Advisory	Vandana Mahan	<a href="mailto:Vandana.mahan@barnet.gov.uk">Vandana.mahan@barnet.gov.uk</a>

All responses to this consultation should be sent to: [dave.ward@barnet.gov.uk](mailto:dave.ward@barnet.gov.uk)

### 1.2 TIMETABLE

DATE	ACTIVITY
15 December 2014	Trade Union Meeting (Formal Consultation Starts)
15 December 2014	Consultation General Release
15 December 2014	Negotiations Commence
28 January 2015	Consultation End
29 January 2015	End of Consultation presentation
04 –13 February 2015	Interview skills training and ongoing support provided to all at risk staff
16 February – 03 March 2015	Selection process
18 February 2015	General Functions Committee (for approval)
01 April 2015	Implementation of the final proposals

### 1.3 STAFF IN SCOPE

This restructure affects all operational staff in Greenspaces Operations and Streets Operations within the Street Scene Delivery Unit below the level of Supervisor.

## 1.4 PROPOSED CHANGES SUMMARY

TITLE	CHANGES
General Rationale	<ul style="list-style-type: none"> <li>• These proposals set out changes to the organisational structure to increase operational capacity and effectiveness to deliver a more customer focussed service delivery <b>through creating a flexible street cleansing offer based around local need.</b></li> <li>• The proposals are contributing towards the overall financial savings approved by Council for the Medium Term Financial Strategy (MTFS) with consideration for reducing the need for further structural change resulting from the financial pressures identified through the Council's Priority Spending Review.</li> <li>• <b>The structural changes seek to harmonise and rationalise roles across the delivery unit.</b></li> <li>• The proposals also create capacity for investing in the workforce skills, by creating structures and opportunities for career progression alongside rewarding and recognising different skill sets.</li> </ul>
Structural Changes	<p>The structures seek to:</p> <ul style="list-style-type: none"> <li>• Align resources with need with a greater emphasis on monitoring and maintaining cleanliness standards through a more effective cleansing methodology.</li> <li>• <b>Rationalise and harmonise roles across street scene to provide consistency and accountability.</b></li> <li>• <b>Create fit for purpose structures with appropriate numbers of roles at the right levels with the relevant reward.</b></li> <li>• Create career structures and align development and advancement opportunities for employees.</li> </ul>
Pay and Grading	<p>The Council will move towards implementing a 'Unified Reward' programme to:</p> <ul style="list-style-type: none"> <li>• Harmonise terms and conditions across the workforce</li> <li>• Introduce job families</li> <li>• Introduce a new pay and grading system linked to Hay grading</li> </ul> <p>These changes are programmed to be delivered through a separate programme and will contribute to the delivery of the MTFS. There is a dependency on the Unified Reward programme to achieve the financial savings.</p>
Reward and Benefits	<p>The structures seek to:</p> <ul style="list-style-type: none"> <li>• Create structures and role profiles that recognise and reward skills.</li> </ul> <p>Unified Reward - The Council seeks to introduce:</p> <ul style="list-style-type: none"> <li>• A new employee benefits system</li> <li>• Contribution related pay</li> <li>• Career progression opportunities</li> </ul>

	<ul style="list-style-type: none"> <li>• Investment in skills and development for all staff</li> <li>• Improved employee engagement</li> </ul>
Terms of Employment	Unified Reward - The Council seeks to introduce new terms and conditions to reflect market practise and conditions whilst remaining competitive and attractive as an employer through negotiation
Harmonisation	<p>The new service offer seeks to ensure the right level of service provision at the right times:</p> <ul style="list-style-type: none"> <li>• Introduce earlier and later start times for some functions/teams.</li> </ul> <p>Unified Reward - The Council seeks to:</p> <ul style="list-style-type: none"> <li>• Introduce a standard contract of employment for all staff</li> <li>• Harmonise terms and conditions</li> <li>• Introduce an annualised pay and benefits calculator</li> </ul>

## 2.0 OBJECTIVES AND RATIONALE

2.1 The Greenspaces and Streets restructure is a work stream of the Borough Cleanliness project and will aim to provide an efficient and excellent service by:

- Reducing costs
- Operating more efficiently and competitively
- Focusing on customer behaviour to improve borough cleansing

2.2 This will be implemented through 4 transformation streams,

Structurally, we will make sure that:

- We have the right people in the right posts
- Clear accountability
- A service that rewards staff, harmonise reward structures

Culturally, we will

- Improve communication across the service and with customers
- Create a service with a sense of team
- Have the ability to be flexible and dynamic

We will embed the council values

- By using shared values with staff
- Improving Customer satisfaction
- And increasing Efficiency and productivity

We will enable this to happen by

- Developing our staff skills
- Improving our staff leadership
- Developing a high performing workforce
- Communicating well and engage with our staff

2.3 The benefit realisation plan will measure the delivery of:

- a reduced operational structure with lower staff costs;
- improved staff accountability through clearer reporting lines and responsibility;
- the delivery of capacity and capability in identifying operational efficiency improvements;
- a contribution towards the Medium Term Financial Strategy savings of £550k in 2015/16, £450k through restructures and a further £100k via unified reward.
- and increase in skills through investment in the culture, basic functional skills and safety; and
- a decrease in incidents for accidents and absence.

- 2.4 As part of the on-going strategic and operational development and remodelling of the resultant Streetscene delivery unit this restructure relates to the Street Cleansing and Greenspaces operations, the design and development of a an operational team that compliments service delivery needs, enhancing the service's ability to optimise performance and budgets, whilst working towards improved customer satisfaction. The service vision is to become and uphold an efficient, streamlined and exemplary service to serve existing and future residents and customers across the Borough.
- 2.5 The proposed structural changes clarify lines of accountability and the organisation of functions within Greenspaces and Streets Operations and address latent issues identified as barriers to performance and efficiency. This includes:
- Greater resilience in key skills and safety requirements within the operations areas and depots
  - Increased skills to use technology and equipment to produce a more efficient and effective service
  - Investment in the workforce to support wider employability, increase general literacy, numeracy, ICT skills, safety awareness and language skills.
- 2.6 Working practises and pay should also drive productivity and performance. The structure aims to reward skills at the right level and provide opportunity for people to develop and progress through the organisation.
- 2.7 As a Delivery Unit, the viability of services within the commercial market are a consideration, this includes the current condition of the employment market and our ability to attract and retain employees of good quality. As part of the Council's overall terms and conditions review linked to the Unified Pay and Reward Programme, we will seek to introduce early measures linked to the Council's overall objectives for revised terms and conditions including policies, enhancements and contracts of employment.
- 2.8 The Delivery Unit will be required, as part of the Council's financial management and control of restructures, produce a final benefits realisation plan demonstrating the total expected savings and their delivery. For 2015/16 the financial benefits allocated to this restructure are £450k and a further benefit of £100k delivered through the Unified reward programme.
- 2.9 It is proposed to introduce the new structure on 1 April 2015.

### 3.0 PROPOSALS FOR CONSULTATION

THIS SECTION SETS OUT THE PROPOSALS UNDER WHICH THE COUNCIL HAS A DUTY TO **CONSULT** AND INFORM EMPLOYEES. THIS INCLUDES THE STRUCTURE OF THE SERVICE AND OPERATIONAL MATTERS.

3.1 The current establishment of Street Cleansing Operations is 117 and Greenspaces Operations is 83 FTE. This is currently filled as follows:

Contract Type	FTE STREETS	FTE GREENSPACES
Permanent	94	69
Fixed Term		
Temporary (Agency)	23	5
Vacant		9
<b>TOTAL</b>	<b>117</b>	<b>83</b>

3.2 The current establishment and financial approval is:

Role	FTE	Basic Salary	On-Costs	Total
Streets Operations	117			2,845,429
Greenspaces Operations	83			2,246,924
<b>TOTAL</b>				

3.3 The year-to-date position (to End of November 2014) for financials

Element	Street Cleansing Amount	Greenspaces Operations
Basic pay	1,453,543	1,500,395
Agency costs	329,452	161,359
Enhancements		
Contractual overtime	217,423	75,270
<b>TOTAL</b>	<b>2,000,418</b>	<b>1,737,024</b>

Note: the above costs to date incorporate staffing costs from the wider service, to include Supervisors and Managers, the Trees Team and Greenspaces Development Team.



3.4 It is proposed to change the structure as detailed in Appendix A, summarised as follows:

**Street Cleansing Operations:**

Current Roles	Current No. FTE	Proposed Roles	Proposed No. FTE	Net Change FTE
Street Sweeper	50	Operative	38	Minus 18
Refuse Loader	1			
Applied Sweeper Operator	5			
Driver / Sweeper non LGV	27	Driver Operative	30	plus 3
Mech Broom Driver 7.5t	8	Skilled Driver/Operative	16	plus 5
Graffiti Technician	3			
Refuse Driver / Loader	5	LGV Driver/Operative	3	Minus 2
Town Keeper	18	Town Keeper	11	Minus 7
<b>Total</b>	<b>117</b>		<b>98</b>	<b>- 19</b>

**Greenspaces Operations:**

Role	Current No. FTE	Proposed Role	Proposed No. FTE	Net Change FTE
Senior Team Leader	2	Senior Team Leader	1	Minus 1
Team Leader	20	Team Leader	14	Minus 6
Skilled Gardener/Driver	30	Skilled Gardener/Driver	20	Minus 10
Gardener Driver	15	Gardener Driver	12	Minus 3
Gardener	4	Gardener	10	Plus 6
Tractor Driver	4	Tractor Driver	4	None
		LGV & Tractor Driver	1	Plus 1
Maintenance Operative	2	Maintenance Operative	6	Plus 4
	0	Playground & Infrastructure Operative	1	Plus 1
Driver Operative	6	Driver Operative	10	Plus 4
		Operative	2	Plus 2
		Apprentice	1	Plus 1
<b>TOTALS</b>	<b>83</b>		<b>82</b>	<b>-1</b>

3.5 This proposal will reduce the direct workforce costs by an estimated £450k in 2015/16.

#### **OTHER WORKING PRACTISES AND TERMS**

The new service delivery model for Street Cleansing, developed through the Borough Cleanliness Project identifies a change of start and finish times for a number of functions in order to facilitate service delivery according to need.

- Early morning town centre cleanse – 6.00 am start
- Town Keeper Service – 9.30 to 10.30 am start
- Responsive services – later provision to 6.30 pm

#### **4.0 PROPOSALS FOR NEGOTIATION**

THIS SECTION SETS OUT THE PROPOSALS UNDER WHICH THE COUNCIL IS REQUIRED TO **NEGOTIATE** WITH THE STAFF SIDE REPRESENTATIVES (TRADE UNIONS) FOR THE PURPOSES OF COLLECTIVE BARGAINING.

For all proposals, an Equality Impact Assessment is set out in Appendix 6 of the GFC paper.

## **5.0 TIMETABLE**

THIS SECTION SETS OUT HOW WE WILL ENGAGE AND CONSULT WITH EMPLOYEES AND THEIR REPRESENTATIVES AND SUPPORT THIS GROUP OF STAFF THROUGH THE CHANGES PROPOSED, PROVIDE THEIR SUGGESTIONS AND FEEDBACK AND RESPOND TO CONCERNS. ADDITIONALLY, WE SEEK TO PROVIDE AN ENHANCED PACKAGE OF SUPPORT AND DEVELOPMENT FOR STAFF THROUGHOUT THIS PERIOD.

**5.1** The timetable for the proposal is split into four phases:

### **PHASE ONE: APPROVALS AND DECISIONS (December 2014)**

Workforce Board

General Functions Committee

### **PHASE TWO: CONSULTATION (December 2014 January 2015)**

Collective Consultation (Trade Unions)

Collective Consultation (Staff Groups)

Individual Consultation (Individual Employees)

Collective Bargaining Negotiations (Staff-side and Management)

### **PHASE THREE: SELECTION AND SUPPORT (February and March 2015)**

Selection for roles

Redeployment (If required)

Support package

### **PHASE FOUR: IMPLEMENTATION (April 2015)**

Barnet Contract Terms

Workforce Skills Development Plan

Staff Engagement Groups

Performance Objectives and Contribution Pay Criteria

## 6.0 CONSULTATION METHOD

- 6.1 Formal consultation opened on 15 December 2014 and will be formally closed on 28 January 2015.
- 6.2 Consultation has been carried out via group and 1:1 meetings as well as an offer of drop in sessions to address new role and responsibility queries. All comments from staff and Trade Unions (TU's) have been recorded, shared and given due consideration working towards mutually agreed proposals to be taken forward. The consultation process included a series of opportunities for staff to feedback their views from trade union consultation meetings, staff briefings, surgeries, 1:1 meetings and a number of communication routes.
- 6.3 Personal and technical support will be provided to staff on change management and the selection process in preparation for staff in ring-fenced positions.
- 6.4 The council's Managing Organisational Change Policy will be followed to ensure a robust process.
- 6.5 Subject to the outcome of consultation, it is intended that the new staff structure will be implemented on 1 April 2015.

Activity	Affected	Date	Method
<b>Board Approval</b>			
Programme Board	Programme Board	27 November 2014	Meeting
Workforce Board	Workforce Board	10 December 2014	Meeting
Share proposal	TU's on behalf of staff	9 December 2014	Meeting
Open Consultation	TU's on behalf of staff	15 December 2014	Meeting
Meeting with Trade Union	TU's on behalf of staff	22 January 2015	Meeting
Meeting with Trade Union	TU's on behalf of staff	26 January 2015	Meeting
Trade Unions meeting with staff	Staff	19 & 20 January 2015	Meeting
<b>Staff Briefings</b>			
Workshops with staff to design structure	Staff	October – November 2014	Meeting
Open Consultation	All staff	15 December 2014	Briefing
Managers drop-in sessions with staff	All staff invited - specific by team	21, 22, 26 and 27 January 2015	Meeting
Close consultation	All staff	29 January 2015	Briefing
<b>On-going consultation</b>			
1:1's	All staff	On-going throughout consultation	Meeting

<b>Activity</b>	<b>Affected</b>	<b>Date</b>	<b>Method</b>
Constant Review, consultation response document and FAQs	All	26 January 2015	Memo
Change and Me	All	December 2014 – January 2015	Workshops
Individual support sessions on change	All	On-going from December 2014 to March 2015	Meeting
Pensions workshops and briefing	To be delivered to those staff who are unsuccessful	Post March 2015	Meetings and briefings
Interview skills workshops	At risk employees – 163 staff	04 – 13 February 2015	Workshops
List of all available redeployment posts circulated to all staff that has Agency staff held against them	At risk staff	26 January 2015	Memo

The consultation has taken place by means of:

- Collective consultation: Streets and Greenspaces Operational Managers have discussed all proposals with Trade Union representatives.
- Open consultation: Streets and Greenspaces Operational Managers have discussed all proposals with Trade Union representatives and with all those potentially affected in staff briefings.
- Collective consultation: circulation of the consultation document to all staff affected as well as staff that are not directly affected by the change but as part of the affected service.
- Regular updates to the consultation provided to employees and Trade Union representatives, including detailed Frequently Asked Questions (FAQs) including responses on the consultation, structure, recruitment process and weightings, role profiles and suggestions on mitigating redundancies.
- Individual consultation: Streets and Greenspaces Managers and Supervisors offered 1:1 meetings with all affected employees.
- Trade Union response documents provided to Trade Union consultation feedback.

Individual and Trade Union colleagues were given many channels to submit their own feedback on the structure, role profiles and full consultation document following the launch of the consultation.

There were a selection of feedback routes for employees including 1:1 meetings, larger briefings, Trade Union representatives, email, focus groups and staff representatives, employee surgeries and FAQs.

Employees were encouraged to request assistance from their Supervisors if they needed additional support with their statements, interviews or understanding the roles or had queries they would like answered.

The FAQ's were shared with Trade Unions and distributed to all employees.

The key areas for consultation were:

- Structural proposals: what are the views of those being consulted about proposed structures, alignment of responsibilities and approach?
- Resourcing: what are the views in respect of the proposed recruitment to the roles proposed?
- Redundancies: how can the Council mitigate any potential redundancies resulting from this proposal?

## **7.0 SELECTION FOR NEW ROLES**

- 7.1 The Council has an objective to minimise the potential for redundancies. We do this through identifying early employees who are potentially 'at risk' of redundancy early and we will provide access to the Council's redeployment list. In addition a list was circulated to all at risk staff of those roles that are vacant and have Agency staff held against them. A list of roles was also circulated to affected staff to alert them to all roles and find out what roles they could be interested in to maximise redeployment
- 7.2 Each existing post will be assessed against the Council's existing criteria for job matching for the purposes of assimilation.
- 7.3 During this process, the new roles are ring-fenced only to the employees within the Greenspaces and Streets Operational service.

## **SELECTION FOR REDUNDANCY**

- 7.4 Where there are more employees than posts, a competitive selection process will be undertaken. This will take the form of an application setting out how they meet the requirements of the new roles and where they believe they will require additional support. All applications are guaranteed an interview for the posts that the individual has been ring-fenced for.
- 7.5 The application process will be scored weighted on 30 percent weighting for the application and 70 percent on the interview and technical assessment. The interview will be a competency-based interview based on behaviour and technical areas. These will be published prior to the closure of the consultation period.
- 7.6 A minimum appointable criteria based on the aggregate score of the application and interview will be applied.
- 7.7 Where there remains more employees to roles meeting the minimum appointable criteria, consideration will be given to the attendance, conduct and performance ratings of the previous 12 months. If the situation remains with more candidates than roles, then the highest scoring candidates will be appointed in order.
- 7.8 All employees potentially at risk of redundancy will have access to the Council's redeployment opportunities.



