

**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 - 10

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	<p>AGENDA ITEM 7</p> <p><b>General Functions Committee</b></p> <p><b>18 February 2015</b></p>
<p><b>Title</b></p>	<p><b>Greenspaces &amp; Streets Restructure</b></p>
<p><b>Report of</b></p>	<p>Lynn Bishop – Street Scene Director</p>
<p><b>Wards</b></p>	<p>Not Applicable</p>
<p><b>Status</b></p>	<p>Public</p>
<p><b>Enclosures</b></p>	<p>Appendix 1 – Greenspaces &amp; Streets Restructure Consultation Document                  Appendix 1.1 – Current structure charts                  Appendix 1.2 – Proposed structure charts                  Appendix 2 – Assimilation, ring-fence and open recruitment roles                  Appendix 3 – Proposed role profile gradings                  Appendix 4 – Recruitment and selection Process                  Appendix 5 – Trade Union Responses                  Appendix 6 – Equalities Impact Assessment</p>
<p><b>Officer Contact Details</b></p>	<p>Jenny Warren – Head of Parks, Grounds Maintenance &amp; Street Cleansing  <a href="mailto:jenny.warren@barnet.gov.uk">jenny.warren@barnet.gov.uk</a> 020 8359 7803</p>

<p><b>Summary</b></p>
<p>This report proposes changes to the Greenspaces and Streets Operational delivery teams, part of the Street Scene Delivery Unit. Details of the proposed changes are set out in the main body of the report. The revised structure has been developed and designed to support a revised approach to Street Cleansing methods which will deliver an improved, optimised and flexible service. Deploying resources more efficiently and effectively aimed at achieving the Council’s priority of improving resident satisfaction with the street cleansing service.</p> <p>Collective and individual consultations on the proposals were undertaken between the 15 December 2014 and 28 January 2015.</p> <p>The restructure to be implemented on 1 April 2015 affects more than 20 employees and therefore requires consideration by General Functions Committee.</p>

## **Recommendations**

- 1. The deletion of posts on the Council's establishment and the creation of new posts as set out in Appendix 1.1 & 1.2 of this report.**

**Reason for decision:** The reason for this decision is to formally alter the Council's establishment (Greenspaces and Streets, Street Scene Delivery Unit) and that the Committee are satisfied that the proposals, rationale and consultation have been sufficient.

### **Alternatives considered**

These recommendations and the structure have been developed in conjunction with a new Street Cleansing Service Offer and subject to staff consultation as set out in the report below.

Maintaining an input based fixed programme of cleansing would have required a reduction in frequency of cleaning across the Borough. This approach would not have utilised resources as effectively.

Consideration to continue with the existing arrangements would result in the retention of the current structure, without the benefit of the savings indicated and the expected improvements from the new Street Cleansing Service offer.

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 The Council took the decision on 7 November 2012 to retain its Street Scene Services in-house and undergo a major change programme to improve efficiency in service delivery and deliver circa £2.5 million of savings over the Medium Term Financial Strategy (MTFS) period 2013 to 2015. The review of the Street Cleansing Service, coupled with a restructure of the Grounds Maintenance Operational Teams is charged with the delivery of £550,000 of efficiency savings in 2015.
- 1.2 A revised structure is required to support a revised approach to Street Cleansing methods which will deliver an improved, optimised and flexible service aimed at achieving the Council's priority of improving resident satisfaction with the street cleansing service.
- 1.3 The report concerns the proposed changes to the establishment of the Greenspaces and Streets Operational workforce. The report is presented as there are more than 20 posts in scope for the restructure and therefore the approval of General Functions Committee is required before the new proposals can be implemented.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The recommendations in this report are designed to:
  - 2.1.1 Improve the outcomes for residents and place the service on a more sustainable footing by creating a structure that delivers a new service offer

that has been configured to optimise technology and resources as effectively and efficiently as possible, and in doing so, also seek to improve resident satisfaction with the service

2.1.2 The recommended deployment of resources and methodologies will enable the Council to meet its Medium Term Financial Strategy (MTFS) requirements and deliver a fit for purpose service with lower staff costs with wider consideration for reducing the need for further structural change resulting from the financial pressures identified through the Council's Priority Spending Review.

