

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.

CONTENTS

| Section | Title | Pages |
|---------|-------------------------------|---|
| 1.0 | Executive Summary Information | 5 - 7 |
| 2.0 | Objectives and Rationale | 8 - 9 |
| 3.0 | Proposals for Consultation | 10 - 12 |
| 4.0 | Proposals for Negotiation | 13 |
| 5.0 | Timetable | 14 |
| 6.0 | Consultation Method | 15 - 17 |
| 7.0 | Selection for New Roles | 18 |
| A | APPENDICES | |
| A1 | Exiting structure | 20 - 23 |
| A2 | Proposed structure | 24 - 27 |
| 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 | Lynn.bishop@barnet.gov.uk |
| Head of Parks, Grounds Maintenance & Street Cleansing | Jenny Warren | Jenny.Warren@barnet.gov.uk |
| Human Resources Advisory | Vandana Mahan | Vandana.mahan@barnet.gov.uk |

All responses to this consultation should be sent to: 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"> • These proposals set out changes to the organisational structure to increase operational capacity and effectiveness to deliver a more customer focussed service delivery through creating a flexible street cleansing offer based around local need. • 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. • The structural changes seek to harmonise and rationalise roles across the delivery unit. • 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. |
| Structural Changes | <p>The structures seek to:</p> <ul style="list-style-type: none"> • Align resources with need with a greater emphasis on monitoring and maintaining cleanliness standards through a more effective cleansing methodology. • Rationalise and harmonise roles across street scene to provide consistency and accountability. • Create fit for purpose structures with appropriate numbers of roles at the right levels with the relevant reward. • Create career structures and align development and advancement opportunities for employees. |
| Pay and Grading | <p>The Council will move towards implementing a 'Unified Reward' programme to:</p> <ul style="list-style-type: none"> • Harmonise terms and conditions across the workforce • Introduce job families • Introduce a new pay and grading system linked to Hay grading <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"> • Create structures and role profiles that recognise and reward skills. <p>Unified Reward - The Council seeks to introduce:</p> <ul style="list-style-type: none"> • A new employee benefits system • Contribution related pay • Career progression opportunities |

| | |
|---------------------|--|
| | <ul style="list-style-type: none"> • Investment in skills and development for all staff • Improved employee engagement |
| 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"> • Introduce earlier and later start times for some functions/teams. <p>Unified Reward - The Council seeks to:</p> <ul style="list-style-type: none"> • Introduce a standard contract of employment for all staff • Harmonise terms and conditions • Introduce an annualised pay and benefits calculator |

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 |
| TOTAL | 117 | 83 |

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 |
| TOTAL | | | | |

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 |
| TOTAL | 2,000,418 | 1,737,024 |

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 |
| Total | 117 | | 98 | - 19 |

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 |
| TOTALS | 83 | | 82 | -1 |

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 |
|--|--------------------------------------|----------------------------------|----------|
| Board Approval | | | |
| 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 |
| Staff Briefings | | | |
| 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 |
| On-going consultation | | | |
| 1:1's | All staff | On-going throughout consultation | Meeting |

| Activity | Affected | Date | Method |
|--|---|---|------------------------|
| 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

