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|  | ACTION TAKEN UNDER DELEGATED POWERS BY OFFICER 16 Septmeber 2014 |
| Title | Waste and Recycling Service Proposed Staffing Restructure of Office Based and Supervisory Staff. |
| Report of | Street Scene Director |
| Wards | All |
| Status | Public |
| Enclosures | Appendix 1 – Existing establishment structure Appendix 2 – Proposed establishment structure Appendix 3 - Equalities Impact Assessment - employee |
| Officer Contact Details | Jason Armitage: Head of Waste & Recycling 0208 359 5177 Vandana Duggal: HR Business Partner 0208 359 4781 Karen Reid: Senior Business Improvement Officer 0208 359 7387 |

Summary

Following the successful completion of the Waste Transformation Project, remodelling of the existing Waste & Recycling staff structure is required to provide suitable and robust management support, and an organisational structure to maximise capacity and flexibility to ensure and uphold an efficient and exemplary service to existing and future residents.

This restructure relates to office based and supervisory staff within the Waste and Recycling service and will;

- redesign and develop flexible, strategic and performance focused teams that compliment and optimise service delivery,
- enable an improved commercial approach to maximise business opportunities.

The key proposals and headline outcomes that relate to or impact on staff are as follows;

- There will be new and enhanced role profiles and changes to the team framework to better reflect the needs of the new service.
- There will be 15 deleted posts, 17 newly created posts and 9 re-graded and redefined roles to enable expansion and diversity suitable to maximise efficiency and business benefits
- This restructure directly affects 18 members of staff
- There will be some changes to existing reporting line arrangements.

- 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 October 2014.

Decisions

1. To approve the implementation of the first phase of restructuring the Waste & Recycling service

1. WHY THIS REPORT IS NEEDED

- 1.1 This report sets out the basis and rationale for a restructure of the office based and supervisory staff within the Waste & Recycling service and seeks approval to move to implement a redesigned, flexible, robust and efficient staffing operating model.
- 1.2 As part of the on-going strategic and operational development and remodelling of the Streetscene delivery unit a restructure of Waste and Recycling service staff is required to fully support the unit's vision and future requirements.
- 1.3 This initial restructure will establish a suitable management structure with flexible, strategic and performance focused teams to support and enable the move towards a stable and efficient service ahead of the implementation of the unified reward scheme when the restructure of the operational workforce will take place and full service benefits will be realised.

2. REASONS FOR DECISIONS

- 2.1 The proposed structure will establish suitable and robust management support and enable the various distinct but complimentary service activities within the Waste and Recycling Service to provide and uphold an efficient, streamlined and exemplary service to serve existing and future residents and customers across the Borough.
- 2.2 Once fully implemented the restructure of the Waste & Recycling service will positively contribute to Streetscene achieving its required service efficiencies, MTFS and performance targets and realising service benefits.

3. ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 3.1 Various alternative structure models, options and scenarios have been considered, with detailed development resulting in the structure presented, providing the most efficient and effective operating model
- 3.2 A proposed model was put to the council's trade unions and staff during consultation, comments sought and changes made to the role responsibilities to reflect the needs of the service

4. POST DECISION IMPLEMENTATION

- 4.1 The service will proceed to implement the restructure proposals

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 This decision supports the following priorities in the Corporate Plan 2013-2016:

- 5.1.2 To maintain a well-designed, attractive and accessible place, with sustainable infrastructure across the borough. Barnet's waste and recycling service is highly regarded, with 82 per cent of residents satisfied with the service. Establishing suitable and robust management support and a flexible, performance focussed team structure will ensure an efficient and high quality service is provided to residents and customers now and in the future.

- 5.1.3 There is a strategic objective to 'decrease overall levels of household waste whilst increasing the proportion of waste being recycled'. The options proposed here will enable improved management and targeting of resources to achieve these outcomes.