**APPENDICES**

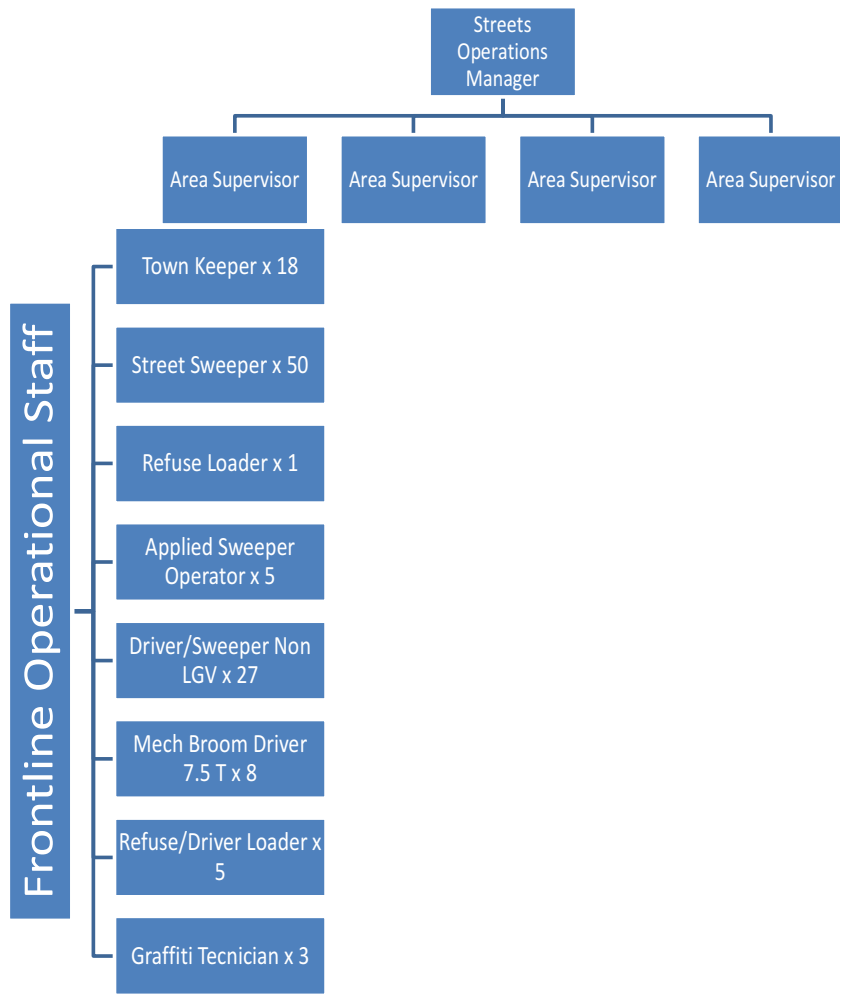
2014

EXITING STRUCTURE – A1

PROPOSED STRUCTURE – A2

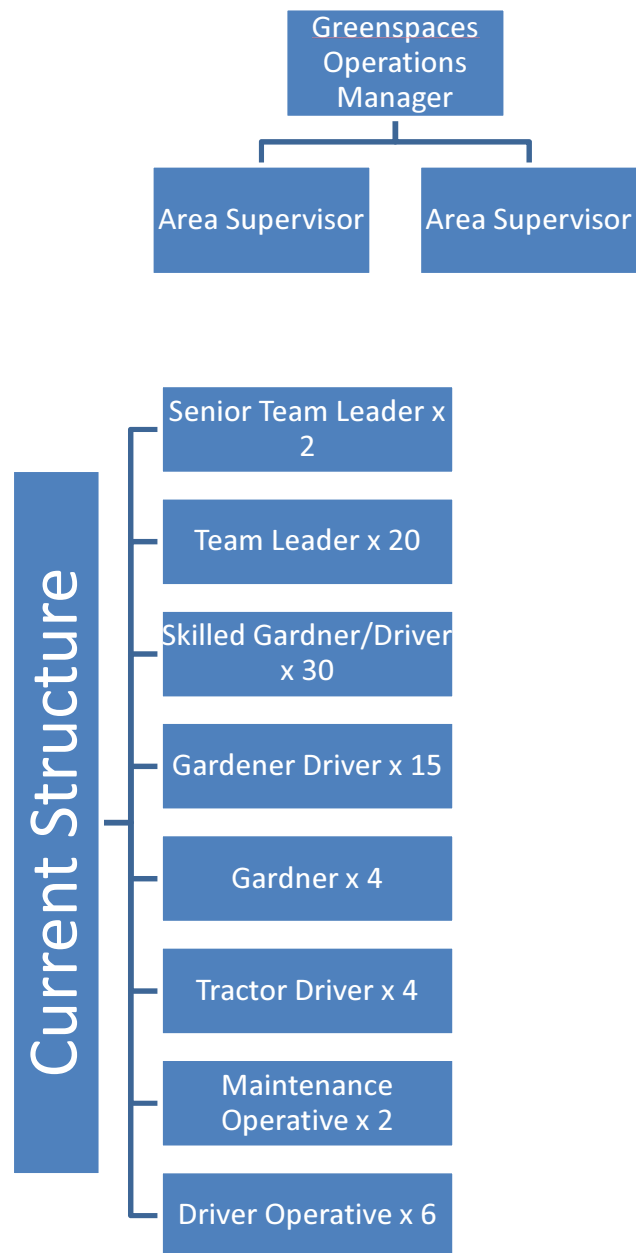
STAFF IMPACT ANALYSIS – A3

## Appendix A1 – Existing Structure Street Operations



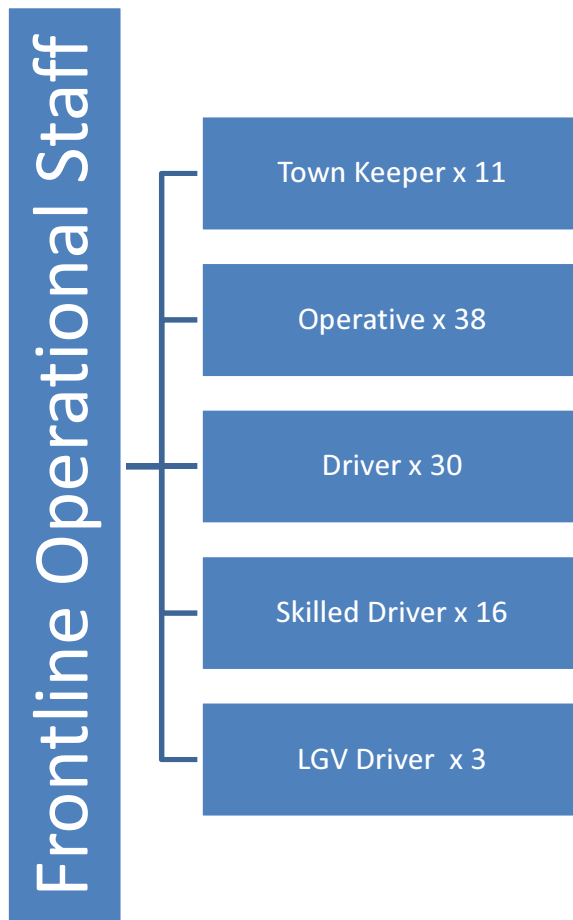
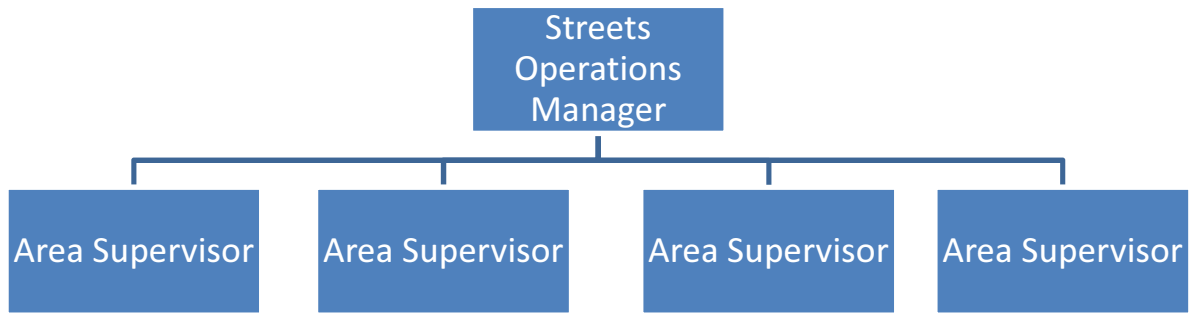
		Operations Manager					
<b>AREA 1</b>		<b>AREA 2</b>		<b>AREA 3</b>		<b>AREA 4</b>	
<b>Supervisor</b>		<b>Supervisor</b>		<b>Supervisor</b>		<b>Supervisor</b>	
<b>Town Keeper Service</b>		<b>Town Keeper Service</b>		<b>Town Keeper Service</b>		<b>Town Keeper Service</b>	
Title	Grade	Title	Grade	Title	Grade	Title	Grade
Town Keeper x5	15 - 16	Town Keeper x5	15 - 16	Town Keeper x4	15 - 16	Town Keeper x4	15 - 16
Applied Sweeper Operative x1	8	Applied Sweeper Operative x2	8	Applied Sweeper Operative x1	8	Applied Sweeper Operative x1	8
		Street Sweeper x2	7	Street Sweeper x1	7	Street Sweeper x3	7
<b>Hot Spot Service</b>		<b>Hot Spot Service</b>		<b>Hot Spot Service</b>		<b>Hot Spot Service</b>	
Title	Grade	Title	Grade	Title	Grade	Title	Grade
Driver / Sweeper Non LGV x1	12	Driver / Sweeper Non LGV x1	12	Driver / Sweeper Non LGV x1	12	Driver / Sweeper Non LGV x1	12
Street Sweeper x1	7	Street Sweeper x1	7	Street Sweeper x1	7	Street Sweeper x1	7
<b>Town Centre Support</b>		<b>Town Centre Support</b>		<b>Town Centre Support</b>		<b>Town Centre Support</b>	
Title	Grade	Title	Grade	Title	Grade	Title	Grade
Driver / Sweeper Non LGV x2	12	Driver / Sweeper Non LGV x2	12	Driver / Sweeper Non LGV x1	12	Driver / Sweeper Non LGV x1	12
Street Sweeper x2	7	Street Sweeper x2	7	Street Sweeper x1	7	Refuse Loader x1	9
<b>Residential Sweep Service</b>		<b>Residential Sweep Driver/Loader</b>		<b>Residential Sweep Driver/Loader</b>		<b>Residential Sweep Driver/Loader</b>	
Title	Grade	Title	Grade	Title	Grade	Title	Grade
Driver / Sweeper Non LGV x4	12	Driver / Sweeper Non LGV x3	12	Driver / Sweeper Non LGV x3	12	Driver / Sweeper Non LGV x2	12
Street Sweeper x7	7	Street Sweeper x4	7	Street Sweeper x3	7	Street Sweeper x5	7
<b>Secondary Beat Service</b>		<b>Secondary Beat Service</b>		<b>Secondary Beat Service</b>		<b>Secondary Beat Service</b>	
Title	Grade	Title	Grade	Title	Grade	Title	Grade
Street Sweeper x1	7	Street Sweeper x4	7	Street Sweeper x5	7	Street Sweeper x1	7
<b>Mechanical Swingo Service</b>		<b>Mechanical Swingo Service</b>		<b>Mechanical Swingo Service</b>		<b>Mechanical Swingo Service</b>	
Title	Grade	Title	Grade	Title	Grade	Title	Grade
Mech Broom Driver 7.5t x3	14	Mech Broom Driver 7.5t x3	14	Mech Broom Driver 7.5t x2	14	Refuse Driver Loader x2	19 - 21
<b>Mechanical Merlin Service</b>		<b>Support Service</b>		<b>Graffiti Service</b>		<b>Rapid response Service</b>	
Title	Grade	Title	Grade	Title	Grade	Title	Grade
Refuse Driver Loader x3	19 - 21	Driver / Sweeper Non LGV x1	12	Graffiti Technician x3	16 - 18	Driver / Sweeper Non LGV x1	12
		Street Sweeper x1	7			Street Sweeper x1	7
<b>Bag Collection Service</b>						<b>Pro Active Fly-tip Service</b>	
Title	Grade					Title	Grade
Driver / Sweeper Non LGV x2	12					Driver / Sweeper Non LGV x1	12
Street Sweeper x2	7					Street Sweeper x1	7

## A1 – Existing Structure - Greenspaces Operations



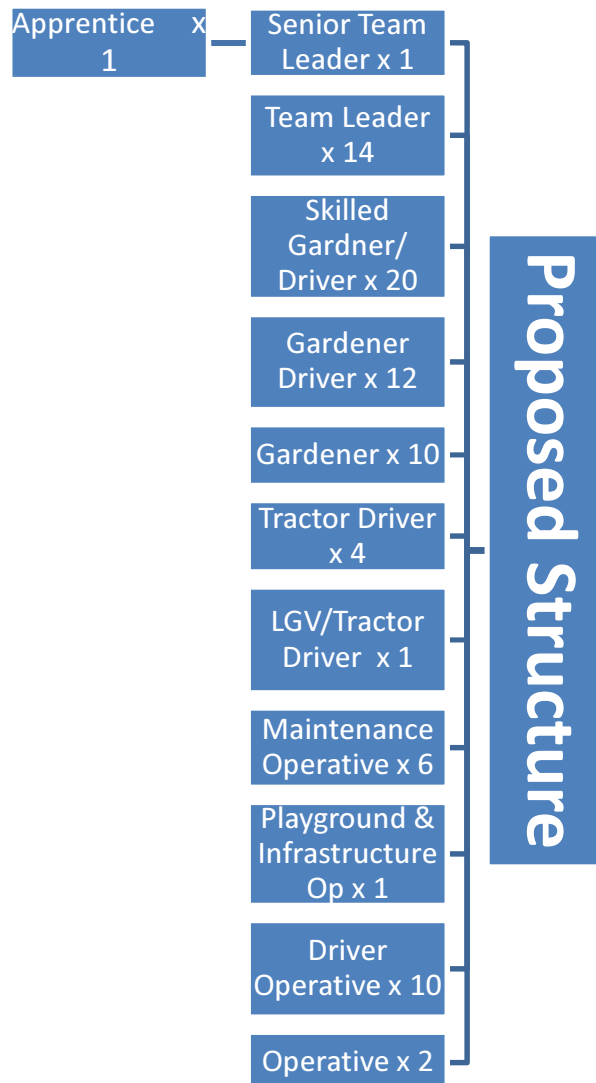
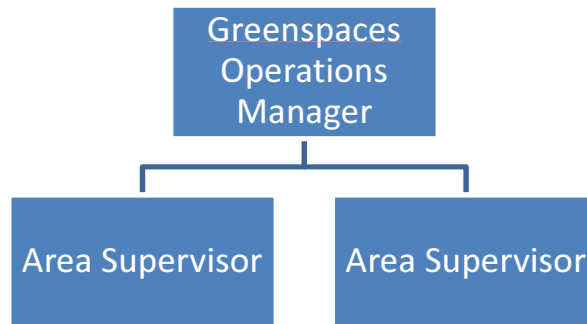
OPERATIONS MANAGER			
<b>EAST SUPERVISOR</b>		<b>WEST SUPERVISOR</b>	
<b>Parks Mobile 1</b>		<b>Parks Mobile 2</b>	
Team Leader	1 x Scp 22 to 25	Senior Team Leader	1 x Scp 27 to 30
Gardener - Skilled Gardener/Driver	1 x Scp 13 to 18	Gardener - Skilled Gardener/Driver	1 x Scp 13 to 18
Gardener Driver	2 x Scp 13 to 15	Gardener Driver	2 x Scp 13 to 15
<b>Mobile 3</b>		<b>Mobile 4</b>	
Team Leader	1 x Scp 22 to 25	Team Leader	1 x Scp 22 to 25
Gardener - Skilled Gardener/Driver	2 x Scp 13 to 18	Gardener - Skilled Gardener/Driver	1 x Scp 13 to 18
Gardener Driver	1 x Scp 13 to 15	Gardener Driver	2 x Scp 13 to 15
<b>Mobile 5</b>		<b>Mobile 6</b>	
Team Leader	1 x Scp 22 to 25	Team Leader	1 x Scp 22 to 25
Gardener - Skilled Gardener/Driver	1 x Scp 13 to 18	Gardener - Skilled Gardener/Driver	2 x Scp 13 to 18
Gardener Driver	1 x Scp 13 to 15	Gardener Driver	1 x Scp 13 to 15
Gardener	1 x Scp 9 to 12		
<b>Mobile 7</b>		<b>Mobile 8</b>	
Team Leader	1 x Scp 22 to 25	Team Leader	1 x Scp 22 to 25
Gardener - Skilled Gardener/Driver	2 x Scp 13 to 18	Gardener - Skilled Gardener/Driver	1 x Scp 13 to 18
Gardener Driver	1 x Scp 13 to 15	Gardener Driver	1 x Scp 13 to 15
		Gardener	1 x Scp 9 to 12
<b>Mobile 9</b>		<b>Mobile 10</b>	
Team Leader	1 x Scp 22 to 25	Team Leader	1 x Scp 22 to 25
Gardener - Skilled Gardener/Driver	2 x Scp 13 to 18	Gardener - Skilled Gardener/Driver	1 x Scp 13 to 18
Gardener	1 x Scp 9 to 12	Gardener Driver	2 x Scp 13 to 15
<b>Tractors</b>		<b>Tractors</b>	
Team Leader	1 x Scp 22 to 25	Team Leader	2 x Scp 22 to 25
Tractor Driver	2 x Scp 16 to 19	Tractor Driver	2 x Scp 16 to 19
<b>Sport East</b>		<b>Sport West</b>	
Team Leader	1 x Scp 22 to 25	Team Leader	2 x Scp 22 to 25
Gardener - Skilled Gardener/Driver	3 x Scp 13 to 18	Gardener - Skilled Gardener/Driver	3 x Scp 13 to 18
Gardener Driver	1 x Scp 13 to 15		
<b>Hort 1</b>		<b>Hort 2</b>	
Team Leader	1 x Scp 22 to 25	Team Leader	1 x Scp 22 to 25
Gardener Driver	2 x Scp 13 to 15	Gardener Driver	1 x Scp 13 to 15
<b>Hort 3</b>		<b>Hort 4</b>	
Team Leader	1 x Scp 22 to 25	Senior Team Leader	1 x Scp 27 to 30
Gardener - Skilled Gardener/Driver	1 x Scp 13 to 18	Gardener - Skilled Gardener/Driver	1 x Scp 13 to 18
		Gardener	1 x Scp 9 to 12
<b>Playgrounds</b>		<b>Responsive 1</b>	
Maintenance Operative	2 x Scp 25 to 28	Team Leader	1 x Scp 22 to 25
		Team Leader	1 x Scp 22 to 25
<b>Litter 1</b>		<b>Litter 3</b>	
Gardener - Skilled Gardener/Driver	1 x Scp 13 to 18	Litter picker/Driver	1 x Scp 12
Litter picker/Driver	1 x Scp 12	Gardener Driver	1 x Scp 13 to 15
<b>Litter 2</b>		<b>Litter 4</b>	
Litter picker/Driver	2 x Scp 12	Gardener - Skilled Gardener/Driver	2 x Scp 13 to 18
<b>Litter5</b>		<b>Litter 6</b>	
Gardener - Skilled Gardener/Driver	2 x Scp 13 to 18	Litter picker/Driver	2 x Scp 12