2.1.3 Working practices and pay should also drive productivity and performance. The structure aims to:

- Reward skills at the right level
- Provide opportunity for people to develop and progress through the organisation
- Create capacity for development of workforce skills and competencies
- Ensure sufficient frontline capacity

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

3.1 The development of the proposals included a formal 45 day consultation with Greenspaces and Streets Operational Delivery Unit staff and the Trade Unions to inform the options appraisal and alternatives to the final proposals recommended.

3.2 Maintaining an input based fixed programme of cleansing would have required a reduction in frequency of cleaning across the Borough. This approach would not have utilised resources as effectively.

3.3 Consideration to continue with the existing arrangements would result in the retention of the current structure, without the benefit of the savings indicated and the expected improvements from the new Street Cleansing Service offer.

### **4. POST DECISION IMPLEMENTATION**

4.1 Should the recommendation be approved the appointment process would commence to move staff into the new structure through a process of assimilations, and selection in accordance with the Council's Managing Organisational Change Policy. The recruitment of staff into any remaining vacant roles will also commence in order to fulfil the service staffing requirements and reduce the requirement for agency staff.

### **5. IMPLICATIONS OF DECISION**

#### **5.1 Corporate Priorities and Performance**

5.1.1 The corporate Plan 2013 to 2016 identifies improvements to the street

cleansing service and resident satisfaction ratings as a priority in delivering the priority outcome of maintaining a well-designed, attractive and accessible place, with sustainable infrastructure across the borough.

5.1.2 The Street Cleansing and Greenspaces Service will, as with many of the other environmental services provided by the Council; impact upon residents businesses impacts satisfaction ratings with the borough as a place to live, work and study.

5.1.3 The proposed changes to the Street Cleansing Service Offer will directly contribute to achieving the Corporate Plan strategic objectives and Priority Outcomes.

**5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

**Finance**

5.2.1 The proposals set out within this report can be contained within the relevant existing budgets of the Council with savings made to deliver the requirements of the Council’s Medium Term Financial Strategy.

5.2.2 The proposals reduce the operational workforce costs that have been aligned to deliver a more effective and improved Street Cleansing Service Offer.

5.2.3 Any redundancy costs will need to be met from within the service budget as these are not expected to be significant.

5.2.4 The cost of implementation of the proposed restructure will be funded by budget already agreed from the council’s Transformation Reserve.

5.2.5 The financial implications of the restructure are outlined in the table below and will deliver £450,000 of the £550,000 saving with the remaining balance of £100,000 to be delivered via the Unified Reward project:

	<b>Current £</b>	<b>Proposed £</b>	<b>Difference £</b>
Revenue cost of staffing – Greenspaces	2,876,035.00	2,815,190.00	60,845.00
Revenue cost of staffing – Streets Operations	3,069,580.00	2,660,590.00	408,990.00
<b>Total</b>	<b>5,945,615.00</b>	<b>5,475,780.00</b>	<b>- 469,835.00</b>

**Staffing**

5.2.6 The proposals relate to the frontline service staff below the level of Supervisor in the two service areas of Greenspaces and Streets. The management levels above this were restructured as Phase One of this project that was implemented in April 2014.

5.2.7 Streets Operations – the restructuring proposes to delete all eight existing operational roles in the current structure and create five new roles. In doing