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

Finance

- 5.2.1 A financial analysis of this initial phase of restructure has been carried out to establish the cost impact. The figures below show the position where budgeted at the top spinal point of each grade. This is to allow for sufficient budget resources in future years. However, the immediate effect of the existing and proposed structures is cost neutral.

| existing teams | existing cost | new teams | new cost |
|------------------------|---------------|--------------------|----------|
| Refuse & HWRC | 459,287 | Operations | 493,186 |
| Waste & Sustainability | 264,914 | Waste Strategy | 53,833 |
| Enforcement | 78,156 | Waste Intelligence | 211,472 |
| Ops Support | 56,520 | CSI team | 137,016 |
| total cost | 858,877 | total cost | 895,507 |

¹ cost of some posts met from savings elsewhere have been omitted

- 5.2.2 Service benefits and planned financial saving outcomes will be fully realised from April 2015 when remaining Waste & Recycling operations staff will have undergone the second phase of restructure.

5.2.1 There is a potential cost implication relating to the risk of redundancy for staff within the ring fenced groups. Once further progress is made within the selection process the level of any redundancy payments due will be calculated. These costs will be met from within existing service resources. The costs would be additional to those that have been funded through the £0.480m contingency funding already provided for the waste service existing staffing costs.

Post changes

5.2.2 The existing structure consists of 24 posts of these there are 18 directly affected staff, 3 posts are vacant and 3 are temporary posts. 9 members of staff will be assimilated and 9 members of staff will be ring fenced for remodelled posts.

5.2.3 The proposed structure consists of 26 posts comprising of the following categories and is attached to this report in Appendix 2;

- 9 existing, enhanced and re-graded posts which fall within the Council's Managing Organisational Change Policy for staff assimilation ;
- 12 existing posts substantially remodelled with new associated grading and therefore classified as new posts, and will be ring fenced for relevant staff.
- 5 newly created posts not previously in existence.

5.2.4 The changes to posts and team structure is set out below;

| existing teams | deleted posts | regraded posts |
|----------------------------------|---------------|----------------|
| Refuse | 11 | |
| HWRC | 2 | |
| Waste & Sustainability | 1 | 6 |
| Enforcement | | 2 |
| Operational Support | 1 | 1 |
| total | 15 | 9 |
| New teams | new posts | regraded posts |
| Operations (inc. HWRC) | 13 | |
| Waste Strategy | | 1 |
| Waste Intelligence | 1 | 5 |
| Collection Services & Innovation | 3 | 3 |
| total | 17 | 9 |

Staffing implications

5.2.5 The restructure directly affects 18 members of staff.

5.2.6 The process will follow the council's Managing Organisational Change Policy

5.3 Legal and Constitutional References

5.3.1 Part 15b, (Scheme of authority delegated to Officers) paragraph 1.10 of the constitution

states that:

Where people processes are in accordance with the Council's Terms and Conditions of employment and any cost can be contained within the Group or Delivery Unit budget then this is a matter for the relevant Director.

5.4 Risk Management

- 5.4.1 There is a risk that delays to the implementation of the restructure will impact on delivering identified non-financial benefits.

A comprehensive consultation plan and careful resource planning have been embedded in the restructure process, and further mitigation will be achieved by advertising key newly created posts immediately following the close of consultation to minimise possible delays in appointments. However, a degree of risk remains where posts may be unfilled from the first round of selection and further recruitment will be required.

- 5.4.2 There is a potential risk of redundancy to up to 10 staff within the ring fenced groups where this process may lead to staff being unsuccessful. As part of the Managing Organisational Change Policy every effort will be made to maximise redeployment opportunities. The Council's agency filled vacancies will be advertised to affected permanently employed staff and agency workers who also have the right to apply for the roles on a permanent basis.
- 5.4.3 There is a potential risk of employment tribunal claims arising from any redundancies or from other issues arising out of the restructure. This risk can be mitigated by following the Council's policies and procedures, in particular the Managing Organisational Change policy and carrying out clear, meaningful consultation with staff and trade unions.
- 5.4.4 There is a risk of service disruption if the workforce becomes dissatisfied or disengaged due to the proposed changes and phasing of the implementation, potentially resulting in an increase in customer complaints, damage to reputation and an increase in staff management resources to minimise impact. By providing full, open and on-going communication, including meaningful consultation, to the operational workforce and support to affected staff it is hoped any adverse effect on service delivery will be limited.