## A2 – Proposed Structure Streets Operations



		Operations Manager					
<b>AREA 1</b>		<b>AREA 2</b>		<b>AREA 3</b>		<b>AREA 4</b>	
<b>Supervisor</b>		<b>Supervisor</b>		<b>Supervisor</b>		<b>Supervisor</b>	
<b>Town Keeper Service</b>		<b>Town Keeper Service</b>		<b>Town Keeper Service</b>		<b>Town Keeper Service</b>	
Title	Grade	Title	Grade	Title	Grade	Title	Grade
Town Keeper x3	15 - 18	Town Keeper x3	15 - 18	Town Keeper x3	15 - 18	Town Keeper x2	15 - 18
<b>Monitoring Regime</b>		<b>Monitoring Regime</b>		<b>Monitoring Regime</b>		<b>Monitoring Regime</b>	
Title	Grade	Title	Grade	Title	Grade	Title	Grade
Driver x1	13 - 16	Driver x1	13 - 16	Driver x1	13 - 16	Driver x1	13 - 16
Operative x1	9 - 12	Operative x1	9 - 12	Operative x1	9 - 12	Operative x1	9 - 12
<b>Town Centre &amp; Hot Spot Manual</b>		<b>Town Centre &amp; Hot Spot Manual</b>		<b>Town Centre &amp; Hot Spot Manual</b>		<b>Town Centre &amp; Hot Spot Manual</b>	
Title	Grade	Title	Grade	Title	Grade	Title	Grade
Driver x4	13 - 16	Driver x4	13 - 16	Driver x3	13 - 16	Driver x4	13 - 16
Operative x4	9 - 12	Operative x4	9 - 12	Operative x3	9 - 12	Operative x4	9 - 12
<b>Residential Manual</b>		<b>Residential Manual</b>		<b>Residential Manual</b>		<b>Trunk Roads</b>	
Title	Grade	Title	Grade	Title	Grade	Title	Grade
Driver x1	13 - 16	Driver x1	13 - 16	Driver x1	13 - 16	Driver x3	13 - 16
Operative x2	9 - 12	Operative x2	9 - 12	Operative x2	9 - 12	Operative x1	9 - 12
<b>Secondary Beats</b>		<b>Town Centre &amp; Hot Spot Swingo</b>		<b>Town Centre &amp; Hot Spot Swingo</b>		<b>Town Centre &amp; Hot Spot Swingo</b>	
Title	Grade	Title	Grade	Title	Grade	Title	Grade
Operative x8	9 - 12	Skilled Driver / Operative x2	17 - 20	Skilled Driver / Operative x2	17 - 20	Skilled Driver / Operative x2	17 - 20
<b>Residential Swingo</b>		<b>Ad-Hoc / Spare Swingo</b>		<b>Town Centre Washing &amp; Graffiti</b>		<b>Fly-tip Removal</b>	
Title	Grade	Title	Grade	Title	Grade	Title	Grade
Skilled Driver / Operative x3	17 - 20	Skilled Driver / Operative x1	17 - 20	Skilled Driver / Operative x3	17 - 20	Skilled Driver / Operative x3	17 - 20
		Operative x1	9 - 12			Operative x3	9 - 12
<b>Mechanical Main Road Sweep</b>		<b>Agency / Extra</b>					
Title	Grade	Title	Grade				
LGV Driver / Operative x3	20 - 23	Driver / Operative x5	13 - 16				

## A2 – Proposed Structure – Greenspaces Operations





OPERATIONS MANAGER			
EAST SUPERVISOR		WEST SUPERVISOR	
		1x Senior Team	scp 28 -31
<b>Parks Mobile 1</b>		<b>Parks Mobile 2</b>	
1 x team leader	scp 22-25	1 x team leader	scp 22-25
2 x Skilled Gardener/Driver	scp 17-20	2 x Skilled Gardener/Driver	scp 17-20
1 x gardener	scp 9 -12	1 x gardener	scp 9 -12
<b>Grass cutting Team 3</b>		<b>Grass cutting Team 7</b>	
1 x team leader	scp 22-25	1 x team leader	scp 22-25
2 x Skilled Gardener/Driver	scp 17-20	1 x Skilled Gardener/Driver	scp 17-20
1 x gardener	scp 9 -12	1 x gardener driver	scp 13 -16
		1 x gardener	scp 9 -12
<b>Grass cutting Team 4</b>		<b>Grass cutting Team 8</b>	
1 x team leader	scp 22-25	1 x team leader	scp 22-25
1 x Skilled Gardener/Driver	scp 17-20	1 x Skilled Gardener/Driver	scp 17-20
1 x gardener driver	scp 13 -16	1 x gardener driver	scp 13 -16
1 x gardener	scp 9 -12	1 x gardener	scp 9 -12
<b>Grass cutting Team 5</b>		<b>Grass cutting Team 9</b>	
1 x team leader	scp 22-25	1 x team leader	scp 22-25
1 x Skilled Gardener/Driver	scp 17-20	1 x Skilled Gardener/Driver	scp 17-20
1 x gardener driver	scp 13 -16	1 x gardener driver	scp 13 -16
1 x gardener	scp 9 -12	1 x gardener	scp 9 -12
<b>Grass cutting Team 6</b>		<b>Grass cutting Team 10</b>	
1 x team leader	scp 22-25	1 x team leader	scp 22-25
1 x Skilled Gardener/Driver	scp 17-20	1 x Skilled Gardener/Driver	scp 17-20
1 x gardener driver	scp 13 -16	1 x gardener driver	scp 13 -16
1 x gardener	scp 9 -12	1 x gardener	scp 9 -12
<b>Tractors</b>		<b>Maintenance Operatives</b>	
1 x team leader	scp 22-25	1 x Playground & Infrastructure Operative	scp 17 - 20
4 x tractors	scp 18-21	6 x Maintenance operatives	scp 25 -28
1 x Grab Lorry/Tractor Driver	scp 20 - 23		
<b>Litter Team 1</b>		<b>Sport East</b>	
1 x Driver Operative	scp 13 -16	1 x team leader	scp 22-25
1 Operative	scp 9-12	2 x Skilled Gardener/Driver	scp 17-20
		1 x gardener driver	scp 13 -16
<b>Litter Team 2</b>		<b>Sport West</b>	
1 x Driver Operative	scp 13 -16	1 x team leader	scp 22-25
1 Operative	scp 9-12	2 x Skilled Gardener/Driver	scp 17-20
		1 x gardener driver	scp 13 -16
<b>Litter Team 3</b>		<b>Hort Team 1</b>	
2 x Driver Operative	scp 13 -16	1 x team leader	scp 22-25
		1 x Skilled Gardener/Driver	scp 17-20
		1 x gardener driver	scp 13 -16
<b>Litter Team 4</b>		<b>Hort Team 2</b>	
2 x Driver Operative	scp 13 -16	1 x Skilled Gardener/Driver	scp 17-20
		1 x gardener driver	scp 13 -16
<b>Litter Team 5</b>		<b>Hort Team 3</b>	
2 x Driver Operative	scp 13 -16	1 x Skilled Gardener/Driver	scp 17-20
		1 x gardener driver	scp 13 -16
<b>Litter Team 6</b>		<b>1x Apprentice</b>	
2 x Driver Operative	scp 13 -16		scp 9

## A3 - Staff Impact Analysis

### Streets Operations

Current Roles	SCP	Current FTE Posts	Actual Staff In Post	Proposed Roles	SCP	New FTE posts	Net Effect on Actual Staff
Street Sweeper	7	50	43	Operative	9 - 12	38	Minus 8
Refuse Loader	9	1	0				
Applied Sweeper	8	5	3				
Driver / Sweeper non	12	27	20	Driver Operative	13 - 16	30	Plus 10
Mech Broom Driver	14	8	6	Skilled	17 - 20	16	Plus 7
Graffiti Technician	16 - 18	3	3	Driver/Operative			
Refuse Driver / Loader	19 - 21	5	2	LGV Driver/Operative	20 - 23	3	Plus 1
Town Keeper	15 - 16	18	17	Town Keeper	15 - 18	11	Minus 6
<b>Totals</b>		<b>117</b>	<b>94</b>			<b>98</b>	

### Greenspaces Operations

Current Roles	SCP	Current FTE Posts	Actual Staff In Post	Proposed Roles	SCP	New FTE posts	Net Effect on Actual Staff
Senior Team Leader	27 - 30	2	1	Senior Team Leader	28 - 31	1	None
Team Leader	22 - 25	20	18	Team Leader	22 - 25	14	Minus 4
Skilled Gardener/Driver	16 - 18	30	24	Skilled Gardener/Driver	17 - 20	20	Minus 4
Gardener Driver	13 - 15	15	15	Gardener Driver	13 - 16	12	Minus 3
Gardener	9 to 12	4	1	Gardener	9 to 12	10	Plus 9
Tractor Driver	16 - 19	4	4	Tractor Driver	18 - 21	4	None
				LGV & Tractor Driver	20 - 23	1	Plus 1
Maintenance Operative	25 - 28	2	1	Maintenance Operative	25 - 28	6	Plus 5
				Playground & Infrastructure Operative	17 - 20	1	Plus 1
Driver Operative	12	6	5	Driver Operative	13 - 16	10	Plus 5
				Operative	9 to 12	2	Plus 2
				Apprentice	9 to 12	1	Plus 1
<b>Totals</b>		<b>83</b>	<b>69</b>			<b>82</b>	

In both proposed structures there are more roles than existing actual staff employed. It is anticipated that all staff can be accommodated in the new structures in a suitable role.

## Appendix 1 – Greenspaces Streets Consultation Document

**London Borough of Barnet**

Consultation Document

Street Scene: Borough Cleansing Services

January 2015

## VERSION CONTROL

Version	Date	Version changes	Distribution
V0.1	01/12/14	Initial Draft	Street Scene Borough Cleansing (HR Draft)
V0.2	15/12/14	Final draft	Project Team
V0.2	15/01/15	Final draft	Project Team
V1	15/01/15	Final	Staff and Trade Unions

## APPROVALS

Distribution	Date	Approvals	Version(s)
Street Scene Management Team	03/12/14		
Workforce Board (Sub-Committee)	10/12/14 & 04/02/15		
Trade Unions	15/12/14		
General Functions Committee	18/02/15		

## **POLICY SUMMARY**

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

The council has in place a Managing Organisational Change Policy (J3) (2010) set out within the employee handbook.

Elements within the document include proposals to change, changes to working practices.

## **DECISION MAKING**

This proposal affects more than 20 employees and sets out proposals to change the terms and conditions of employees. It is a decision of the General Functions Committee (GFC) to approve the final recommendations for changes to the organisation of services, following consultation.

The Council's Workforce Board must approve the report to the General Functions Committee.

This proposal is made by the Director of Street Scene Services.

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2.0	Objectives and Rationale	8 - 9
3.0	Proposals for Consultation	10 - 12
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A	<b>APPENDICES</b>	
A1	Exiting structure	20 - 23
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A3	Staff impact analysis	28
A4	Equalities Impact Assessment	Appendix 6 of the GFC paper Shared with staff and TU's separately
A5	Draft Role Profiles	

## 1.0 EXECUTIVE SUMMARY INFORMATION

### 1.1 OFFICERS

ROLE	NAME	CONTACT
Street Scene Director	Lynn Bishop	<a href="mailto:Lynn.bishop@barnet.gov.uk">Lynn.bishop@barnet.gov.uk</a>
Head of Parks, Grounds Maintenance & Street Cleansing	Jenny Warren	<a href="mailto:Jenny.Warren@barnet.gov.uk">Jenny.Warren@barnet.gov.uk</a>
Human Resources Advisory	Vandana Mahan	<a href="mailto:Vandana.mahan@barnet.gov.uk">Vandana.mahan@barnet.gov.uk</a>

All responses to this consultation should be sent to: [dave.ward@barnet.gov.uk](mailto:dave.ward@barnet.gov.uk)

### 1.2 TIMETABLE

DATE	ACTIVITY
15 December 2014	Trade Union Meeting (Formal Consultation Starts)
15 December 2014	Consultation General Release
15 December 2014	Negotiations Commence
28 January 2015	Consultation End
29 January 2015	End of Consultation presentation
04 –13 February 2015	Interview skills training and ongoing support provided to all at risk staff
16 February – 03 March 2015	Selection process
18 February 2015	General Functions Committee (for approval)
01 April 2015	Implementation of the final proposals

### 1.3 STAFF IN SCOPE

This restructure affects all operational staff in Greenspaces Operations and Streets Operations within the Street Scene Delivery Unit below the level of Supervisor.

## 1.4 PROPOSED CHANGES SUMMARY

TITLE	CHANGES
General Rationale	<ul style="list-style-type: none"> <li>• These proposals set out changes to the organisational structure to increase operational capacity and effectiveness to deliver a more customer focussed service delivery <b>through creating a flexible street cleansing offer based around local need.</b></li> <li>• The proposals are contributing towards the overall financial savings approved by Council for the Medium Term Financial Strategy (MTFS) with consideration for reducing the need for further structural change resulting from the financial pressures identified through the Council's Priority Spending Review.</li> <li>• <b>The structural changes seek to harmonise and rationalise roles across the delivery unit.</b></li> <li>• The proposals also create capacity for investing in the workforce skills, by creating structures and opportunities for career progression alongside rewarding and recognising different skill sets.</li> </ul>
Structural Changes	<p>The structures seek to:</p> <ul style="list-style-type: none"> <li>• Align resources with need with a greater emphasis on monitoring and maintaining cleanliness standards through a more effective cleansing methodology.</li> <li>• <b>Rationalise and harmonise roles across street scene to provide consistency and accountability.</b></li> <li>• <b>Create fit for purpose structures with appropriate numbers of roles at the right levels with the relevant reward.</b></li> <li>• Create career structures and align development and advancement opportunities for employees.</li> </ul>
Pay and Grading	<p>The Council will move towards implementing a 'Unified Reward' programme to:</p> <ul style="list-style-type: none"> <li>• Harmonise terms and conditions across the workforce</li> <li>• Introduce job families</li> <li>• Introduce a new pay and grading system linked to Hay grading</li> </ul> <p>These changes are programmed to be delivered through a separate programme and will contribute to the delivery of the MTFS. There is a dependency on the Unified Reward programme to achieve the financial savings.</p>
Reward and Benefits	<p>The structures seek to:</p> <ul style="list-style-type: none"> <li>• Create structures and role profiles that recognise and reward skills.</li> </ul> <p>Unified Reward - The Council seeks to introduce:</p> <ul style="list-style-type: none"> <li>• A new employee benefits system</li> <li>• Contribution related pay</li> <li>• Career progression opportunities</li> </ul>



	<ul style="list-style-type: none"> <li>• Investment in skills and development for all staff</li> <li>• Improved employee engagement</li> </ul>
Terms of Employment	Unified Reward - The Council seeks to introduce new terms and conditions to reflect market practise and conditions whilst remaining competitive and attractive as an employer through negotiation
Harmonisation	<p>The new service offer seeks to ensure the right level of service provision at the right times:</p> <ul style="list-style-type: none"> <li>• Introduce earlier and later start times for some functions/teams.</li> </ul> <p>Unified Reward - The Council seeks to:</p> <ul style="list-style-type: none"> <li>• Introduce a standard contract of employment for all staff</li> <li>• Harmonise terms and conditions</li> <li>• Introduce an annualised pay and benefits calculator</li> </ul>

## 2.0 OBJECTIVES AND RATIONALE

2.1 The Greenspaces and Streets restructure is a work stream of the Borough Cleanliness project and will aim to provide an efficient and excellent service by:

- Reducing costs
- Operating more efficiently and competitively
- Focusing on customer behaviour to improve borough cleansing

2.2 This will be implemented through 4 transformation streams,

Structurally, we will make sure that:

- We have the right people in the right posts
- Clear accountability
- A service that rewards staff, harmonise reward structures

Culturally, we will

- Improve communication across the service and with customers
- Create a service with a sense of team
- Have the ability to be flexible and dynamic

We will embed the council values

- By using shared values with staff
- Improving Customer satisfaction
- And increasing Efficiency and productivity

We will enable this to happen by

- Developing our staff skills
- Improving our staff leadership
- Developing a high performing workforce
- Communicating well and engage with our staff

2.3 The benefit realisation plan will measure the delivery of:

- a reduced operational structure with lower staff costs;
- improved staff accountability through clearer reporting lines and responsibility;
- the delivery of capacity and capability in identifying operational efficiency improvements;
- a contribution towards the Medium Term Financial Strategy savings of £550k in 2015/16, £450k through restructures and a further £100k via unified reward.
- and increase in skills through investment in the culture, basic functional skills and safety; and
- a decrease in incidents for accidents and absence.

- 2.4 As part of the on-going strategic and operational development and remodelling of the resultant Streetscene delivery unit this restructure relates to the Street Cleansing and Greenspaces operations, the design and development of a an operational team that compliments service delivery needs, enhancing the service's ability to optimise performance and budgets, whilst working towards improved customer satisfaction. The service vision is to become and uphold an efficient, streamlined and exemplary service to serve existing and future residents and customers across the Borough.
- 2.5 The proposed structural changes clarify lines of accountability and the organisation of functions within Greenspaces and Streets Operations and address latent issues identified as barriers to performance and efficiency. This includes:
- Greater resilience in key skills and safety requirements within the operations areas and depots
  - Increased skills to use technology and equipment to produce a more efficient and effective service
  - Investment in the workforce to support wider employability, increase general literacy, numeracy, ICT skills, safety awareness and language skills.
- 2.6 Working practises and pay should also drive productivity and performance. The structure aims to reward skills at the right level and provide opportunity for people to develop and progress through the organisation.
- 2.7 As a Delivery Unit, the viability of services within the commercial market are a consideration, this includes the current condition of the employment market and our ability to attract and retain employees of good quality. As part of the Council's overall terms and conditions review linked to the Unified Pay and Reward Programme, we will seek to introduce early measures linked to the Council's overall objectives for revised terms and conditions including policies, enhancements and contracts of employment.
- 2.8 The Delivery Unit will be required, as part of the Council's financial management and control of restructures, produce a final benefits realisation plan demonstrating the total expected savings and their delivery. For 2015/16 the financial benefits allocated to this restructure are £450k and a further benefit of £100k delivered through the Unified reward programme.
- 2.9 It is proposed to introduce the new structure on 1 April 2015.

### 3.0 PROPOSALS FOR CONSULTATION

THIS SECTION SETS OUT THE PROPOSALS UNDER WHICH THE COUNCIL HAS A DUTY TO **CONSULT** AND INFORM EMPLOYEES. THIS INCLUDES THE STRUCTURE OF THE SERVICE AND OPERATIONAL MATTERS.

3.1 The current establishment of Street Cleansing Operations is 117 and Greenspaces Operations is 83 FTE. This is currently filled as follows:

Contract Type	FTE STREETS	FTE GREENSPACES
Permanent	94	69
Fixed Term		
Temporary (Agency)	23	5
Vacant		9
<b>TOTAL</b>	<b>117</b>	<b>83</b>

3.2 The current establishment and financial approval is:

Role	FTE	Basic Salary	On-Costs	Total
Streets Operations	117			2,845,429
Greenspaces Operations	83			2,246,924
<b>TOTAL</b>				

3.3 The year-to-date position (to End of November 2014) for financials

Element	Street Cleansing Amount	Greenspaces Operations
Basic pay	1,453,543	1,500,395
Agency costs	329,452	161,359
Enhancements		
Contractual overtime	217,423	75,270
<b>TOTAL</b>	<b>2,000,418</b>	<b>1,737,024</b>

Note: the above costs to date incorporate staffing costs from the wider service, to include Supervisors and Managers, the Trees Team and Greenspaces Development Team.