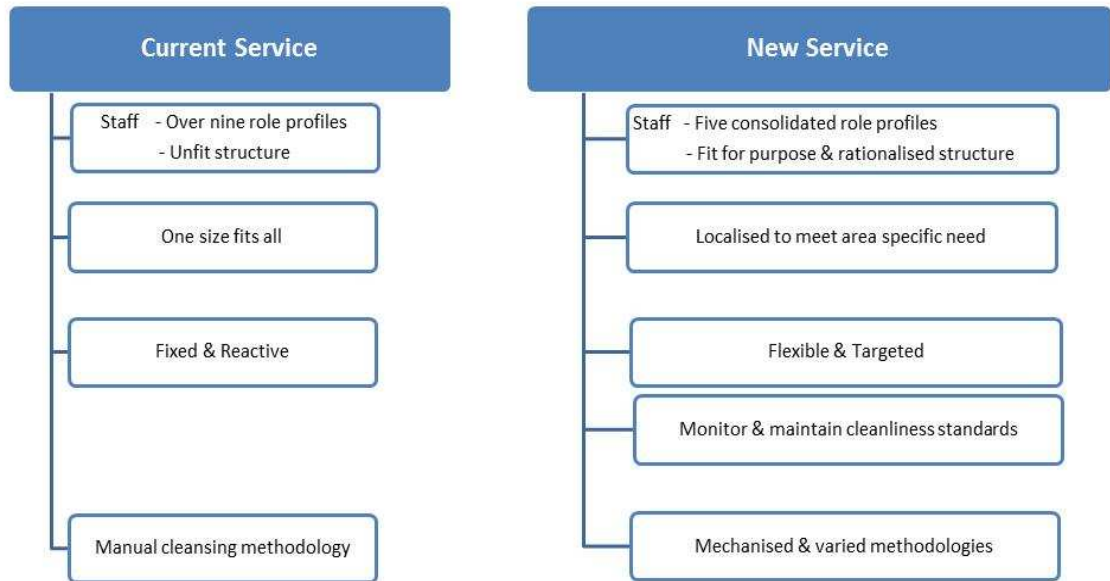
so the number of frontline operational roles will reduce from 117 posts to 98 as set out in the table below, the proposed structure is set out in Appendix 1.2

Current Roles	Current No. FTE	Proposed Roles	Proposed No. FTE
Street Sweeper	50	Operative	35
Refuse Loader	1		
Applied Sweeper Operator	5		
Driver / Sweeper non LGV	27	Driver Operative	33
Mech Broom Driver 7.5t	8	Skilled Driver/Operative	16
Graffiti Technician	3		
Refuse Driver / Loader	5	LGV Driver/Operative	3
Town Keeper	18	Town Keeper	11
<b>Total</b>	<b>117</b>		<b>98</b>

5.2.8 The restructure has been developed in conjunction with a new approach to street cleansing: The proposed approach to maintaining and improving cleanliness standards will be driven by operational changes that will see:

- Increased and improved deployment of mechanical sweepers
- Deploying resources (labour and plant) more flexibly at the right time i.e. when the cleaning is most needed
- Increased use of mobile technology to target resources at 'hot spots; and other problem areas.

5.2.9 The new street cleansing service requires a fewer number of consolidated roles, with a higher level of skills in order to deliver a more flexible service offer:



5.2.10 Greenspaces Operations - The proposal aims to address historic structural issues and rationalise the current structure to provide for the correct number of roles at the correct pay grades. The review also identified a requirement for three new roles; an Apprentice, Play & Infrastructure Operative and an LGV Operative.

5.2.11 The restructuring proposes to delete the current structure and create a new structure that proposes an overall reduction of one post from the current number of 83 operational staff to 82, and a more specifically a redistribution of the number of staff employed in each role as detailed in the table below:

Role	Current No. FTE	Proposed Role	Proposed No. FTE
Senior Team Leader	2	Senior Team Leader	1
Team Leader	20	Team Leader	14
Skilled Gardener/Driver	30	Skilled Gardener/Driver	20
Gardener Driver	15	Gardener Driver	12
Gardener	4	Gardener	10
Tractor Driver	4	Tractor Driver	4
		LGV & Tractor Driver	1
Maintenance Operative	2	Maintenance Operative	6
	0	Playground & Infrastructure Operative	1



Driver Operative	6	Driver Operative	10
		Operative	2
		Apprentice	1
<b>TOTALS</b>	<b>83</b>		<b>82</b>