5.5 Equalities and Diversity

- 5.5.1 An Equality Impact Assessment has been carried out for staff in accordance with the Council's Managing Organisational Change policy and is attached to this report in Appendix 3.
- 5.5.2 In addition, a service lead EIA has been developed. 18 directly affected staff are covered by the proposals, consisting of 11 men and 7 women. Due regard has been given to the effects of this proposed restructure on all staff involved including an assessment of each of the protected characteristics groups. However, due to the low numbers of staff involved it is not appropriate to share the exact numbers of those categorised into each of the protected characteristics because these low numbers may identify individuals and breach their protection under the Data Protection Act.

- 5.5.3 Analysis of the data has taken place and the council do not believe that there is unfair treatment of any staff including those protected under the Equality Act. All staff will be treated equally and selection will be on merit
- 5.5.4 The 18 directly affected staff have attended 1 to 1 meetings to ensure individual circumstances are fully understood and to provide an opportunity for individual concerns and issues to be raised.
- 5.5.5 There are more men affected than women due to the nature of the service provided by Waste & Recycling, however we do not anticipate any adverse impact on gender or any other of the protected characteristics outlined in the Equality Act 2010 because the size of the cohort is small in relation to overall staff numbers in the service. There will be on-going re-assessment of the EIA and any adverse impact on the group throughout the restructuring process to ensure any changes in circumstances are highlighted and adverse impact mitigated where appropriate.
- 5.5.6 The proposed changes within the restructure will affect some groups of existing staff who will be ring fenced to apply for new roles and therefore may be at risk of redundancy. To mitigate any adverse impact, professional personal and technical support has been planned for affected staff to maximise candidate success and ease any pressure the process may cause to staff.
- 5.5.7 There is no adverse impact on residents and customers as a result of this restructure. However, the formation of the proposed new management structure and appropriate performance focussed teams will provide a positive impact on service delivery to residents and customers across the borough.

5.6 Consultation and Engagement

- 5.6.1 Formal consultation opened on 1 July 2014 and will be formally closed on 31st July 2014.
- 5.6.2 Consultation is being carried out via group and one to one 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) will be recorded, shared and given due consideration working towards mutually agreed proposals to be taken forward.
- 5.6.3 Personal and technical support will be provided to staff on change management and the selection process in preparation for staff in ring fenced positions.
- 5.6.4 The council's Managing Organisational Change Policy will be followed to ensure a robust process.
- 5.6.5 Subject to the outcome of consultation, it is intended that the new staff structure will be implemented on 1st October 2014.

6. BACKGROUND PAPERS

- 6.1 Cabinet Resources Committee, 7 November 2012, Decision Item 5, approved the Outline Business Case and Options Appraisal for Waste and Street Scene Services.

7. DECISION TAKER'S STATEMENT

- 7.1 *I have the required powers to make the decision documented in this report. I am responsible for the report's content and am satisfied that all relevant advice has been sought in the preparation of this report and that it is compliant with the decision making framework of the organisation which includes Constitution, Scheme of Delegation, Budget and Policy Framework and Legal issues including Equalities obligations.*