3.4 It is proposed to change the structure as detailed in Appendix A, summarised as follows:

**Street Cleansing Operations:**

Current Roles	Current No. FTE	Proposed Roles	Proposed No. FTE	Net Change FTE
Street Sweeper	50	Operative	38	Minus 18
Refuse Loader	1			
Applied Sweeper Operator	5			
Driver / Sweeper non LGV	27	Driver Operative	30	plus 3
Mech Broom Driver 7.5t	8	Skilled Driver/Operative	16	plus 5
Graffiti Technician	3			
Refuse Driver / Loader	5	LGV Driver/Operative	3	Minus 2
Town Keeper	18	Town Keeper	11	Minus 7
<b>Total</b>	<b>117</b>		<b>98</b>	<b>- 19</b>

**Greenspaces Operations:**

Role	Current No. FTE	Proposed Role	Proposed No. FTE	Net Change FTE
Senior Team Leader	2	Senior Team Leader	1	Minus 1
Team Leader	20	Team Leader	14	Minus 6
Skilled Gardener/Driver	30	Skilled Gardener/Driver	20	Minus 10
Gardener Driver	15	Gardener Driver	12	Minus 3
Gardener	4	Gardener	10	Plus 6
Tractor Driver	4	Tractor Driver	4	None
		LGV & Tractor Driver	1	Plus 1
Maintenance Operative	2	Maintenance Operative	6	Plus 4
	0	Playground & Infrastructure Operative	1	Plus 1
Driver Operative	6	Driver Operative	10	Plus 4
		Operative	2	Plus 2
		Apprentice	1	Plus 1
<b>TOTALS</b>	<b>83</b>		<b>82</b>	<b>-1</b>

3.5 This proposal will reduce the direct workforce costs by an estimated £450k in 2015/16.

#### **OTHER WORKING PRACTISES AND TERMS**

The new service delivery model for Street Cleansing, developed through the Borough Cleanliness Project identifies a change of start and finish times for a number of functions in order to facilitate service delivery according to need.

- Early morning town centre cleanse – 6.00 am start
- Town Keeper Service – 9.30 to 10.30 am start
- Responsive services – later provision to 6.30 pm

#### **4.0 PROPOSALS FOR NEGOTIATION**

THIS SECTION SETS OUT THE PROPOSALS UNDER WHICH THE COUNCIL IS REQUIRED TO **NEGOTIATE** WITH THE STAFF SIDE REPRESENTATIVES (TRADE UNIONS) FOR THE PURPOSES OF COLLECTIVE BARGAINING.

For all proposals, an Equality Impact Assessment is set out in Appendix 6 of the GFC paper.

## **5.0 TIMETABLE**

THIS SECTION SETS OUT HOW WE WILL ENGAGE AND CONSULT WITH EMPLOYEES AND THEIR REPRESENTATIVES AND SUPPORT THIS GROUP OF STAFF THROUGH THE CHANGES PROPOSED, PROVIDE THEIR SUGGESTIONS AND FEEDBACK AND RESPOND TO CONCERNS. ADDITIONALLY, WE SEEK TO PROVIDE AN ENHANCED PACKAGE OF SUPPORT AND DEVELOPMENT FOR STAFF THROUGHOUT THIS PERIOD.

**5.1** The timetable for the proposal is split into four phases:

### **PHASE ONE: APPROVALS AND DECISIONS (December 2014)**

Workforce Board

General Functions Committee

### **PHASE TWO: CONSULTATION (December 2014 January 2015)**

Collective Consultation (Trade Unions)

Collective Consultation (Staff Groups)

Individual Consultation (Individual Employees)

Collective Bargaining Negotiations (Staff-side and Management)

### **PHASE THREE: SELECTION AND SUPPORT (February and March 2015)**

Selection for roles

Redeployment (If required)

Support package

### **PHASE FOUR: IMPLEMENTATION (April 2015)**

Barnet Contract Terms

Workforce Skills Development Plan

Staff Engagement Groups

Performance Objectives and Contribution Pay Criteria



## 6.0 CONSULTATION METHOD

- 6.1 Formal consultation opened on 15 December 2014 and will be formally closed on 28 January 2015.
- 6.2 Consultation has been carried out via group and 1:1 meetings as well as an offer of drop in sessions to address new role and responsibility queries. All comments from staff and Trade Unions (TU's) have been recorded, shared and given due consideration working towards mutually agreed proposals to be taken forward. The consultation process included a series of opportunities for staff to feedback their views from trade union consultation meetings, staff briefings, surgeries, 1:1 meetings and a number of communication routes.
- 6.3 Personal and technical support will be provided to staff on change management and the selection process in preparation for staff in ring-fenced positions.
- 6.4 The council's Managing Organisational Change Policy will be followed to ensure a robust process.
- 6.5 Subject to the outcome of consultation, it is intended that the new staff structure will be implemented on 1 April 2015.

Activity	Affected	Date	Method
<b>Board Approval</b>			
Programme Board	Programme Board	27 November 2014	Meeting
Workforce Board	Workforce Board	10 December 2014	Meeting
Share proposal	TU's on behalf of staff	9 December 2014	Meeting
Open Consultation	TU's on behalf of staff	15 December 2014	Meeting
Meeting with Trade Union	TU's on behalf of staff	22 January 2015	Meeting
Meeting with Trade Union	TU's on behalf of staff	26 January 2015	Meeting
Trade Unions meeting with staff	Staff	19 & 20 January 2015	Meeting
<b>Staff Briefings</b>			
Workshops with staff to design structure	Staff	October – November 2014	Meeting
Open Consultation	All staff	15 December 2014	Briefing
Managers drop-in sessions with staff	All staff invited - specific by team	21, 22, 26 and 27 January 2015	Meeting
Close consultation	All staff	29 January 2015	Briefing
<b>On-going consultation</b>			
1:1's	All staff	On-going throughout consultation	Meeting

<b>Activity</b>	<b>Affected</b>	<b>Date</b>	<b>Method</b>
Constant Review, consultation response document and FAQs	All	26 January 2015	Memo
Change and Me	All	December 2014 – January 2015	Workshops
Individual support sessions on change	All	On-going from December 2014 to March 2015	Meeting
Pensions workshops and briefing	To be delivered to those staff who are unsuccessful	Post March 2015	Meetings and briefings
Interview skills workshops	At risk employees – 163 staff	04 – 13 February 2015	Workshops
List of all available redeployment posts circulated to all staff that has Agency staff held against them	At risk staff	26 January 2015	Memo

The consultation has taken place by means of:

- Collective consultation: Streets and Greenspaces Operational Managers have discussed all proposals with Trade Union representatives.
- Open consultation: Streets and Greenspaces Operational Managers have discussed all proposals with Trade Union representatives and with all those potentially affected in staff briefings.
- Collective consultation: circulation of the consultation document to all staff affected as well as staff that are not directly affected by the change but as part of the affected service.
- Regular updates to the consultation provided to employees and Trade Union representatives, including detailed Frequently Asked Questions (FAQs) including responses on the consultation, structure, recruitment process and weightings, role profiles and suggestions on mitigating redundancies.
- Individual consultation: Streets and Greenspaces Managers and Supervisors offered 1:1 meetings with all affected employees.
- Trade Union response documents provided to Trade Union consultation feedback.

Individual and Trade Union colleagues were given many channels to submit their own feedback on the structure, role profiles and full consultation document following the launch of the consultation.

There were a selection of feedback routes for employees including 1:1 meetings, larger briefings, Trade Union representatives, email, focus groups and staff representatives, employee surgeries and FAQs.

Employees were encouraged to request assistance from their Supervisors if they needed additional support with their statements, interviews or understanding the roles or had queries they would like answered.

The FAQ's were shared with Trade Unions and distributed to all employees.

The key areas for consultation were:

- Structural proposals: what are the views of those being consulted about proposed structures, alignment of responsibilities and approach?
- Resourcing: what are the views in respect of the proposed recruitment to the roles proposed?
- Redundancies: how can the Council mitigate any potential redundancies resulting from this proposal?

## **7.0 SELECTION FOR NEW ROLES**

- 7.1 The Council has an objective to minimise the potential for redundancies. We do this through identifying early employees who are potentially 'at risk' of redundancy early and we will provide access to the Council's redeployment list. In addition a list was circulated to all at risk staff of those roles that are vacant and have Agency staff held against them. A list of roles was also circulated to affected staff to alert them to all roles and find out what roles they could be interested in to maximise redeployment
- 7.2 Each existing post will be assessed against the Council's existing criteria for job matching for the purposes of assimilation.
- 7.3 During this process, the new roles are ring-fenced only to the employees within the Greenspaces and Streets Operational service.

## **SELECTION FOR REDUNDANCY**

- 7.4 Where there are more employees than posts, a competitive selection process will be undertaken. This will take the form of an application setting out how they meet the requirements of the new roles and where they believe they will require additional support. All applications are guaranteed an interview for the posts that the individual has been ring-fenced for.
- 7.5 The application process will be scored weighted on 30 percent weighting for the application and 70 percent on the interview and technical assessment. The interview will be a competency-based interview based on behaviour and technical areas. These will be published prior to the closure of the consultation period.
- 7.6 A minimum appointable criteria based on the aggregate score of the application and interview will be applied.
- 7.7 Where there remains more employees to roles meeting the minimum appointable criteria, consideration will be given to the attendance, conduct and performance ratings of the previous 12 months. If the situation remains with more candidates than roles, then the highest scoring candidates will be appointed in order.
- 7.8 All employees potentially at risk of redundancy will have access to the Council's redeployment opportunities.

**APPENDICES**

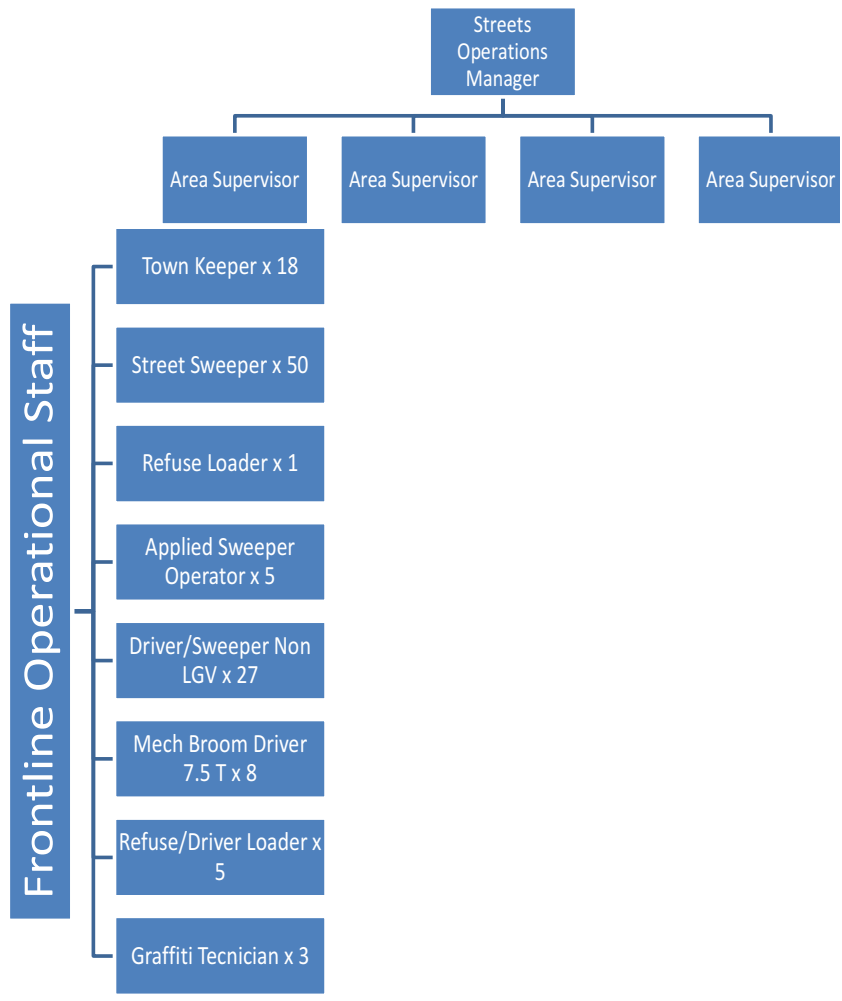
2014

EXITING STRUCTURE – A1

PROPOSED STRUCTURE – A2

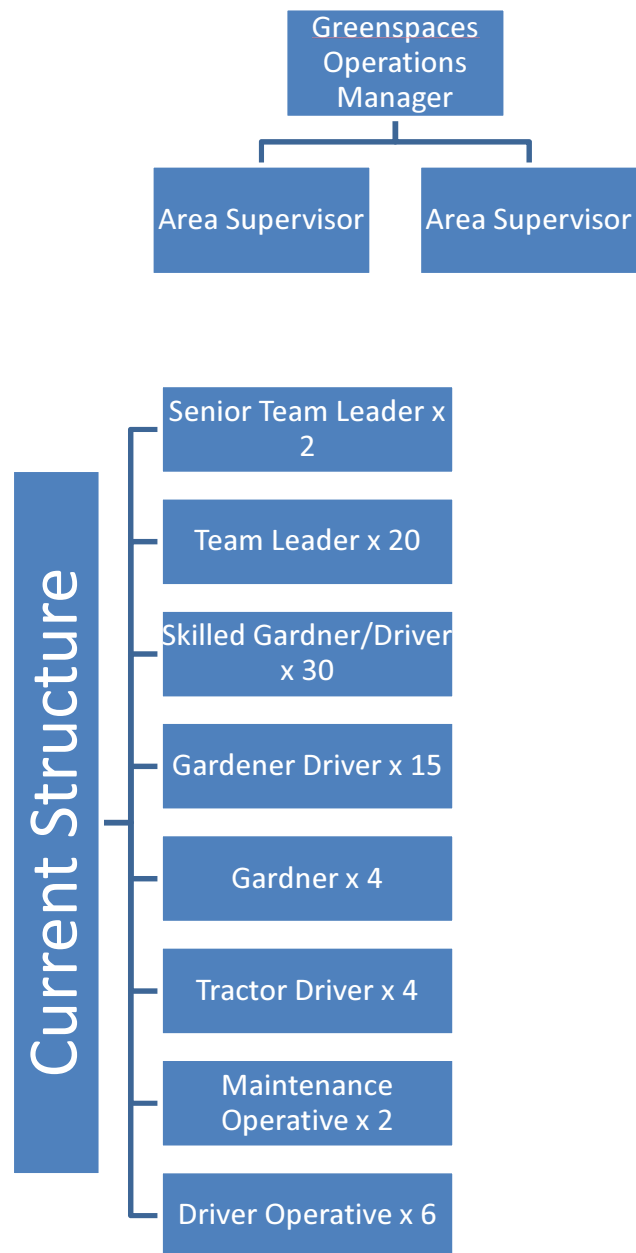
STAFF IMPACT ANALYSIS – A3

## Appendix A1 – Existing Structure Street Operations



		Operations Manager					
<b>AREA 1</b>		<b>AREA 2</b>		<b>AREA 3</b>		<b>AREA 4</b>	
<b>Supervisor</b>		<b>Supervisor</b>		<b>Supervisor</b>		<b>Supervisor</b>	
<b>Town Keeper Service</b>		<b>Town Keeper Service</b>		<b>Town Keeper Service</b>		<b>Town Keeper Service</b>	
Title	Grade	Title	Grade	Title	Grade	Title	Grade
Town Keeper x5	15 - 16	Town Keeper x5	15 - 16	Town Keeper x4	15 - 16	Town Keeper x4	15 - 16
Applied Sweeper Operative x1	8	Applied Sweeper Operative x2	8	Applied Sweeper Operative x1	8	Applied Sweeper Operative x1	8
		Street Sweeper x2	7	Street Sweeper x1	7	Street Sweeper x3	7
<b>Hot Spot Service</b>		<b>Hot Spot Service</b>		<b>Hot Spot Service</b>		<b>Hot Spot Service</b>	
Title	Grade	Title	Grade	Title	Grade	Title	Grade
Driver / Sweeper Non LGV x1	12	Driver / Sweeper Non LGV x1	12	Driver / Sweeper Non LGV x1	12	Driver / Sweeper Non LGV x1	12
Street Sweeper x1	7	Street Sweeper x1	7	Street Sweeper x1	7	Street Sweeper x1	7
<b>Town Centre Support</b>		<b>Town Centre Support</b>		<b>Town Centre Support</b>		<b>Town Centre Support</b>	
Title	Grade	Title	Grade	Title	Grade	Title	Grade
Driver / Sweeper Non LGV x2	12	Driver / Sweeper Non LGV x2	12	Driver / Sweeper Non LGV x1	12	Driver / Sweeper Non LGV x1	12
Street Sweeper x2	7	Street Sweeper x2	7	Street Sweeper x1	7	Refuse Loader x1	9
<b>Residential Sweep Service</b>		<b>Residential Sweep Driver/Loader</b>		<b>Residential Sweep Driver/Loader</b>		<b>Residential Sweep Driver/Loader</b>	
Title	Grade	Title	Grade	Title	Grade	Title	Grade
Driver / Sweeper Non LGV x4	12	Driver / Sweeper Non LGV x3	12	Driver / Sweeper Non LGV x3	12	Driver / Sweeper Non LGV x2	12
Street Sweeper x7	7	Street Sweeper x4	7	Street Sweeper x3	7	Street Sweeper x5	7
<b>Secondary Beat Service</b>		<b>Secondary Beat Service</b>		<b>Secondary Beat Service</b>		<b>Secondary Beat Service</b>	
Title	Grade	Title	Grade	Title	Grade	Title	Grade
Street Sweeper x1	7	Street Sweeper x4	7	Street Sweeper x5	7	Street Sweeper x1	7
<b>Mechanical Swingo Service</b>		<b>Mechanical Swingo Service</b>		<b>Mechanical Swingo Service</b>		<b>Mechanical Swingo Service</b>	
Title	Grade	Title	Grade	Title	Grade	Title	Grade
Mech Broom Driver 7.5t x3	14	Mech Broom Driver 7.5t x3	14	Mech Broom Driver 7.5t x2	14	Refuse Driver Loader x2	19 - 21
<b>Mechanical Merlin Service</b>		<b>Support Service</b>		<b>Graffiti Service</b>		<b>Rapid response Service</b>	
Title	Grade	Title	Grade	Title	Grade	Title	Grade
Refuse Driver Loader x3	19 - 21	Driver / Sweeper Non LGV x1	12	Graffiti Technician x3	16 - 18	Driver / Sweeper Non LGV x1	12
		Street Sweeper x1	7			Street Sweeper x1	7
<b>Bag Collection Service</b>						<b>Pro Active Fly-tip Service</b>	
Title	Grade					Title	Grade
Driver / Sweeper Non LGV x2	12					Driver / Sweeper Non LGV x1	12
Street Sweeper x2	7					Street Sweeper x1	7