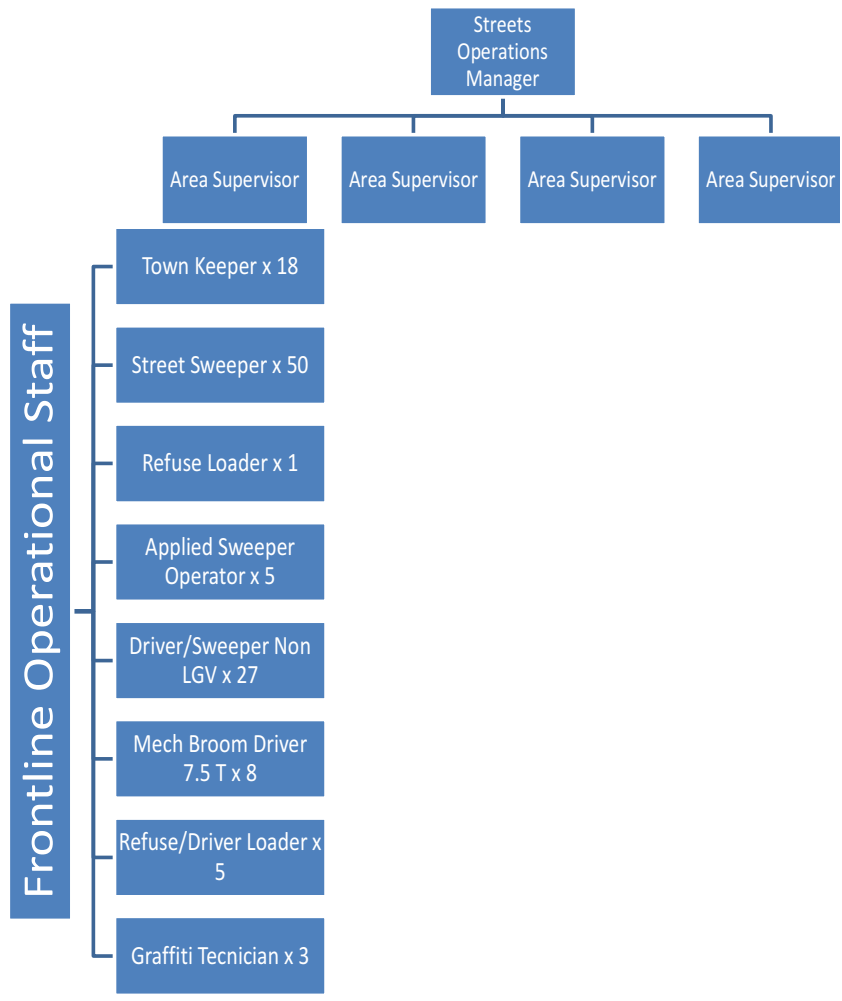
2014

EXITING STRUCTURE – A1

PROPOSED STRUCTURE – A2

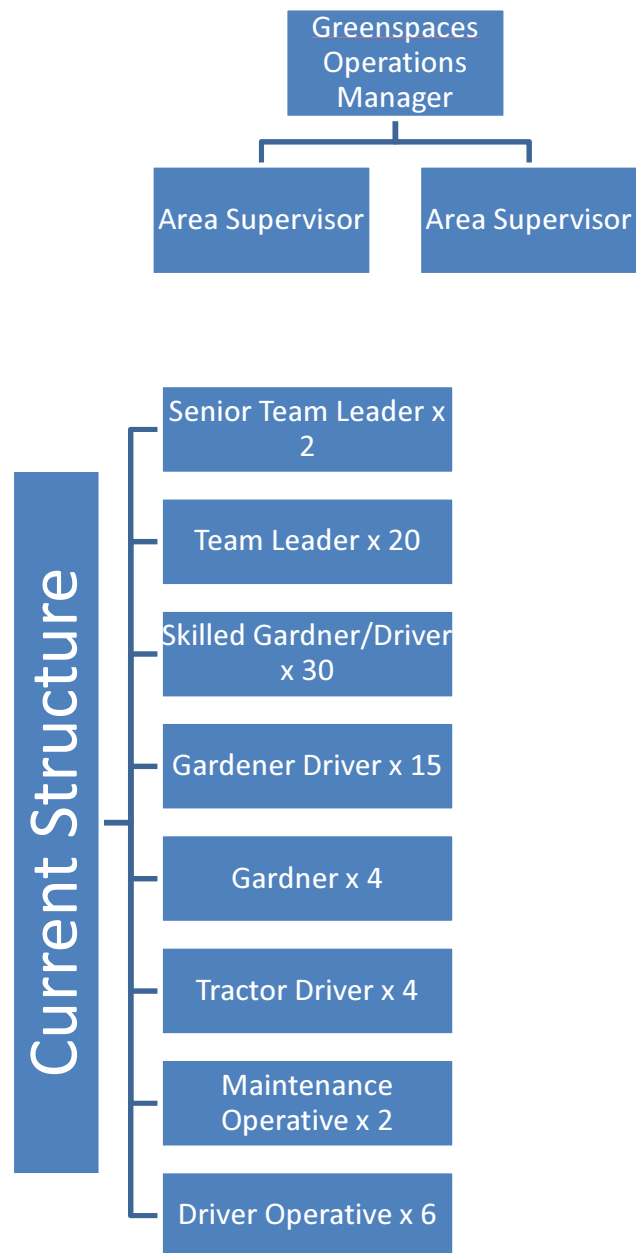
STAFF IMPACT ANALYSIS – A3

Appendix A1 – Existing Structure Street Operations



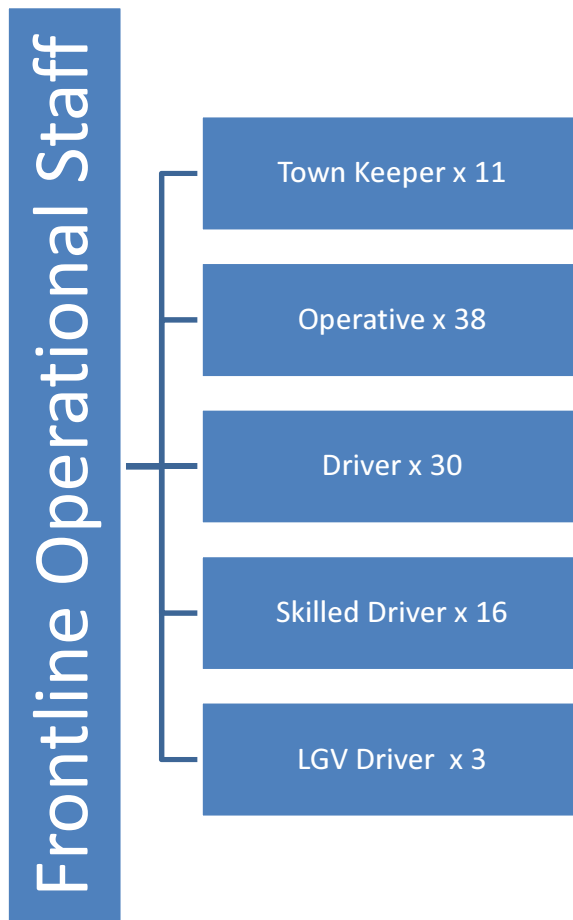
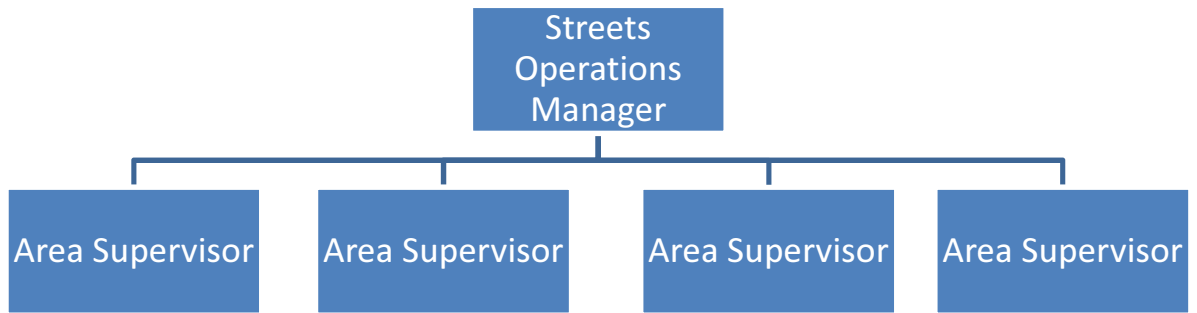
| | | Operations Manager | | | | | |
|----------------------------------|---------|--|---------|--|---------|--|---------|
| AREA 1 | | AREA 2 | | AREA 3 | | AREA 4 | |
| Supervisor | | Supervisor | | Supervisor | | Supervisor | |
| Town Keeper Service | | Town Keeper Service | | Town Keeper Service | | Town Keeper Service | |
| 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 |
| Hot Spot Service | | Hot Spot Service | | Hot Spot Service | | Hot Spot Service | |
| 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 |
| Town Centre Support | | Town Centre Support | | Town Centre Support | | Town Centre Support | |
| 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 |
| Residential Sweep Service | | Residential Sweep Driver/Loader | | Residential Sweep Driver/Loader | | Residential Sweep Driver/Loader | |
| 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 |
| Secondary Beat Service | | Secondary Beat Service | | Secondary Beat Service | | Secondary Beat Service | |
| Title | Grade | Title | Grade | Title | Grade | Title | Grade |
| Street Sweeper x1 | 7 | Street Sweeper x4 | 7 | Street Sweeper x5 | 7 | Street Sweeper x1 | 7 |
| Mechanical Swingo Service | | Mechanical Swingo Service | | Mechanical Swingo Service | | Mechanical Swingo Service | |
| 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 |
| Mechanical Merlin Service | | Support Service | | Graffiti Service | | Rapid response Service | |
| 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 |
| Bag Collection Service | | | | | | Pro Active Fly-tip Service | |
| 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