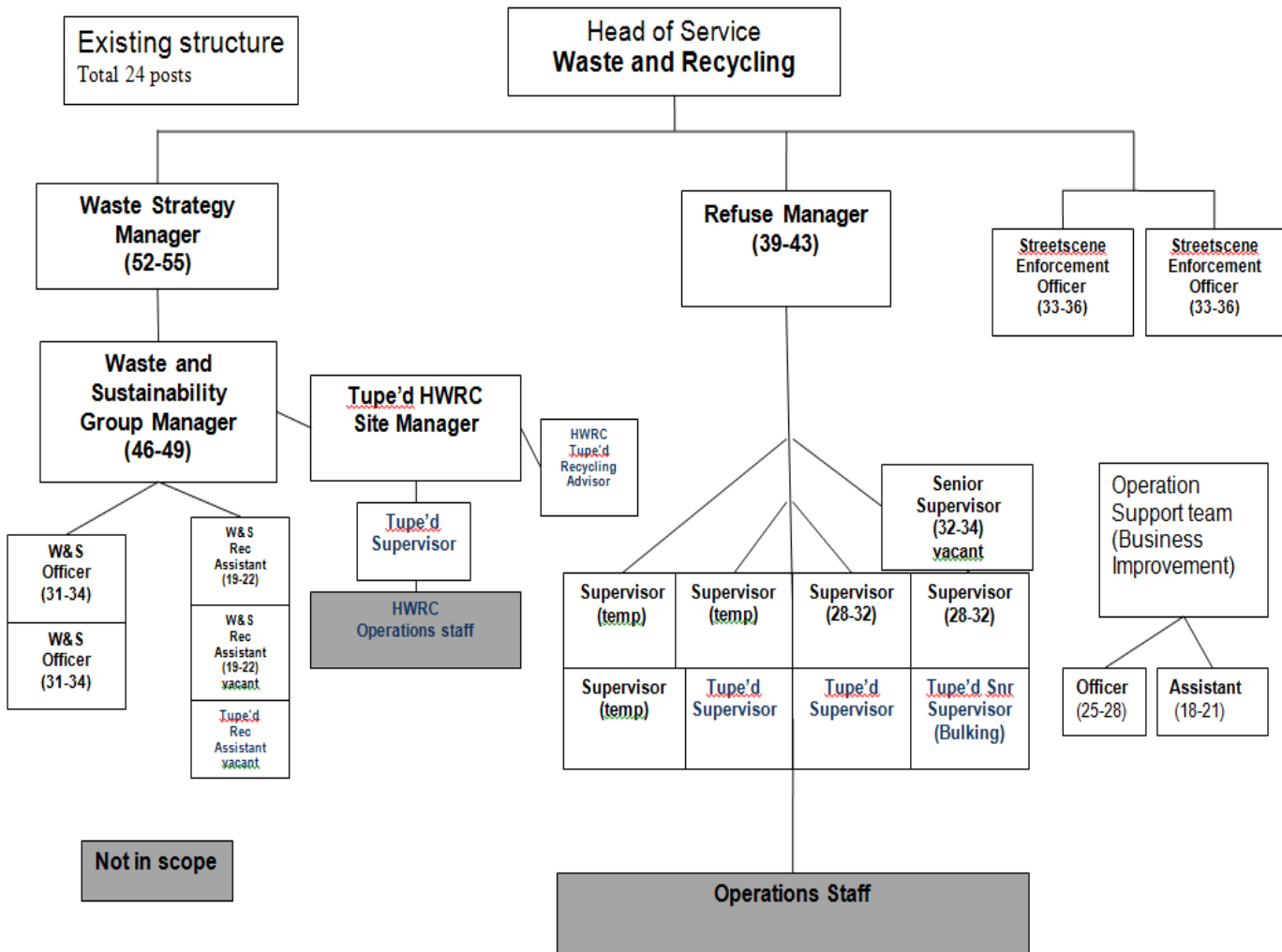
8. OFFICER'S DECISION

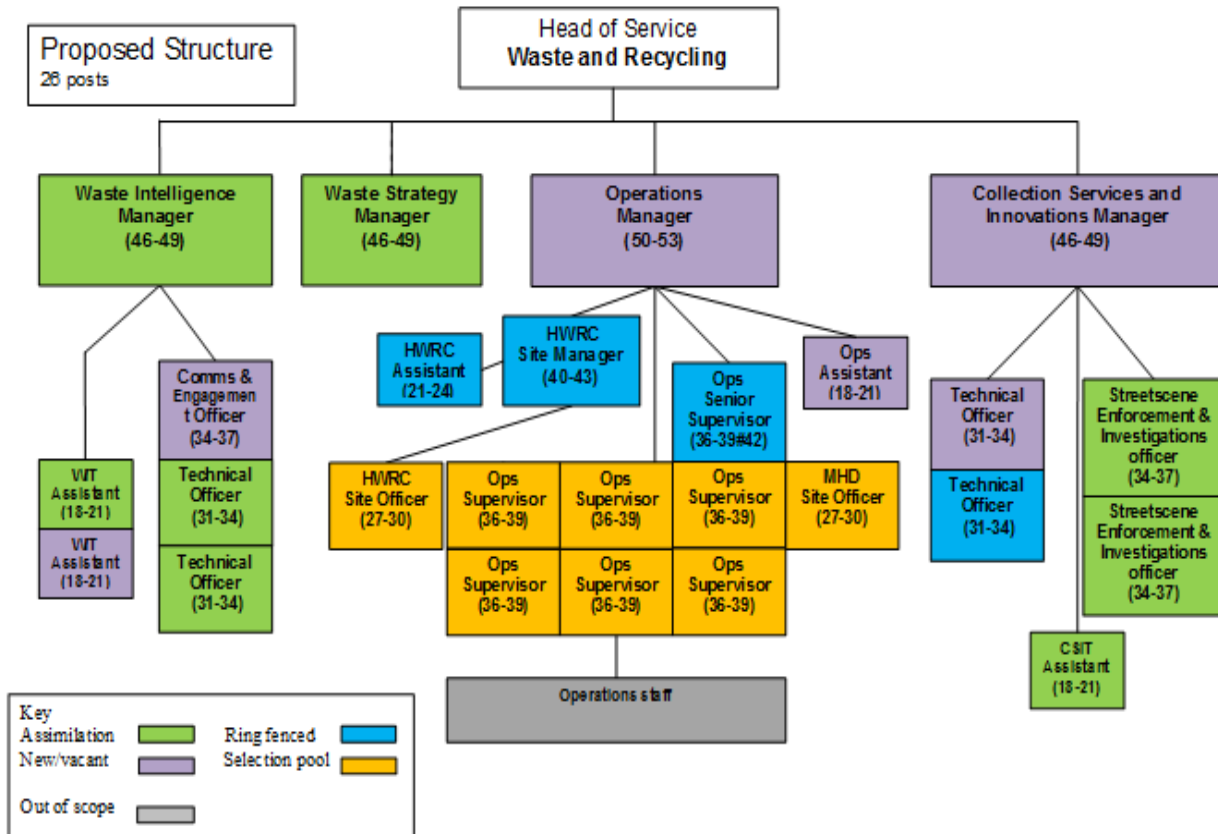
I authorise the following action;

- 8.1 The implementation of the first phase of restructuring the Waste & Recycling service

Signed Lynn Bishop – Street Scene Director

Date 16/09/2014





Appendix 3

Employee Equality Impact Assessment

Programme Name: Waste and Recycling restructure

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

| | |
|-----------------------|----------------|
| Project Owner: | Jason Armitage |
| Date process started: | June 2014 |
| Date process ended: | July 2014 |

| This EIA is being undertaken because it is: | Reason | Description | |
|---|--------|--|--|
| | | Outlined within the equality scheme relevance assessment table | |
| | | Part of a project proposal submission to the Programme Board | |
| | X | A result of organisational change | |
| | | Other – please specify: | |

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 Waste and Recycling

The proposed structure is designed to enable the service activities within the Waste and Recycling Service 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 office based and supervisory staff within the Waste and Recycling service and will;

- Redesign and develop a strategic and performance focused team that complements service delivery, enhancing the service's ability to optimise performance and budgets;
- Enable an improved commercial approach to maximise business opportunities.