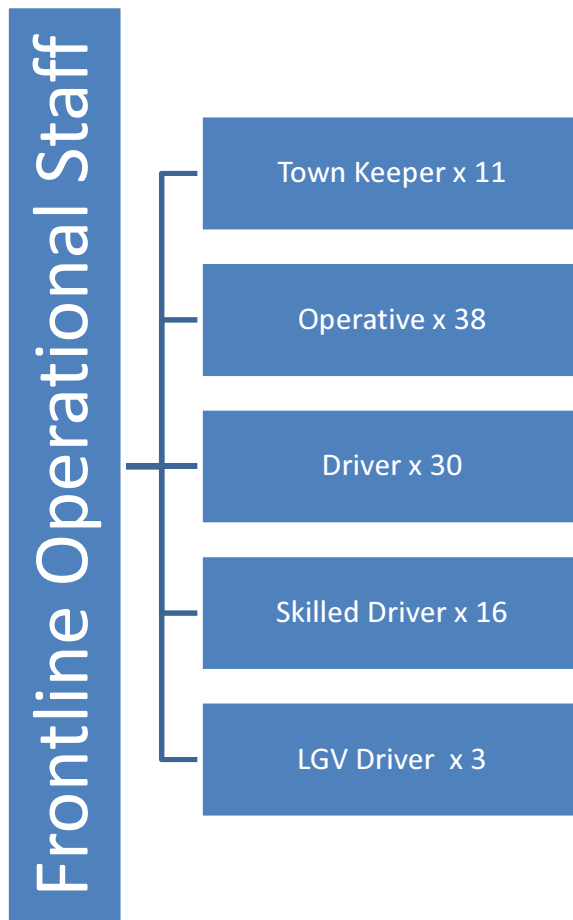
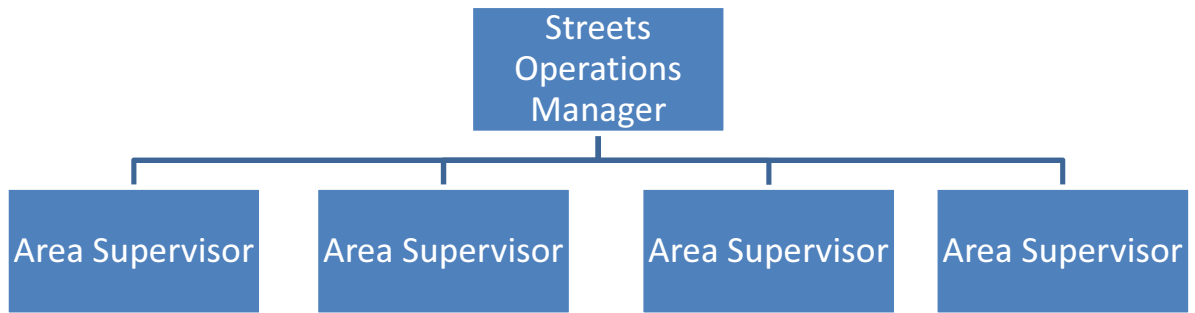
## A1 – Existing Structure - Greenspaces Operations





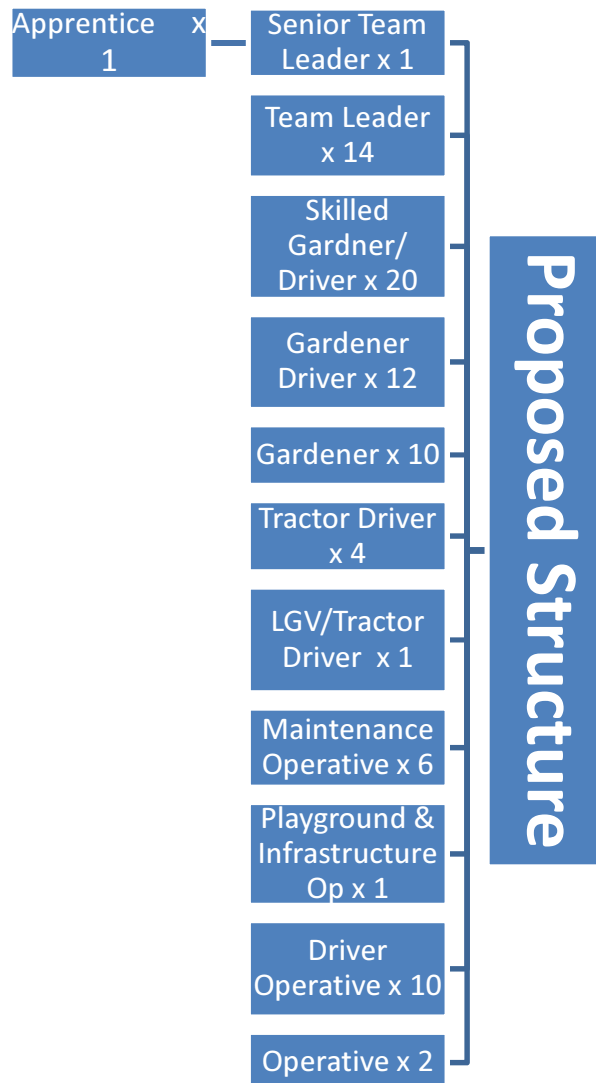
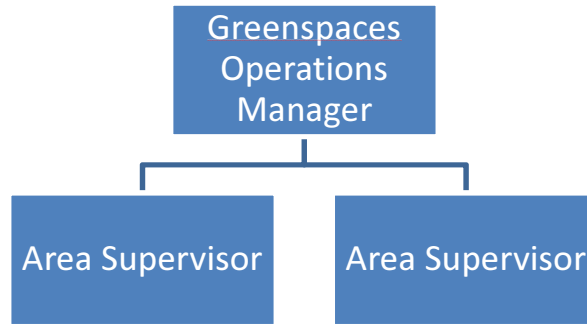
OPERATIONS MANAGER			
<b>EAST SUPERVISOR</b>		<b>WEST SUPERVISOR</b>	
<b>Parks Mobile 1</b>		<b>Parks Mobile 2</b>	
Team Leader	1 x Scp 22 to 25	Senior Team Leader	1 x Scp 27 to 30
Gardener - Skilled Gardener/Driver	1 x Scp 13 to 18	Gardener - Skilled Gardener/Driver	1 x Scp 13 to 18
Gardener Driver	2 x Scp 13 to 15	Gardener Driver	2 x Scp 13 to 15
<b>Mobile 3</b>		<b>Mobile 4</b>	
Team Leader	1 x Scp 22 to 25	Team Leader	1 x Scp 22 to 25
Gardener - Skilled Gardener/Driver	2 x Scp 13 to 18	Gardener - Skilled Gardener/Driver	1 x Scp 13 to 18
Gardener Driver	1 x Scp 13 to 15	Gardener Driver	2 x Scp 13 to 15
<b>Mobile 5</b>		<b>Mobile 6</b>	
Team Leader	1 x Scp 22 to 25	Team Leader	1 x Scp 22 to 25
Gardener - Skilled Gardener/Driver	1 x Scp 13 to 18	Gardener - Skilled Gardener/Driver	2 x Scp 13 to 18
Gardener Driver	1 x Scp 13 to 15	Gardener Driver	1 x Scp 13 to 15
Gardener	1 x Scp 9 to 12		
<b>Mobile 7</b>		<b>Mobile 8</b>	
Team Leader	1 x Scp 22 to 25	Team Leader	1 x Scp 22 to 25
Gardener - Skilled Gardener/Driver	2 x Scp 13 to 18	Gardener - Skilled Gardener/Driver	1 x Scp 13 to 18
Gardener Driver	1 x Scp 13 to 15	Gardener Driver	1 x Scp 13 to 15
		Gardener	1 x Scp 9 to 12
<b>Mobile 9</b>		<b>Mobile 10</b>	
Team Leader	1 x Scp 22 to 25	Team Leader	1 x Scp 22 to 25
Gardener - Skilled Gardener/Driver	2 x Scp 13 to 18	Gardener - Skilled Gardener/Driver	1 x Scp 13 to 18
Gardener	1 x Scp 9 to 12	Gardener Driver	2 x Scp 13 to 15
<b>Tractors</b>		<b>Tractors</b>	
Team Leader	1 x Scp 22 to 25	Team Leader	2 x Scp 22 to 25
Tractor Driver	2 x Scp 16 to 19	Tractor Driver	2 x Scp 16 to 19
<b>Sport East</b>		<b>Sport West</b>	
Team Leader	1 x Scp 22 to 25	Team Leader	2 x Scp 22 to 25
Gardener - Skilled Gardener/Driver	3 x Scp 13 to 18	Gardener - Skilled Gardener/Driver	3 x Scp 13 to 18
Gardener Driver	1 x Scp 13 to 15		
<b>Hort 1</b>		<b>Hort 2</b>	
Team Leader	1 x Scp 22 to 25	Team Leader	1 x Scp 22 to 25
Gardener Driver	2 x Scp 13 to 15	Gardener Driver	1 x Scp 13 to 15
<b>Hort 3</b>		<b>Hort 4</b>	
Team Leader	1 x Scp 22 to 25	Senior Team Leader	1 x Scp 27 to 30
Gardener - Skilled Gardener/Driver	1 x Scp 13 to 18	Gardener - Skilled Gardener/Driver	1 x Scp 13 to 18
		Gardener	1 x Scp 9 to 12
<b>Playgrounds</b>		<b>Responsive 1</b>	
Maintenance Operative	2 x Scp 25 to 28	Team Leader	1 x Scp 22 to 25
		Team Leader	1 x Scp 22 to 25
<b>Litter 1</b>		<b>Litter 3</b>	
Gardener - Skilled Gardener/Driver	1 x Scp 13 to 18	Litter picker/Driver	1 x Scp 12
Litter picker/Driver	1 x Scp 12	Gardener Driver	1 x Scp 13 to 15
<b>Litter 2</b>		<b>Litter 4</b>	
Litter picker/Driver	2 x Scp 12	Gardener - Skilled Gardener/Driver	2 x Scp 13 to 18
<b>Litter5</b>		<b>Litter 6</b>	
Gardener - Skilled Gardener/Driver	2 x Scp 13 to 18	Litter picker/Driver	2 x Scp 12

## A2 – Proposed Structure Streets Operations



				<b>Operations Manager</b>					
<b>AREA 1</b>		<b>AREA 2</b>		<b>AREA 3</b>		<b>AREA 4</b>			
<b>Supervisor</b>		<b>Supervisor</b>		<b>Supervisor</b>		<b>Supervisor</b>			
<b>Town Keeper Service</b>		<b>Town Keeper Service</b>		<b>Town Keeper Service</b>		<b>Town Keeper Service</b>			
Title	Grade	Title	Grade	Title	Grade	Title	Grade		
Town Keeper x3	15 - 18	Town Keeper x3	15 - 18	Town Keeper x3	15 - 18	Town Keeper x2	15 - 18		
<b>Monitoring Regime</b>		<b>Monitoring Regime</b>		<b>Monitoring Regime</b>		<b>Monitoring Regime</b>			
Title	Grade	Title	Grade	Title	Grade	Title	Grade		
Driver x1	13 - 16	Driver x1	13 - 16	Driver x1	13 - 16	Driver x1	13 - 16		
Operative x1	9 - 12	Operative x1	9 - 12	Operative x1	9 - 12	Operative x1	9 - 12		
<b>Town Centre &amp; Hot Spot Manual</b>		<b>Town Centre &amp; Hot Spot Manual</b>		<b>Town Centre &amp; Hot Spot Manual</b>		<b>Town Centre &amp; Hot Spot Manual</b>			
Title	Grade	Title	Grade	Title	Grade	Title	Grade		
Driver x4	13 - 16	Driver x4	13 - 16	Driver x3	13 - 16	Driver x4	13 - 16		
Operative x4	9 - 12	Operative x4	9 - 12	Operative x3	9 - 12	Operative x4	9 - 12		
<b>Residential Manual</b>		<b>Residential Manual</b>		<b>Residential Manual</b>		<b>Trunk Roads</b>			
Title	Grade	Title	Grade	Title	Grade	Title	Grade		
Driver x1	13 - 16	Driver x1	13 - 16	Driver x1	13 - 16	Driver x3	13 - 16		
Operative x2	9 - 12	Operative x2	9 - 12	Operative x2	9 - 12	Operative x1	9 - 12		
<b>Secondary Beats</b>		<b>Town Centre &amp; Hot Spot Swingo</b>		<b>Town Centre &amp; Hot Spot Swingo</b>		<b>Town Centre &amp; Hot Spot Swingo</b>			
Title	Grade	Title	Grade	Title	Grade	Title	Grade		
Operative x8	9 - 12	Skilled Driver / Operative x2	17 - 20	Skilled Driver / Operative x2	17 - 20	Skilled Driver / Operative x2	17 - 20		
<b>Residential Swingo</b>		<b>Ad-Hoc / Spare Swingo</b>		<b>Town Centre Washing &amp; Graffiti</b>		<b>Fly-tip Removal</b>			
Title	Grade	Title	Grade	Title	Grade	Title	Grade		
Skilled Driver / Operative x3	17 - 20	Skilled Driver / Operative x1	17 - 20	Skilled Driver / Operative x3	17 - 20	Skilled Driver / Operative x3	17 - 20		
		Operative x1	9 - 12			Operative x3	9 - 12		
<b>Mechanical Main Road Sweep</b>		<b>Agency / Extra</b>							
Title	Grade	Title	Grade						
LGV Driver / Operative x3	20 - 23	Driver / Operative x5	13 - 16						

## A2 – Proposed Structure – Greenspaces Operations



OPERATIONS MANAGER			
<b>EAST SUPERVISOR</b>		<b>WEST SUPERVISOR</b>	
		<b>1x Senior Team</b>	scp 28 -31
<b>Parks Mobile 1</b>		<b>Parks Mobile 2</b>	
1 x team leader	scp 22-25	1 x team leader	scp 22-25
2 x Skilled Gardener/Driver	scp 17-20	2 x Skilled Gardener/Driver	scp 17-20
1 x gardener	scp 9 -12	1 x gardener	scp 9 -12
<b>Grass cutting Team 3</b>		<b>Grass cutting Team 7</b>	
1 x team leader	scp 22-25	1 x team leader	scp 22-25
2 x Skilled Gardener/Driver	scp 17-20	1 x Skilled Gardener/Driver	scp 17-20
1 x gardener	scp 9 -12	1 x gardener driver	scp 13 -16
		1 x gardener	scp 9 -12
<b>Grass cutting Team 4</b>		<b>Grass cutting Team 8</b>	
1 x team leader	scp 22-25	1 x team leader	scp 22-25
1 x Skilled Gardener/Driver	scp 17-20	1 x Skilled Gardener/Driver	scp 17-20
1 x gardener driver	scp 13 -16	1 x gardener driver	scp 13 -16
1 x gardener	scp 9 -12	1 x gardener	scp 9 -12
<b>Grass cutting Team 5</b>		<b>Grass cutting Team 9</b>	
1 x team leader	scp 22-25	1 x team leader	scp 22-25
1 x Skilled Gardener/Driver	scp 17-20	1 x Skilled Gardener/Driver	scp 17-20
1 x gardener driver	scp 13 -16	1 x gardener driver	scp 13 -16
1 x gardener	scp 9 -12	1 x gardener	scp 9 -12
<b>Grass cutting Team 6</b>		<b>Grass cutting Team 10</b>	
1 x team leader	scp 22-25	1 x team leader	scp 22-25
1 x Skilled Gardener/Driver	scp 17-20	1 x Skilled Gardener/Driver	scp 17-20
1 x gardener driver	scp 13 -16	1 x gardener driver	scp 13 -16
1 x gardener	scp 9 -12	1 x gardener	scp 9 -12
<b>Tractors</b>		<b>Maintenance Operatives</b>	
1 x team leader	scp 22-25	1 x Playground & Infrastructure Operative	scp 17 - 20
4 x tractors	scp 18-21	6 x Maintenance operatives	scp 25 -28
1 x Grab Lorry/Tractor Driver	scp 20 - 23		
<b>Litter Team 1</b>		<b>Sport East</b>	
1 x Driver Operative	scp 13 -16	1 x team leader	scp 22-25
1 Operative	scp 9-12	2 x Skilled Gardener/Driver	scp 17-20
		1 x gardener driver	scp 13 -16
<b>Litter Team 2</b>		<b>Sport West</b>	
1 x Driver Operative	scp 13 -16	1 x team leader	scp 22-25
1 Operative	scp 9-12	2 x Skilled Gardener/Driver	scp 17-20
		1 x gardener driver	scp 13 -16
<b>Litter Team 3</b>		<b>Hort Team 1</b>	
2 x Driver Operative	scp 13 -16	1 x team leader	scp 22-25
		1 x Skilled Gardener/Driver	scp 17-20
		1 x gardener driver	scp 13 -16
<b>Litter Team 4</b>		<b>Hort Team 2</b>	
2 x Driver Operative	scp 13 -16	1 x Skilled Gardener/Driver	scp 17-20
		1 x gardener driver	scp 13 -16
<b>Litter Team 5</b>		<b>Hort Team 3</b>	
2 x Driver Operative	scp 13 -16	1 x Skilled Gardener/Driver	scp 17-20
		1 x gardener driver	scp 13 -16
<b>Litter Team 6</b>		<b>1x Apprentice</b>	
2 x Driver Operative	scp 13 -16		scp 9

## A3 - Staff Impact Analysis

### Streets Operations

Current Roles	SCP	Current FTE Posts	Actual Staff In Post	Proposed Roles	SCP	New FTE posts	Net Effect on Actual Staff
Street Sweeper	7	50	43	Operative	9 - 12	38	Minus 8
Refuse Loader	9	1	0				
Applied Sweeper	8	5	3				
Driver / Sweeper non	12	27	20	Driver Operative	13 - 16	30	Plus 10
Mech Broom Driver	14	8	6	Skilled	17 - 20	16	Plus 7
Graffiti Technician	16 - 18	3	3	Driver/Operative			
Refuse Driver / Loader	19 - 21	5	2	LGV Driver/Operative	20 - 23	3	Plus 1
Town Keeper	15 - 16	18	17	Town Keeper	15 - 18	11	Minus 6
<b>Totals</b>		<b>117</b>	<b>94</b>			<b>98</b>	