- 5.2.12 Should the recommendation be approved the proposals will be implemented in accordance with the Council's Managing Organisational Change Policy.
- 5.2.13 One of the objectives of the implementation of the proposal is to minimise the number of redundancies. At this stage of the process there are 63 Streets Operational staff and 57 Greenspaces Operational Staff (120 in total) potentially at risk of redundancy s188 Trade Union and Labour Relations (Consolidated) Act 1992 Compliance. We will seek to mitigate any potential redundancies through appointing to the proposed new structures and through the use of the council's redeployment process.
- 5.2.14 The number of potential redundancies is a maximum of 8 in Greenspaces and 14 in Streets. However, it is expected that actual redundancies will be minimal following the recruitment and selection process at there are more posts throughout both structures and elsewhere in the Street Scene Delivery Unit for all affected staff. This position will be clear following the completion of the recruitment and selection process by the beginning of March.
- 5.2.15 We intend to inform the Redundancy Payments Service with an HR1 on 15 March 2015 for a last day of service for those given notice of redundancy to take place on 30 April 2015, this is meets the required 30 days before the first redundancy takes place and is the point that the first phase of the recruitment process concludes and accurate numbers will be known. At this point notice of redundancy will be issued to those that have been unsuccessful.
- 5.2.16 The consultation document in Appendix 1 was provided to the Trade Unions at the commencement of consultation and has been updated to reflect the final outcome of consultation. This document was provided under section 188 to the councils recognised Trade Unions on 15 December 2014 at the commencement of consultation.
- 5.2.17 The total number of employees of any such description employed by the employer at the establishment in question is detailed in the Consultation document
- 5.2.18 The Council provided detailed information over and above requirements when opening consultation and continued to do so throughout consultation, providing information and responding to Trade Union and employee queries. In addition a series of support sessions and recruitment and selection training has also been provided to staff at risk of redundancy.
- 5.2.19 The proposed method of selecting employees for roles in the new structures was provided to all staff and the Trade Unions at the commencement of consultation on 15 December 2014 and is detailed in Appendix 4.

### 5.3 Legal and Constitutional References

5.3.1 Part 15a of the Constitution Responsibility for Functions – General Functions Committee – All other Council functions that are not reserved to Full Council including:

- Staff matters other than those within the remit of Remuneration Committee
- Consider reports on restructure in line with the HR regulations

#### **5.4 Risk Management**

5.4.1 Risks are reviewed alongside the project plan for this restructure and are measured and monitored regularly in order to mitigate and reduce high risk areas. These are detailed as below:

5.4.2 It will not be possible to fill all of the posts during the restructure as there is currently less FTE staff employed than the number of roles available in the new structure, thus a recruitment exercise is to be undertaken in parallel.

5.4.3 Costs of redundancy are unknown until the completion of the restructure.

5.4.4 Reduction in staff morale and motivation during such a significant period of change impacting on the delivery of the core functions of Greenspaces and Streets.

5.4.5 Key staff members may decide to resign and move to what they perceive to be a less disrupted organisation

5.4.6 Staff will be working notice periods while others are preparing to move into the new structure and the consequent disruption.

#### **5.5 Equalities and Diversity**

5.5.1 The human resources implications has been managed in accordance with the Managing Organisational Change Policy

5.5.2 The proposals set out in the report have been considered in the Equalities Impact Assessment (Appendix 6).

5.5.3 The workforces affected by the proposals are operational staff who are predominantly male and comprise of a significant number of staff with specific learning and language requirements. A number of measures have been put in place to communicate the impacts of the proposals effectively with staff and support them through the restructure process. These measures have included appointed representatives to translate, assist with the completion of applications, training, and one to one and group sessions support.

#### **5.6 Consultation and Engagement**

5.6.1 The Council has complied with information required under section 188. An extensive review of the Street Cleansing Service has been undertaken over the last twelve months. This has been undertaken alongside and with staff in order to develop the new service offer that fits with these restructure proposals.

- 5.6.2 Thorough consultation has taken place with Trade Union colleagues. A summary of the Trade Union issues and feedback is detailed in Appendix 5.
- 5.6.3 The consultation with staff and Trade Unions affected has been undertaken through group consultation, one-to-one meetings with those directly affected and the opportunity to feedback into the consultation process for both Trade Union colleagues and employees. There was a reasonable level of engagement from the staff within the Delivery Unit with considered points of view that have been reflected in these final proposals.
- 5.6.4 Feedback to employees was through a number of channels including frequently asked questions throughout the process, responses to Trade Union consultation documents and the close of consultation briefings and documentation.

## **6. BACKGROUND PAPERS**

- 6.1 Environment Committee - Review of Street Cleansing Methods, 27 January 2015.
- 6.2 Staff feedback & frequently asked questions.
- 6.3 Role Profiles for Greenspaces and Streets Operational Roles – Proposed Structure

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