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

- There will be new and enhanced role profiles and changes to the team framework to better reflect the needs of the new service.
- There will be 15 deleted posts, 17 newly created posts and 9 re-graded and redefined roles to enable expansion and diversity suitable to maximise efficiency and business benefits.
- This restructure affects 18 members of staff (plus 3 members of staff who will return to their substantive posts from 3 temporary posts) and the new structure will have 26 new posts.
- There will be some changes to existing reporting line arrangements.
- 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 October 2014.

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 1st -30th July 2014.
- 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 None

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 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 Waste and Recycling Restructure June 2014 | | Post Waste and Recycling | |
|---------------------|--------|-----------------------------|----------|---|----------|--------------------------|----------|
| | | No. | % change | No. | % change | No. | % change |
| Number of employees | | | | | | | |
| Gender | Female | 1496 | 66.17% | ** | | | |
| | Male | 765 | 33.83% | 11 | | | |

| | | | | | | | |
|--|--------------------------------------|------|---------------|---|--|--|--|
| Date of Birth (age) | <1996 | ** | ** | | | | |
| | 1985-1996 | 204 | 9.02% | | | | |
| | 1975-84 | 492 | 21.76% | * | | | |
| | 1965-74 | 596 | 26.36% | * | | | |
| | 1951- 1964 | 854 | 37.77% | * | | | |
| | 1941-1950 | 106 | 4.69% | | | | |
| | 1940 and earlier | ** | ** | | | | |
| Ethnic Group | | | | | | | |
| | White | 1025 | 45.33% | * | | | |
| | British | | | | | | |
| | Irish | 68 | 3.01% | | | | |
| | Greek Cypriot | 28 | 1.24% | | | | |
| | Other White | 168 | 7.43% | | | | |
| | Mixed | | | | | | |
| | White and Black Caribbean | ** | | * | | | |
| | White and Black African | ** | | | | | |
| | White and Asian | 18 | 0.80% | | | | |
| | Other Mixed | 51 | 2.26% | | | | |
| | Asian and Asian British | | | | | | |
| | Indian | 128 | 5.66% | | | | |
| | Pakistani | 17 | 0.75% | | | | |
| | Bangladeshi | 19 | 0.84% | | | | |
| | Other Asian | 29 | 1.28% | | | | |
| | Black or Black British | | | | | | |
| | Caribbean | 140 | 6.19% | | | | |
| | African | 214 | 9.46% | | | | |
| | Other Black | 32 | 1.42% | | | | |
| | Chinese or Other Ethnic Group | | | | | | |

| | | | | | | | |
|--------------------------------|---|---------------------|---------------|----|--|--|--|
| | Chinese | 13 | 0.57% | | | | |
| | Other Ethnic Group | 42 | 1.86% | | | | |
| | Not declared | 261 | 11.54% | * | | | |
| Disability | | | | | | | |
| | Physical co-ordination (such as manual dexterity, muscular control, cerebral palsy) | ** | ** | | | | |
| | Hearing (such as: deaf, partially deaf or hard of hearing) | ** | ** | | | | |
| | Vision (such as blind or fractional/partial sight. Does not include people whose visual problems can be corrected by glasses/contact lenses) | ** | ** | | | | |
| | Speech (such as impairments that can cause communication problems) | ** | ** | | | | |
| | Reduced physical capacity (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) | ** | ** | | | | |
| | Severe disfigurement | ** | ** | | | | |
| | Learning difficulties (such as dyslexia) | ** | ** | | | | |
| | Mental illness (substantial and lasting more than a year) | ** | ** | | | | |
| | Mobility (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis) | ** | ** | | | | |
| Gender Identity | Other disability | 33 | 1.46% | | | | |
| | No disability | ** | ** | | | | |
| | Not stated | 2199 | 97.26% | | | | |
| | Transsexual/Transgender (people whose gender identity is different from the gender they were assigned at birth) | Not recorded | | | | | |
| Pregnancy and Maternity | | | | | | | |
| | Pregnant | Not recorded | | | | | |
| | Maternity Leave (current) | Not recorded | | ** | | | |