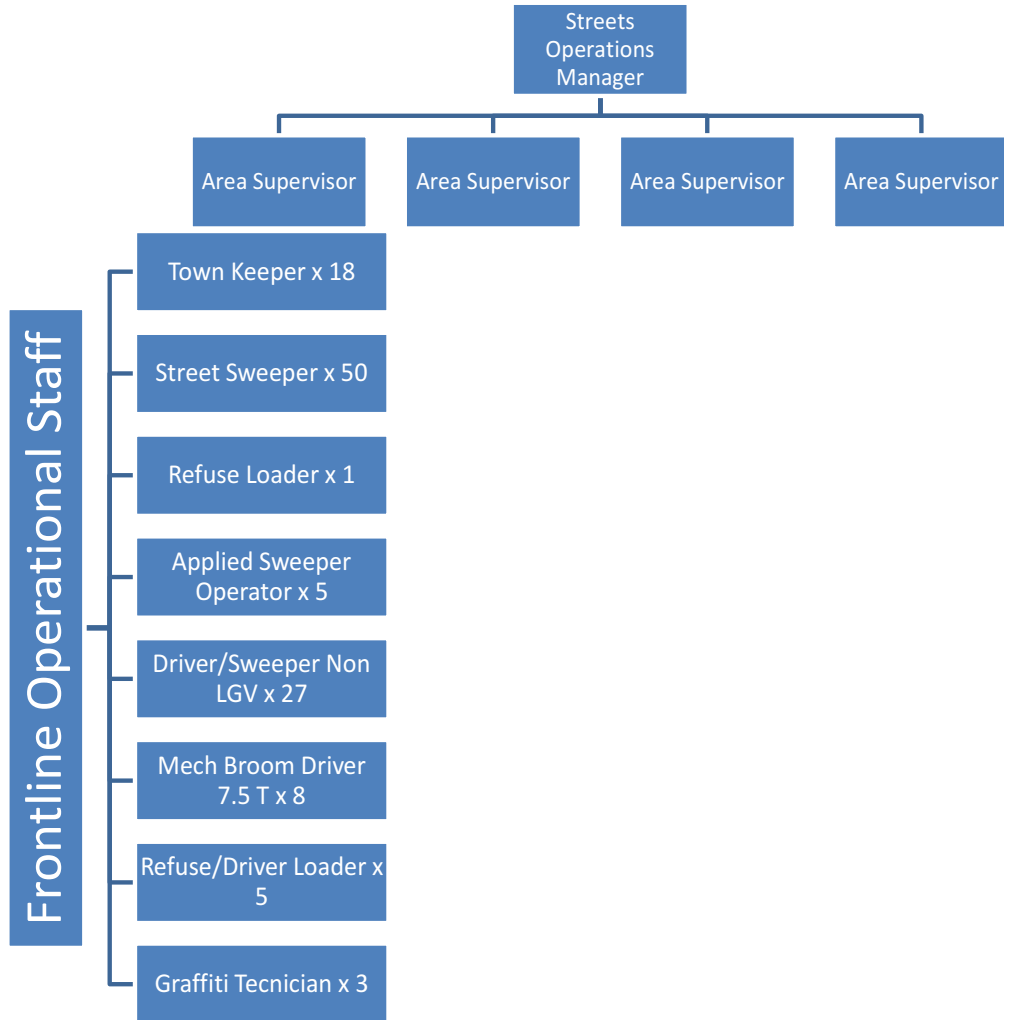
### Greenspaces Operations

Current Roles	SCP	Current FTE Posts	Actual Staff In Post	Proposed Roles	SCP	New FTE posts	Net Effect on Actual Staff
Senior Team Leader	27 - 30	2	1	Senior Team Leader	28 - 31	1	None
Team Leader	22 - 25	20	18	Team Leader	22 - 25	14	Minus 4
Skilled Gardener/Driver	16 - 18	30	24	Skilled Gardener/Driver	17 - 20	20	Minus 4
Gardener Driver	13 - 15	15	15	Gardener Driver	13 - 16	12	Minus 3
Gardener	9 to 12	4	1	Gardener	9 to 12	10	Plus 9
Tractor Driver	16 - 19	4	4	Tractor Driver	18 - 21	4	None
				LGV & Tractor Driver	20 - 23	1	Plus 1
Maintenance Operative	25 - 28	2	1	Maintenance Operative	25 - 28	6	Plus 5
				Playground & Infrastructure Operative	17 - 20	1	Plus 1
Driver Operative	12	6	5	Driver Operative	13 - 16	10	Plus 5
				Operative	9 to 12	2	Plus 2
				Apprentice	9 to 12	1	Plus 1
<b>Totals</b>		<b>83</b>	<b>69</b>			<b>82</b>	

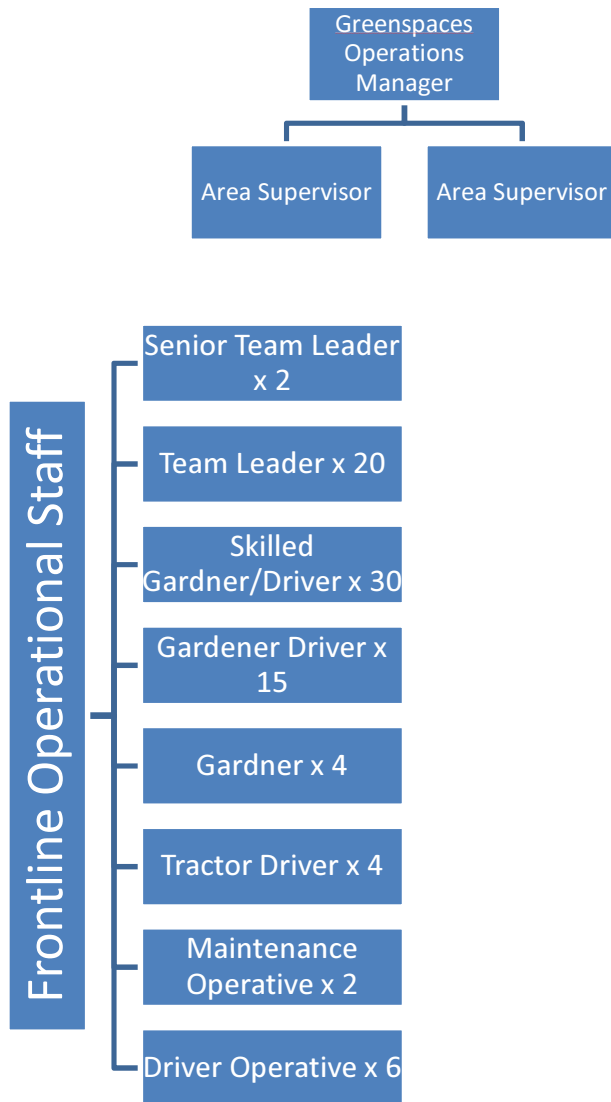
In both proposed structures there are more roles than existing actual staff employed. It is anticipated that all staff can be accommodated in the new structures in a suitable role.

## Appendix 1.1 Current Structure Charts

### 1. Streets Operations - Current Organisational Structure



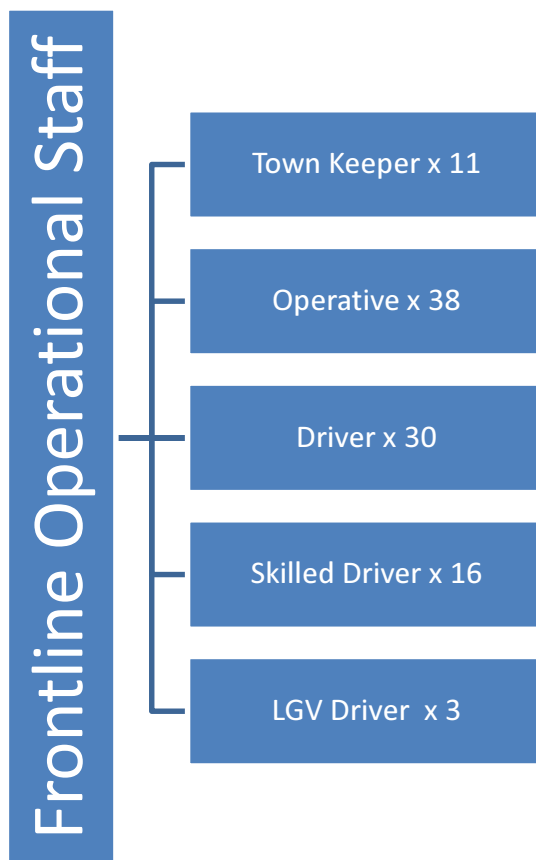
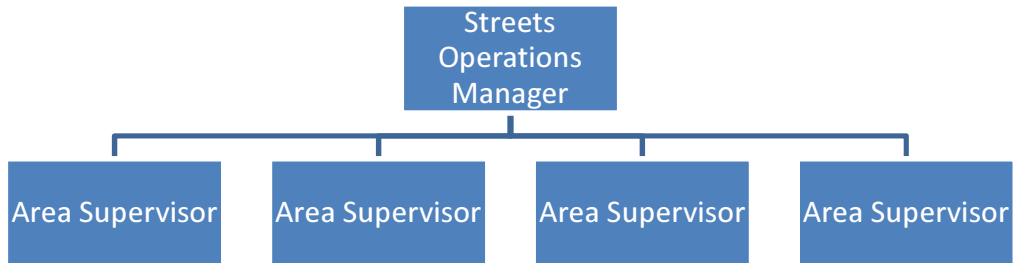
## 2. Greenspaces Operations – Current Organisational Structure



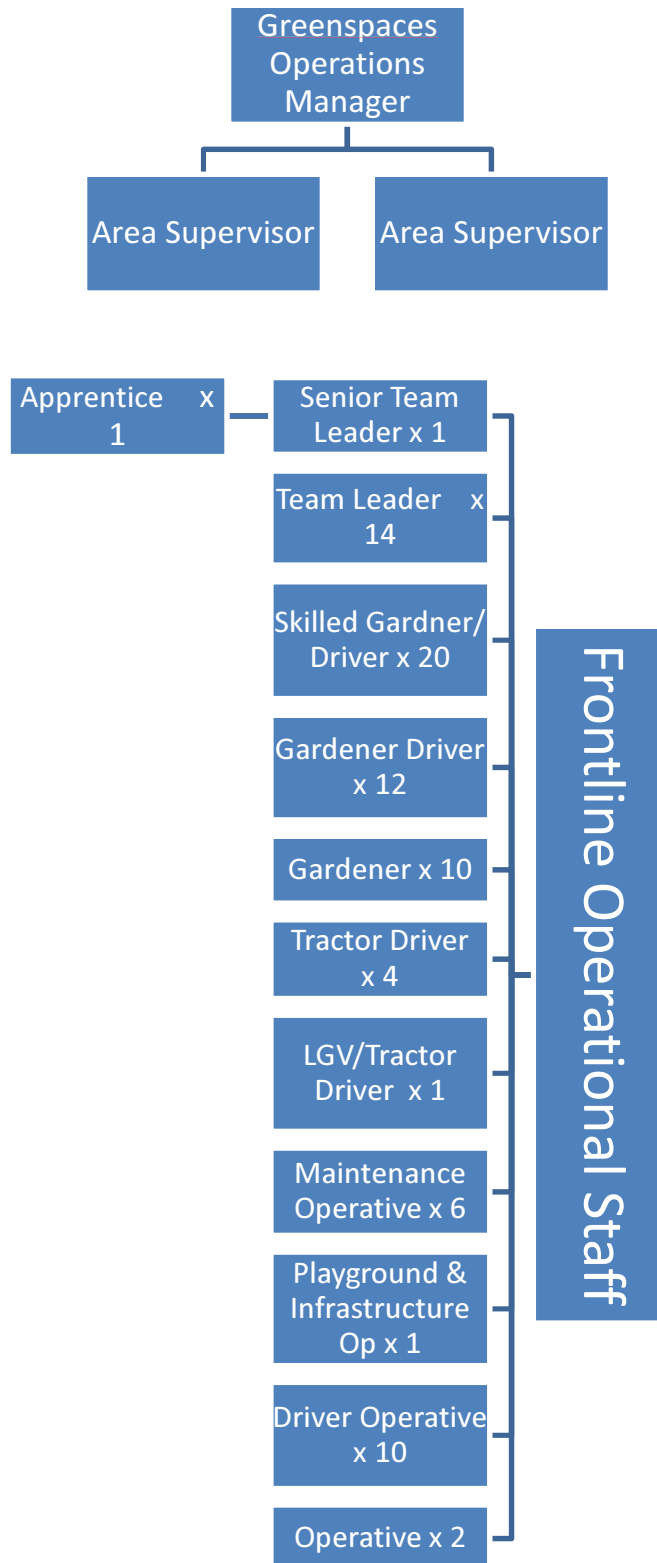


## Appendix 1.2 Proposed Structure Charts

### 1. Streets Operations - Proposed Organisational Structure



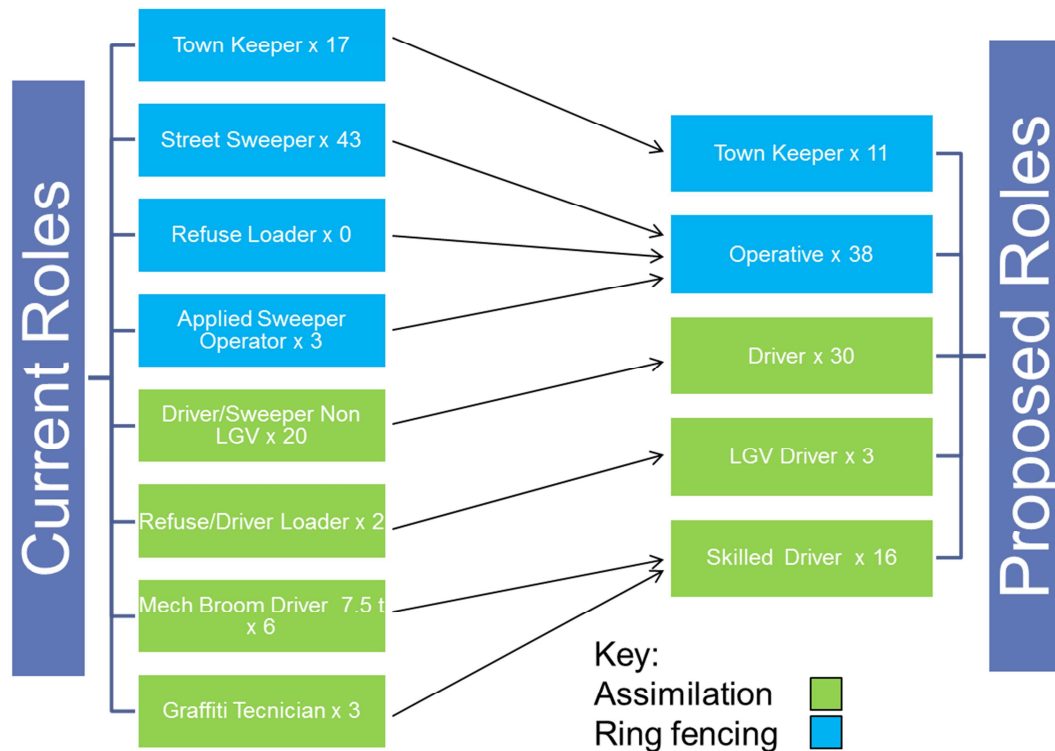
## 2. Greenspaces Operations – Proposed Organisational Structure



## Appendix 2 – Assimilation, Ring-fence and Open recruitment Roles

- Streets Operations – staff opportunities and process to be applied relative to existing occupied roles.

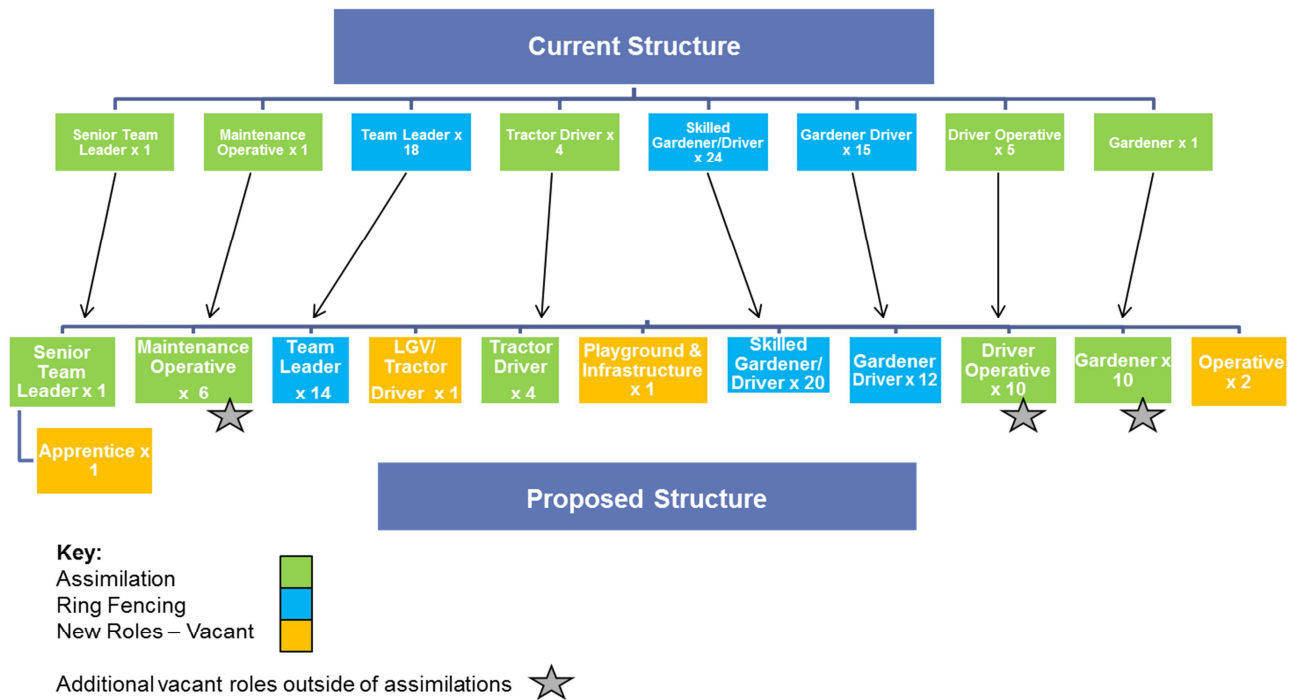
### Proposed Structure Streets - Implementation



Current Roles	SCP	Current FTE Posts	Actual Staff In Post	Process
Street Sweeper	7	50	43	Ring fence
Refuse Loader	9	1	0	Ring fence
Applied Sweeper Operator	8	5	3	Ring fence
Driver / Sweeper non LGV	12	27	20	Assimilation
Mech Broom Driver 7.5t	14	8	6	Assimilation
Graffiti Technician	16 - 18	3	3	Assimilation
Refuse Driver / Loader	19 - 21	5	2	Assimilation
Town Keeper	15 - 16	18	17	Ring fence
<b>Totals</b>		<b>117</b>	<b>94</b>	

2. Greenspaces Operations – staff opportunities and process to be applied relative to existing occupied roles.

## Proposed Structure Greenspaces - Implementation



Current Roles	SCP	Current FTE Posts	Actual Staff In Post	Process
Senior Team Leader	27 - 30	2	1	Assimilate
Team Leader	22 - 25	20	18	Ring Fence
Skilled Gardener/Driver	16 - 18	30	24	Ring Fence
Gardener Driver	13 - 15	15	15	Ring Fence
Gardener	9 to 12	4	1	Assimilate
Tractor Driver	16 - 19	4	4	Assimilate
Maintenance Operative	25 - 28	2	1	Assimilate
Driver Operative	12	6	5	Assimilate
<b>Totals</b>		<b>83</b>	<b>69</b>	

## Appendix 3 – Proposed Role Profile Gradings

### 1. Streets Operations – Proposed Role Profile Grades.

Current Roles	SCP	Current FTE Posts	Proposed Roles	SCP	New FTE posts
Street Sweeper	7	50	Operative	9 - 12	38
Refuse Loader	9	1			
Applied Sweeper Operator	8	5			
Driver / Sweeper non LGV	12	27	Driver Operative	13 - 16	30
Mech Broom Driver 7.5t	14	8	Skilled Driver/Operative	17 - 20	16
Graffiti Technician	16 - 18	3			
Refuse Driver / Loader	19 - 21	5	LGV Driver/Operative	20 - 23	3
Town Keeper	15 - 16	18	Town Keeper	15 - 18	11
<b>Totals</b>		<b>117</b>			<b>98</b>

### 2. Greenspaces Operations – Proposed Role Profile Grades

Current Roles	SCP	Current FTE Posts	Proposed Roles	SCP	New FTE posts
Senior Team Leader	27 - 30	2	Senior Team Leader	28 - 31	1
Team Leader	22 - 25	20	Team Leader	22 - 25	14
Skilled Gardener/Driver	16 - 18	30	Skilled Gardener/Driver	17 - 20	20
Gardener Driver	13 - 15	15	Gardener Driver	13 - 16	12
Gardener	9 to 12	4	Gardener	9 to 12	10
Tractor Driver	16 - 19	4	Tractor Driver	18 - 21	4
			LGV & Tractor Driver	20 - 23	1
Maintenance Operative	25 - 28	2	Maintenance Operative	25 - 28	6
			Playground & Infrastructure Operative	17 - 20	1
Driver Operative	12	6	Driver Operative	13 - 16	10
			Operative	9 to 12	2
			Apprentice	9 to 12	1
<b>Totals</b>		<b>83</b>			<b>82</b>

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# **Greenspaces and Streets Restructure**

## **Borough Cleanliness Project**

### **Selection Process for New Structure**

**Appendix**

- |  |               |
|--|---------------|
| <b>1. Personal Statement – Preference Section</b>                | <b>Page 3</b> |
| <b>2. Selection Process</b>                                      | <b>Page 4</b> |
| <b>2.1 Personal Statement</b>                                    | <b>Page 5</b> |
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| <b>3. Frequently Asked Questions</b>                             | <b>Page 6</b> |



## Appendix 4 – Street Scene – Greenspaces and Streets Restructure Selection Process December 2014

### 1. Personal Statement - Preference section

#### Ring-fenced Staff

Employees where applicable are ring-fenced to one position in the new structure and should indicate on the Personal Statement form any other roles that they wish to apply and be considered for in order of preference.

#### Ring-fenced Staff with Selection Pool

Employees where applicable are ring-fenced to one position in the new structure. In some cases staff are in an identified selection pool where they can be considered for other suitable roles which may be:

1. Available through open completion (New role/vacant)
2. Following the completion of the selection process for ring-fenced staff; any remaining vacant posts.

Staff should also indicate their preferences for any other roles in the structure that they wish to be considered for in order of preference.

#### New and vacant roles in structure outside of ring-fenced posts

Staff at risk will be considered in the first instance as they are at risk of redundancy. The same process will be followed in conjunction with the selection process for ring-fenced roles.

All employees are invited to indicate their preference, in priority order, for the position/s that they would prefer on the Personal Statement form.

Accordingly, ALL ring-fenced employees who have NOI been provisionally assimilated to a position in the new structure are required to submit an application for one of the posts in the new Structure.

All Greenspaces and Streets operational staff can apply for all new and vacant posts identified in the new structures, in advance of these posts being available to other LBB staff.

Please complete the Personal Statement form and return it before **10.00am on Friday 13 February 2015** to;

**Dave Ward for Streets or Martin Goodwin for Parks and Open Spaces**

## **2. Selection Process**

The selection process will be conducted as follows for ring-fenced post holders in the new structure:

1. The redundancy selection criteria will be based on the following:

<b>Criteria</b>
Knowledge, qualifications relevant to the role, skills, experience & competency behaviours
Absence
Capability (current role) and Disciplinary record

Following the completion of the selection process above, redundancy costs would then be considered. Redeployment into alternative posts either within Street Scene or across London Borough of Barnet will be optimised.

2. The selection process will be made up of three elements.

<b>Method of assessment</b>	
1	Personal Statement
2	Technical skill/experience
	Competency Behaviours
3	Technical Assessment

3. Employees will be asked to submit a Personal Statement that is structured around a series of questions that should be answered relevant to the role profile for the job.
4. Employees will be asked to attend an interview to assess their knowledge, skills and demonstrate competency behaviours such as customer care.
5. Employees will be asked to undertake a technical assessment relevant to the job i.e. operate machinery/equipment, map reading etc.

## Appendix 4 – Street Scene – Greenspaces and Streets Restructure Selection Process December 2014

### 2.1 Personal Statement

The Personal Statement is a **requirement** for all ring-fenced positions in the new structure and applications for new posts that are open to competition.

- The Personal Statement is targeted to a specific role, if you are in a selection pool for and have submitted a preference for more than one role; **you are required to complete a Personal Statement for each of these roles.**
- A copy of each of the role profiles has been included with these instructions.
- Personal Statements should be sent to **Dave Ward for Streets or Martin Goodwin for Parks and Open Spaces** before **10.00 am on Friday 13 February 2015**

### 2.2 Competency based Interview

An interview is required as part of the assessment process:

- During the interview there will be a series of questions to assess the person specification requirements of the role.
- Interviews are programmed to take place during the end of February and beginning of March 2015.

### 3. Frequently Asked Questions

#### **Q. If I am not successful can I appeal the process?**

A. The appeals procedure is set out below;

#### **3.1 Appeals against selection for redundancy**

*The following will apply in all cases:*

*3.1.1 If an employee wishes to appeal against selection for redundancy, a written notice of appeal must be received by the relevant service Director within five working days of the date of the employee being notified that he or she has been selected for dismissal on the grounds of redundancy.*

*3.1.2 Employees cannot appeal against:-*

- the rationale for the business decision which led to the redundancy;*
- the method of selection;*
- the selection criteria.*

*3.1.3 Employees can appeal against:-*

- whether the selection process was applied fairly to them;*
- the way the selection criteria were applied to them.*

*3.1.4 Within ten working days of the date of the employee being notified that he or she has been selected for dismissal on the grounds of redundancy the employee will submit to their Director, copied to HR, their grounds for appeal which must relate to the points in para 3.1.3. Late submissions will not be accepted unless an extension of time has been agreed before the expiry of this time limit.*

*3.1.5 The redundancy selection will continue unless and until it is rejected on appeal.*

*3.1.6 Appeals against selection for redundancy will be heard by a senior manager, different to and at least the same grade as that of the manager who made the decision to dismiss, and will be nominated by the Director of the employee's service with support from HR. Where a Director has made the decision to dismiss an employee, the Deputy Chief Executive or the Chief Executive will normally hear the appeal.*

## **Appendix 4 – Street Scene – Greenspaces and Streets Restructure Selection Process December 2014**

### **3.2 Procedure**

*3.2.1 The employee will be given reasonable written notice of the time and venue of the appeal meeting. The employee may be accompanied by a Trade Union Representative or LBB work colleague.*

*The companion's role is to support the employee. The companion should be allowed to address the hearing to put and sum up the employee's case, respond on behalf of the employee to any views expressed at the meeting and confer with the employee during the hearing. The companion does not, however, have the right to answer questions on the employee's behalf, address the hearing if the employee does not wish it or prevent the employer from explaining their case.*

*3.2.2 The Council's representative (normally the manager who made the redundancy selection decision) will give the rationale for the selection of the individual for redundancy; this will be either in person or in writing. Where it is in writing the hearing manager will read the rationale out.*

*3.2.3 The employee will have the opportunity to ask questions of the evidence given by the Council's representative.*

*3.2.4 The employee will state his or her case either in person or in writing. Where it is in writing the hearing manager will read the rationale out.*

*3.2.5 The Council's representative will have the opportunity to ask questions of the employee.*

*3.2.6 The manager holding the appeal meeting will have the opportunity to ask questions of the Council's representative and the employee.*

*3.2.7 The Council's representative and the employee will have an opportunity to summarise their case if they so wish.*

*3.2.8 The manager holding the appeal meeting will announce the decision verbally where possible and the decision will be confirmed, in writing within five working days.*

*Following the appeal meeting, one of the following decisions may be taken:*

- i) Appeal rejected - redundancy upheld*
- ii) Appeal upheld - redundancy notification withdrawn*

#### **Appendix 4 – Street Scene – Greenspaces and Streets Restructure Selection Process December 2014**

*This decision cannot be the subject of a further appeal meeting.*

*3.2.9 The appeal papers will be retained on the employee's personal file.*

#### **Q. Can I get feedback on the selection process?**

*A. Yes, anyone who has not been successful will take priority in receiving feedback on the assessment and selection process.*

#### **Q. What are the rules around redeployment and do I have to compete if I don't want the job?**

*A. It is always in the employee's best interest to engage in a selection process and all reasonable efforts should be made to do so.*

#### **Q. What if I am successfully appointed to a role in the new structure but I don't believe it's suitable for me?**

*A. Should you be successful in securing a role in the proposed Street Scene structure, you will be entitled to a trial period of four weeks in your new role to give you and your manager the opportunity to assess whether or not the post is suitable for you. If, at any time during or at the end of the trial period, it is established that the post is not suitable for you, redeployment opportunities will be considered in the first instance and if these opportunities are not successful then you will normally retain the right to a redundancy payment from Barnet Council. The date of termination for the purpose of calculating redundancy pay in these circumstances would be the date on which your original employment with Barnet Council ended. In effect, the trial period will run concurrently with the notice.*

#### **Q. What Employee Support programmes are available and how do I access them?**

*A. The employees support programme has been set up and in addition to the workshops, employee support is available from Maria Goldsmith on 07766123895 and from the Employee Assistance Programme 0800 243458.*

## Appendix 5 – Trade Union Correspondence

Prior to and throughout formal consultation a series of meetings were held between the Trade Unions and Management staff. Detailed in the table below are the questions and issues raised and the responses provided.

Date	TU Question/Comment	LBB Response/Comment
15.12.2014	Will staff who have difficulties with spelling and writing be given support.	Staff need to discuss their difficulties with their Supervisor and support will be provided at all times.
	Will there be voluntary redundancies?	There will not be any voluntary redundancies as there are more jobs than staff overall.
	Why are you restructuring?	To make a structure that is fit for purpose and to make efficiency savings. There will also be a clear career path.
	What is happening with Unified Reward project?	The Unified Reward project is being managed separately and will commence from July 2015.
	What does ring-fencing mean?	Where there are more staff than posts staff will be put in a ring-fence position.
	What support will be provided?	Support is available from Managers, Supervisors, Employees relations and HR Training expert and the Trade Unions.
22.01.2015	GMB stated that Monday 19 January 2015 – Greenspaces staff met the Trade Union to discuss the restructure and it was well attended.	
	GMB asked MG how much saving would be made in the restructure for Green Spaces.	£450,000 would be made in total but Green Spaces are reconfiguring the service and approx. £50,000 will be saved after the budgets and establishment have been realigned.
	<p>GMB - Are six Maintenance Operations roles needed as there could be reduction in these roles and Team Leaders can be retained?</p> <p>There are also essential criteria for Maintenance Operations staff.</p>	<p>The Maintenance Operative roles are required for the service. The restructure does not need as many Team Leaders but does require more Maintenance Operational staff.</p> <p>A balanced team is required to deliver the work. If staff cannot complete all tasks then they will be trained.</p> <p>This role profile is to be transferred onto a new template and will no longer have essential and desirable criteria as a result.</p>
	GMB asked for the job descriptions to be split into separate areas to make it clearer for Unified Reward. Specifically - Can the Gardener / Driver role profile be split?	The job descriptions have been split and circulated to Trade Unions and staff.
	Will staff receive salary protection for one year?	The current Managing Change Policy will be applied which includes one year salary

		protection.
	Will staff have to attend several interviews?	<p>The intention is to conduct one interview for all roles. Where possible Staff will attend one interview split into the roles they wish to apply for. It will be made clear to staff e.g. The Team Leader questions have been completed and now questions on the Maintenance Operations role will be asked.</p> <p>After the close of consultation staff will be asked to express an interest in the roles they are interested in</p>
	Unison asked for the percentage break down of how much will be scored for Personal Statement, Interview and Technical Assessment	It has been agreed 20% Personal Statement 20%, 50% Interview and 30% Technical Assessment.
	Some staff may have difficulties with reading, writing and dyslexia.	A series of support packages and measures have been put in place including training. In addition to this the office team and staff within the operational workforce will be made available to assist staff with applications etc. on a 1 to 1 or group basis as required. Staff have been instructed to identify / ask for any help they need and it will be provided. During 1 to 1's staff have been asked what assistance / support they require. Where staff have asked, support has been and will be provided to those staff to help them with the process.
	Can Performance Appraisal be included in the assessment criteria?	This request was considered and discussed with staff. Appraisals will not be included in the assessment as some staff do not agree to the inclusion.
	Does the Team Leader role profile include appraisal	The Team Leader does not include appraisal as Team Leaders do not conduct appraisals but will contribute to staff appraisal. Manager, Supervisors and Senior Team Leader conduct appraisals.
	Staff have suggested there should be two Senior Team Leaders	Only one Senior Team Leader is required.
	Can staff have access to their training records to help them complete their personal statements?	Staff should speak to their relevant Supervisor and information will be given to them.
	Unison raised that the Redeployment list mainly advertises roles in Schools. Agency staff are held against vacancies and these roles should	A list of vacant roles across Street Scene which have Agency staff held against them has been distributed to all at risk staff for them to consider other roles. A list of all the roles available to staff has also been



	be available to at risk staff.	<p>circulated to make it easier for staff to consider other roles and for management to be aware of their interest.</p> <p>There are more posts than people e.g. 94 FTE in Streets and 98 roles. There will be reduction of Street Cleaners from 50 to 35. Some staff have driving licences and can apply for Driver roles where there are vacancies. There are also 8 Refuse Loader vacancies where staff can apply.</p>
	Who will be on the interview panels, they should be carried out by independent people?	<p>Greenspaces - The interview panels will comprise of the Operations Manager, Support Manager and Supervisors and the Parks Development Officer for the Maintenance Operations role. Assessments will be conducted after the interviews.</p> <p>Streets – Interview panels and assessments will be undertaken by the supervisors.</p>
	Both Unions objected to the advertising of vacant roles whilst staff were at risk.	Greenspaces and Streets will have vacancies in posts even if all post are filled by ring-fencing and management need to advertise vacant roles in order for the recruitment into these roles to be able to commence in March in order to remove / reduce agency use and provide the services. The advert needs to go out mid Feb 2015 for a recruitment day where appointments will be made to take place in early March 2015 – after all ring-fenced staff have been completed.
<b>26.01.2015</b>	GMB & Unison object to the advertisement for staff until post March.	<p>It is proposed the advert for the vacant roles will be advertised on 12 and 13 February 2015 and recruitment to vacant posts will not commence until after all ring fencing has been completed from 03 March 2015.</p> <p>The recruitment process takes a lot of time and delaying this further will prevent recruitment of key staff in time for the peak season.</p>
	GMB asked again how much saving would be made in the restructure for Greenspaces querying why it was necessary.	There will be a £50,000 saving in Greenspaces. The restructure is about developing a structure that is fit for purpose and meets the service requirements. It is also required to reward and recognise skills and remove a number of historic inequalities etc.
	Some staff require additional	Reading, writing and application support

	support	<p>has been provided to staff where requested. Staff that have dyslexia or where English is not their first language have been provided with support.</p> <p>In addition 1 to 1 and group support will be provided during application and interview process.</p>
	GMB stated that the Skilled Gardeners will be reduced from 24 to 20 posts, can the staff not be put at risk and management wait until natural wastage leads to staff leaving.	There are some Skilled Gardeners who are paid as Skilled Gardener Drivers when they do not even drive and results in complaints from staff about the unfairness of this position. The service requires a different mix of skills to carry out the service. It is not possible to wait until staff leave, when these roles are required now to deliver the service. Staff will need to meet the requirements of the role.
	What does redeployment for Town Keepers mean?	Town Keepers can apply for Driver roles and Operative roles and Skilled Driver Operative roles through ring fencing if they wish as set out in the opening consultation presentation. In addition there are also a series of other roles in Street Scene – Greenspaces and Waste & Recycling that are suitable for non-drivers.
	Unison asked if it was mandatory for staff to attend the Interview skills sessions. Trade Unions will also encourage their members to attend.	All at risk have been invited to attend the sessions.
<b>29.01.2015</b>	Can Team Leaders be appointed into Maintenance Operative roles which will then lead to vacancies in their substantive role? Therefore the remaining Team Leaders will not need to be interviewed.	Team Leaders will need to be interviewed against their substantive roles first and then considered for Maintenance roles.
	Can staff apply for all jobs on one Personal Statement only?	Staff must complete one Personal Statement per role. This will ensure that staff maximise the points score for each role. Some information may be duplicated but must be stated per role to demonstrate staff skills and abilities. If staff only complete one Personal Statement then Management will look at the suitable alternative roles that can be conducted by the member of staff.
	Can staff leave via Voluntary redundancy?	No, there are more roles than existing staff and therefore staff will need to be ring-fenced, redeployed, assimilated or promoted into roles.
	Can Skilled Gardeners apply for	No, Skilled Gardeners need to apply for the

	vacant roles and if appointed the remaining staff may not need to be ring-fenced?	role in their ring-fence and then if not suitable can apply for vacant roles.
	The Skilled Gardener role needs to be removed from the Team leader ring-fence.	Team Leaders will be interviewed for all their roles they are interested in applying for. When the Skilled Gardeners have completed their ring-fence and if there are any vacancies then any Team Leaders can be considered for Skilled Gardener roles if they have been unsuccessful for other roles.
	Can the ring-fencing interviews stop once the full quota of roles has been completed?	All staff need to be interviewed and show they can satisfy all the criteria for the roles. If staff are unsuccessful they will then be considered for other roles.