| | | | | | | | |
|---------------------------|-------------------------------------|--------------|--------|-----------|--|--|--|
| | Maternity Leave (in last 12 months) | Not recorded | | | | | |
| Religion or Belief | | | | | | | |
| | Christian | 1015 | 44.89% | ** | | | |
| | Buddhist | 11 | 0.49% | | | | |
| | Hindu | 110 | 4.87% | | | | |
| | Jewish | 61 | 2.70% | | | | |
| | Muslim | 80 | 3.54% | | | | |
| | Sikh | ** | ** | | | | |
| | Other religions | 74 | 3.27% | | | | |
| | No religion | 366 | 16.19% | * | | | |
| | Not stated | 192 | 8.49% | * | | | |
| | No form returned | 27 | 1.19% | | | | |
| | Atheist | 45 | 1.99% | | | | |
| | Agnostic | 31 | 1.37% | | | | |
| | Humanist | ** | ** | | | | |
| | Not assigned | 233 | 10.31% | | | | |
| Sexual Orientation | | | | | | | |
| | Heterosexual | 1487 | 65.77% | 10 | | | |
| | Bisexual | 10 | 0.44% | | | | |
| | Lesbian and Gay | 31 | 1.37% | | | | |
| | Prefer not to say | 423 | 18.71% | ** | | | |
| | Not assigned | 310 | 13.71% | ** | | | |
| | | | | | | | |
| | Married | 583 | 25.79% | ** | | | |
| | Single | 438 | 19.37% | ** | | | |
| | Widowed | 12 | 0.53% | | | | |
| | Divorced | 42 | 1.86% | | | | |
| | In Civil partnership | ** | ** | | | | |

| | | | | | | | |
|--|-------------|------|--------|--|--|--|--|
| | Co-habiting | 24 | 1.06% | | | | |
| | Unknown | 1150 | 50.86% | | | | |
| Relevant and related grievances | | | | | | | |
| | 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 SAP 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:

- Flexible working arrangements and their impacts on parents and carers.
- Working from home (as above).
- 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 flexible working arrangements and 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 Waste and Recycling restructure set out changes to the organisational structure to increase operational capacity and effectiveness to deliver a more customer focussed delivery through increasing management and supervisor accountability through clearer reporting lines.

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 with need with greater emphasis on resources allocated across strategy and delivery.
- Delayer management levels 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.

- The creation of the Collection and Innovation team will create capacity for income generation through commercial services and enforcement.
- Create career structures and align development and advancement opportunities for employees.

1. **There is no current data on flexible working arrangements and their impacts on parents and carers.**

Data needs to be collated on caring responsibilities to consider flexible working arrangements, this will be carried out through one-to-ones and local discussions.

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 the Household Waste and recycling site and Mill Hill depot as well as visit new traders and developments to generate more income. 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 undergo 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

| | |
|---------------------------------------|----------------------------|
| EIA Consultation - | 29 th July 2014 |
| Group Content (by Title): | TBC post consultation |
| Date Consultation Group Held: | 1 st July 2014 |
| Comments resulting from consultation: | 31 st July 2014 |

| | |
|--|---------------------------------------|
| Actions following consultation: | Post 31st July 2014 |
| Comments not actioned and reason: | TBC post consultation |

Business Scrutiny:

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

Table 2

| Milestone Description | Show Briefing Date | Trade Unions | DPR - Delegated Powers Report | | | |
|---|---------------------------|-------------------------------|--|--|--|--|
| <i>Milestone 1 – Outset</i> | 1st July 2014 | 1-31 July 2014 | 16 July 2014 | | | |
| <i>Milestone 2 – Post restructure review</i> | | | | | | |
| | | | | | | |