A formal response was received from GMB on 28 January 2015 setting out the following comments and issues which have been discussed and addressed in the meetings set out above, a formal response was provided and summarised in the table below:

<b>TU Question/Comment</b>	<b>LBB Response/Comment</b>
We are very concerned that a service which has had a very high level of agency workers for a long time has put so many staff at risk.	Both services have been managing vacancies through the use of Agency workers in anticipation of the restructures in order to minimise redundancies.  The new structures have been developed to deliver the service needs. In Streets this requires a greater level of mechanisation and driving roles and in Greenspaces a redistribution of skills and roles at the right levels and pay.  The policy and procedures require that where there is more staff in post than the available roles in the new structure that all these staff are to be put at risk.
Many of our members have been working in the same role for 20+ years and have had no experience of an interview or job application for at least this length of time.	A number of measures including formal training and informal 1 to 1 and group support is in place to assist staff in this process. The recruitment process is focused around assessing their ability and technical skills for the required roles rather than literacy and numeracy.
GMB has also been informed that an external advert will be posted before current employees have been interviewed for their current posts. GMB are opposed to this and believe this re-affirms our conviction that putting so many staff at risk is unjustified	Now that the new structures have been developed it is clear that there is a shortfall of total numbers of staff in both areas even with the appointment of all current FTE's into the new structure. These roles need to be filled urgently in order to deliver service requirements and reduce Agency use.  Although the advert will go out whilst internal recruitment takes place, the external

	<p>recruitment process will not commence until after the internal process has been completed. Due to the time recruitment takes this needs to commence now in order to fill the additional vacant roles.</p>
<p>Other concerns that GMB has are around the stress and potential equality issues and the literacy levels of a high proportion of the staff at risk of redundancy. Many of this workforce may have protected characteristics which may affect their ability to do justice to their ability to carry out their role in a formal selection process. While GMB recognises the council is putting some measures in place to mitigate this we feel that a process avoiding a formal selection process should be in place.</p>	<p>More than adequate support measures are in place for staff that require additional help.</p> <p>As there are more staff in existing roles for a number of posts it is necessary to undertake a formal selection process and to ensure that the structures are filled with the required skills in order to deliver the service requirements.</p>
<p><b>Town keepers</b> – GMB request that requests for voluntary redundancies are sought. If none or not enough requests for voluntary redundancy are found selection for the Driver roles take place before selection of Town Keepers. If this does not achieve required reduction in Town Keepers then those that remain are left in post until natural wastage occurs through leavers or staff moving roles.</p>	<p>Voluntary redundancy is not an option. There are not enough existing FTE's to complete the new structures and it is anticipated that most if not all staff can be accommodated in a suitable role within their existing or wider service area.</p> <p>In addition to implementing new structures designed around service need there is also a requirement to meet MTFs savings, waiting for staff to leave is not an option to ensuring there are enough staff with the required skills in the structure and meeting the saving requirements.</p>
<p><b>Street Sweepers / Refuse Loader / Applied Sweeper</b> – The same process occurs as for Town Keepers. Staff not moved to Driver roles are assimilated into the Operative post.</p>	<p>This is the main area of change in streets with eight less positions than the current FTE. The same approach applies for other areas that staff will need to apply for the Operative post.</p>
<p><b>Team Leaders</b> – Request for Voluntary Redundancy are sought. Selection for Maintenance Operatives and LGV Tractor Driver takes place first. Remainder are Assimilated.</p>	<p>Voluntary redundancy is not an option. There are not enough existing FTE's to complete the new structures and it is anticipated that most if not all staff can be accommodated in a suitable role within their existing or wider service area.</p> <p>The alternative roles are new roles open to competition. Ring-fenced staff have to be considered for their existing role in the first instance and other roles subsequently. The roles concerned are new roles open to competition; any ring-fenced staff will be given consideration for these roles before others as per the respective selection pools.</p> <p>Staff have to have the required skills to fulfil the roles in order to meet the service delivery</p>

	requirements.
<p><b>Skilled Gardner / Driver and Gardner Driver</b> – Request for Voluntary Redundancy are sought.</p> <p>Positions of maintenance Operatives, Playground and Infrastructure Operative and LGV / Tractor Driver are appointed to first. Any remaining staff remain in current post.</p> <p>Given that pay protection will apply it is likely that through the above scenario there is likely to be very little, if any, financial detriment to the service. With the potential increase in income from the Maintenance Operative posts it is likely that this will easily be swallowed.</p>	<p>Voluntary redundancy is not an option. There are not enough existing FTE's to complete the new structures and it is anticipated that most if not all staff can be accommodated in a suitable role within their existing or wider service area.</p> <p>The alternative roles are new roles open to competition. Ring-fenced staff have to be considered for their existing role in the first instance and other roles subsequently. The roles concerned are new roles open to competition; any ring-fenced staff will be given consideration for these roles before others as per the respective selection pools.</p> <p>Staff have to have the required skills to fulfil the roles in order to meet the service delivery requirements. It is not possible to have a new structure that cannot be delivered as half of the driving roles are occupied by people who cannot drive.</p> <p>The maintenance operative post is not income generating.</p>
<p><b>Training</b> – Where it is believed there is a skill shortfall suitable training should be provided.</p>	<p>Within reason training will be provided to address skill shortfalls. This will need to be delivered out of the existing training budget and considered against existing priorities and requirements.</p>
<p><b>Cross Service</b> Once these processes are exhausted opportunities for staff to move between Street Cleansing, Greenspaces, Refuse and Transport services are maximised.</p>	<p>The intention has always been to seek to limit redundancies by utilising all vacancy opportunities across the Street Scene Delivery Unit if required.</p>
<p><b>Maintenance Operative</b> - As we have not received the updated Maintenance Operative role profile yet, GMB are requesting that essential is removed from all criteria in the person spec as it was with other roles.</p>	<p>We anticipate that the role profile will be with the Unions and staff before the end of w/c 02.02.2015 for review / comment.</p> <p>The new templates do not include essential and desirable criteria; therefore this role will no longer detail these requirements when it is transferred into the new template.</p>

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## Appendix 6

### Employee Equality Impact Assessment

#### Project Name: Borough Cleansing Project

[This document remains live with information being added at each critical milestone]

<b>Project Owner:</b>	<b>Jenny Warren</b>
<b>Date process started:</b>	<b>January 2015</b>
<b>Date process ended:</b>	<b>January 2015</b>

<b>This EIA is being undertaken because it is:</b>	<input type="checkbox"/> outlined within the equality scheme relevance assessment table <input type="checkbox"/> part of a project proposal submission to the programme management board <input checked="" type="checkbox"/> a result of organisation change <input type="checkbox"/> other – please specify:
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#### EIA Contents:

1. Introduction
2. Any Anticipated Equalities Issues at each milestone and identified mitigation
3. Monitoring Summary
4. Project Milestone Outcomes, Analysis and Actions
5. Briefing, Sharing and Learning

## 1. Introduction

### 1.1 Aims and objectives of the Borough Cleansing Project

The proposed structure is designed to enable the service activities within the Street Cleansing and Greenspaces Operational Services to provide and uphold an efficient, streamlined and exemplary service to serve existing and future residents and customers across the Borough whilst achieving service efficiencies and financial and performance targets.

The restructure relates to operational staff within the Street Cleansing and Greenspaces Operation services and will deliver MTFS savings of £450,000.

The key proposals and headline conclusions that relate to or impact on staff are as follows:-

#### **Street Cleansing Operations**

The Streets Operations Overview has identified a number of outcomes:

- A reduction in FTE roles from 117 to 98 based on the new service resource requirements.
- New evaluated and standardised role profiles in line with Unified Reward.
- Standardised and streamlined structure, a reduction of 8 role profiles to 5.

#### **Greenspaces Operations**

The Greenspaces Operations review has identified the following outcomes:

- Rationalisation of the number of FTEs across the organisational structure to redistribute the skill base and associated pay.
- Reduction in FTE from 83 to 82.
- New evaluated and standardised role profiles in line with Unified Reward.
- All activities will be carried out in accordance with the Council's Managing Organisational Change Policy.
- Subject to consultation, the new structure will commence from 1 April 2015.

### 1.2 Description of the critical milestones

- Initial EIA on staff likely to be in scope carried out – the business case and the financial model identifies those in scope and out of scope.
- A Formal consultation process with employees from 15 December – 28 January 2015.
- Post restructuring review.



### 1.3 Key Stakeholders

The key stakeholders of this EIA process are the employees and managers within the restructuring.

Senior Council Officers – the restructuring is sponsored by the Street Scene Director.

Trade Union – represented by Trade Union staff who attend Consultation meetings.

## 2. Any Anticipated Equalities Issues at each milestone and identified mitigation

**2.1 Milestone 1 – Outset –** Management have devised ring-fence applications to be suited to staff and operational requirements to make the process easier for staff to apply. One to Ones have identified those staff that require additional assistance in the ring-fencing process. Support has been provided to staff who require assistance. Reasonable adjustments will be made available to individual staff in helping to complete statements and interview techniques.

### **2.2 Milestone 2 – Post restructuring**

The ring-fence selection process may lead to staff that are unsuccessful, when redeployment opportunities will be maximised. The Council advertised agency filled vacancies will be advertised to affected staff and if not filled then to agency workers.

### 3. Monitoring Summary

3.1 Table 1- Employee EIA Profile of the Project (this profile is in accordance with the requirements of the Equality Act 2010 and the Council will collect this information so far as we hold it)

#### Critical Milestones

		Outset LBB data (June 2014)		Pre Borough Cleanliness Restructure January 2015		Post restructure	
		No.	% change	No.	% change	No.	% change
<b>Number of employees</b>							
<b>Gender</b>	Female	1364	<b>67.36%</b>	**	**		
	Male	661	<b>32.64%</b>	<b>153</b>	<b>98.71%</b>		
<b>Date of Birth (age)</b>	<1996	**	**				
	1985-1996	215	<b>10.62%</b>	<b>13</b>	<b>8.39%</b>		
	1975-84	432	<b>21.33%</b>	28	<b>18.06%</b>		
	1965-74	547	<b>27.01%</b>	48	<b>30.97%</b>		
	1951- 1964	743	<b>36.69%</b>	60	<b>38.71%</b>		
	1941-1950	84	<b>4.15%</b>	**	**		
	1940 and earlier	**	**	**	**		
	<b>Ethnic Group</b>	<b>White</b>	901	44.49%	<b>100</b>	<b>64.52%</b>	
British							
Irish		57	2.81%	**			
Turkish Cypriot		**	**	**			
Greek Cypriot		26	1.28%	**			

		Outset LBB data (June 2014)		Pre Borough Cleanliness Restructure January 2015		Post restructure	
		No.	% change	No.	% change	No.	% change
	Other White	169	8.35%	19	12.26%		
	<b>Mixed</b>						
	White and Black Caribbean	106	5.23%	**	**		
	White and Black African	**	**	**	**		
	White and Asian	15	0.74%	**	**		
	Other Mixed	**	**	**	**		
	<b>Asian and Asian British</b>						
	Indian	177	5.78%				
	Pakistani	18	0.89%				
	Bangladeshi	18	0.89%				
	Other Asian	24	1.19%				
	<b>Black or Black British</b>						
	Caribbean	0	**	**	**		
	African	211	10.42%	14	9.03		
	Other Black	22	1.09%	**	**		
	<b>Chinese or Other Ethnic Group</b>						
	Chinese	13	0.64%	**	**		
	Other Ethnic Group	62	3.06%	**	**		
	Not declared	255	12.59%	**	**		
<b>Disability</b>	<b>Physical co-ordination</b> (such as manual dexterity, muscular control, cerebral palsy)	**	**	**	**		
	<b>Hearing</b> (such as: deaf, partially deaf or hard of hearing)	**	**		**		
	<b>Vision</b> (such as blind or fractional/partial sight. Does not	**	**		**		

		Outset LBB data (June 2014)		Pre Borough Cleanliness Restructure January 2015		Post restructure	
		No.	% change	No.	% change	No.	% change
	include people whose visual problems can be corrected by glasses/contact lenses)						
	<b>Speech</b> (such as impairments that can cause communication problems)	**	**		**		
	<b>Reduced physical capacity</b> (such as inability to lift, carry or otherwise move everyday objects, debilitating pain and lack of strength, breath, energy or stamina, asthma, angina or diabetes)	**	**		**		
	<b>Severe disfigurement</b>	**	**		**		
	<b>Learning difficulties</b> (such as dyslexia)	**	**		**		
	<b>Mental illness</b> (substantial and lasting more than a year)	**	**		**		
	<b>Mobility</b> (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis)	**	**		**		
<b>Gender Identity</b>	<b>Other disability</b>	25	<b>1.23%</b>		**		
	<b>No disability</b>	**	**				
	<b>Not stated</b>	**	**				
	<b>Transsexual/Transgender</b> (people whose gender identity is different from the gender they were assigned at birth)	<b>Not recorded</b>					
<b>Pregnancy and Maternity</b>	Pregnant	Not recorded					
	Maternity Leave (current)	Not recorded		**			
	Maternity Leave (in last 12 months)	Not recorded					
<b>Religion or</b>							

		Outset LBB data (June 2014)		Pre Borough Cleanliness Restructure January 2015		Post restructure	
		No.	% change	No.	% change	No.	% change
<b>Belief</b>	Christian	901	44.49%	84	54.19%		
	Buddhist	9	0.44%	**	**		
	Hindu	99	4.89%	**	**		
	Jain	**	**	**	**		
	Jewish	54	2.67%	**	**		
	Muslim	78	3.85%	**	**		
	Sikh	**	**	**	**		
	Other religions	63	3.11%	**	**		
	No religion	321	15.85%	37	23.87%		
	Not stated	158	7.80%	**	**		
	No form returned	25	1.23%	**	**		
	Atheist	39	1.93%	**	**		
	Agnostic	25	1.23%	**	**		
	Humanist	**	**	**	**		
Not assigned	241	11.90%	**	**			
<b>Sexual Orientation</b>	Heterosexual	1326	65.48%	108	<b>69.68</b>		
	Bisexual	10	0.40%	**			
	Lesbian and Gay	28	1.38%	**			
	Prefer not to say	344	16.99%	31	20.00		
	Not assigned	319	15.75%	15	9.68%		

		Outset LBB data (June 2014)		Pre Borough Cleanliness Restructure January 2015		Post restructure	
		No.	% change	No.	% change	No.	% change
	Married	482	23.80%	17	10.97%		
	Single	460	22.72%	56	36.13%		
	Widowed	**	**	**	**		
	Divorced	32	1.58%	**	**		
	In Civil partnership	**	**	**	**		
	Co-habiting	19	1.06%	**	**		
	Unknown	1026	50.86%	77	49.68%		
	Not assigned	**	**	**	**		
<b>Relevant and related grievances</b>	Formal						
	Upheld						
	Dismissed						

\*\* data withheld to prevent identification as less than 10 employees

### 3.2 Evidence

### 3.3 List below available data and research that will be used to determine impact on different equality groups

The revised establishment lists from HR Core provide the primary data, plus the 'local knowledge' of heads of service. They will consider the impact of the project on the following, amongst other potential factors:

- The impact of moving staff to different work locations.
- The impact of potential changes to holidays / weekend working.
- The impact on staff of changes to their working culture.
- The impact on staff of additional health and safety training.
- The impact on staff of a different programme of investment and development.

### 3.4 Evidence gaps

The Council has employees who have not notified us in their equalities returns of their disability.

### 3.5 Solution, please explain how you will fill any evidence gaps?

It is intended that through local management knowledge and one-to-one meetings with staff any particular issues from these groups can be supported to ensure equal treatment.

## 4. Project Milestone Outcomes, Analysis and Actions

### 4.1 Summary of the outcomes at each milestone

Milestone 1- Outset

Milestone 2 – Post restructure review.

#### 4.1.1 Milestone – 1 Outset

The EIA was reviewed in conjunction with the business case and the equalities data to ensure that the preferred solution identified any equalities implications on staff.

#### 4.1.2 Milestone – Post Transfer Review

The EIA will be reviewed following the close of the restructure in order to determine the actual impact on staff.

### 4.2 Actions proposed

#### 4.2.1 Milestone - Outset

The Borough cleansing restructure set out changes to the organisational structure to increase operational capacity and effectiveness to deliver a more customer focussed

delivery that optimises mechanical sweeping and new methods of working that requires a lower FTE resource to deliver, thus delivering the required savings.

In Greenspaces the FTE reduction and the rationalisation of the organisational structure to ensure it is fit for purpose with an identified skill base and career progression and will deliver the required savings.

The proposals are contributing towards the overall financial savings approved by Council for the Medium term Financial Strategy with consideration for reducing the need for further structural change resulting from the financial pressures identified through the Council Priority Spending Review.

The proposals create capacity for investing in the workforce skills, employability and new ways of working to transform service delivery across Street scene.

The structures seeks to:

- Align resources within a reduced resource envelope. An in depth review of the current street cleansing service has been undertaken in order to develop a new service offer that improves resident satisfaction and is designed to meet localised needs.
- The new service maximises mechanisation and reduce the manual resource required to deliver these services.
- In Grounds Maintenance reduce the number of Team Leaders in line with an established organisational design method to create management and supervisory posts that are clearly accountable for the workforce and delivery of performance.
- Create career structures and align development and advancement opportunities for employees.

### **1. There is no complete data on disability**

Staff in Barnet have not declared if they have a disability 97.26% and this is echoed in Street scene with 100% not declaring their disability. It is hoped that through one-to-one meetings during consultation and local discussions staff will feel comfortable and respecting allowing them to share information they feel is necessary at this stage.

### **2. The impact of staff working at different work locations and working culture. –**

The new structure will require staff to be flexible and work at different locations. This will require an introduction of flexible working location and different and a variety of health and safety training requirements and risk assessments to ensure risks at different locations are identified and minimised.

As stated above there is no data on current flexible working arrangements issues may arise out of the collective and individual consultation exercises.

### **3. Impact on staff of a different programme of investment and development.**

Once staff are appointed into the new structure, training needs analysis will be conducted, investment will be put into place to ensure the staff undergoes training and development to enhance their personal development plans, develop personally and meet service delivery requirements.



#### 4.2.2 Milestone

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#### 5. Briefing, Sharing and Learning

<b>EIA Consultation -</b>	<b>15 December 2014 – 28 January 2015</b>
<b>Group Content (by Title):</b>	<b>TBC post consultation</b>
<b>Date Consultation Group Held:</b>	<b>15 December 2014</b>
<b>Comments resulting from consultation:</b>	<b>28 January 2015</b>
<b>Actions following consultation:</b>	<b>Post 28 January 2015</b>
<b>Comments not actioned and reason:</b>	<b>TBC post consultation</b>

#### Business Scrutiny:

This table summarises the briefing activities. This EIA forms the primary briefing tool and has been shared as detailed below.

**Table 2**

<b>Milestone Description</b>	<b>Show Briefing Date</b>	<b>Trade Unions</b>	<b>GFC</b>			
<b><i>Milestone 1 – Outset</i></b>	<b>15 December 2014</b>	<b>15 Dec - 28 January 2015</b>	<b>18 February 2015</b>			
<b><i>Milestone 2 – Post restructure review</i></b>						

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