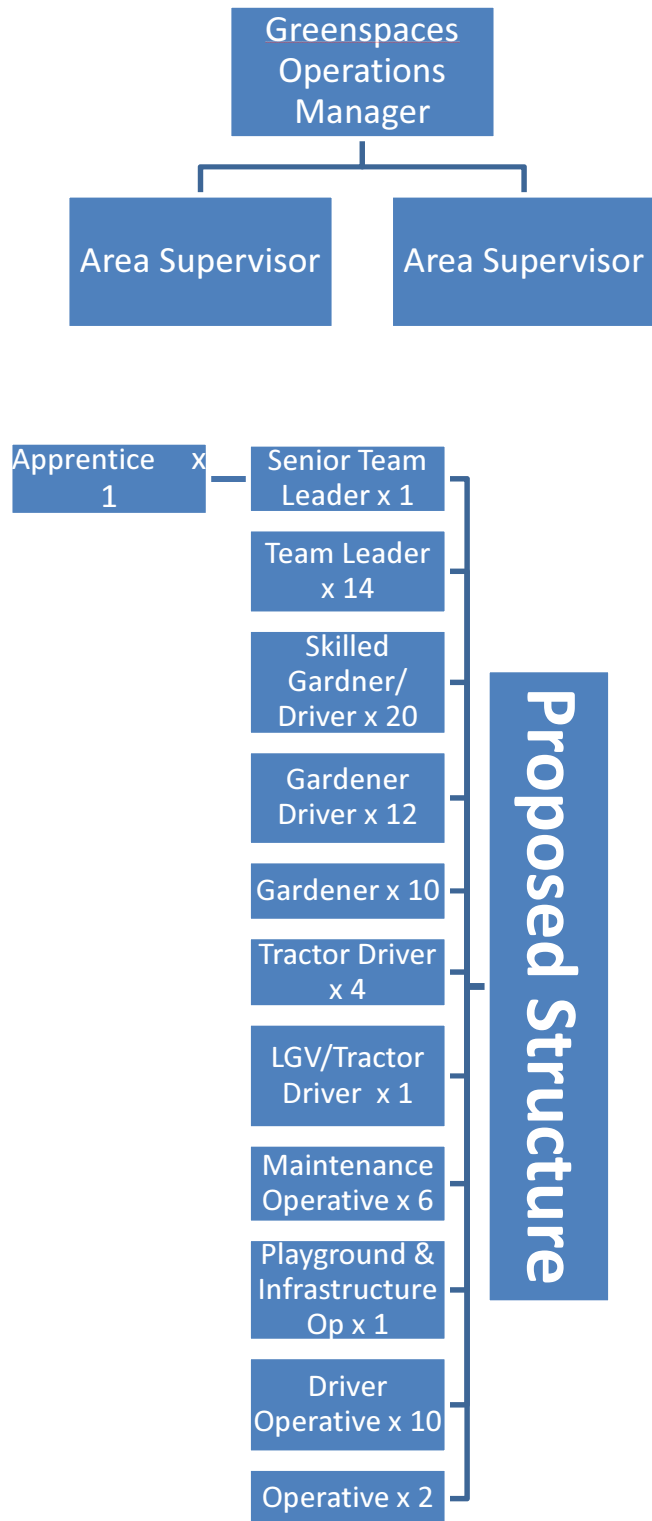
| OPERATIONS MANAGER | | | |
|------------------------------------|------------------|------------------------------------|------------------|
| EAST SUPERVISOR | | WEST SUPERVISOR | |
| Parks Mobile 1 | | Parks Mobile 2 | |
| Team Leader | 1 x Scp 22 to 25 | Senior Team Leader | 1 x Scp 27 to 30 |
|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

A2 – Proposed Structure Streets Operations



| | | | | | | | | | |
|--|---------|--|---------|---|---------|--|---------|-------|-------|
| | | | | Operations Manager | | | | | |
| | | | | | | | | | |
| AREA 1 | | AREA 2 | | AREA 3 | | AREA 4 | | | |
| | | | | | | | | | |
| Supervisor | | Supervisor | | Supervisor | | Supervisor | | | |
| | | | | | | | | | |
| Town Keeper Service | | Town Keeper Service | | Town Keeper Service | | Town Keeper Service | | | |
| Title | Grade | 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 | | |
| | | | | | | | | | |
| Monitoring Regime | | Monitoring Regime | | Monitoring Regime | | Monitoring Regime | | | |
| Title | Grade | 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 | | |
| | | | | | | | | | |
| Town Centre & Hot Spot Manual | | Town Centre & Hot Spot Manual | | Town Centre & Hot Spot Manual | | Town Centre & Hot Spot Manual | | | |
| Title | Grade | 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 | | |
| | | | | | | | | | |
| Residential Manual | | Residential Manual | | Residential Manual | | Trunk Roads | | | |
| Title | Grade | 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 | | |
| | | | | | | | | | |
| Secondary Beats | | Town Centre & Hot Spot Swingo | | Town Centre & Hot Spot Swingo | | Town Centre & Hot Spot Swingo | | | |
| Title | Grade | 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 | | |
| | | | | | | | | | |
| Residential Swingo | | Ad-Hoc / Spare Swingo | | Town Centre Washing & Graffiti | | Fly-tip Removal | | | |
| Title | Grade | 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 | | |
| | | | | | | | | | |
| Mechanical Main Road Sweep | | Agency / Extra | | | | | | | |
| 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 |
| Parks Mobile 1 | | Parks Mobile 2 | |
| 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 |
| Grass cutting Team 3 | | Grass cutting Team 7 | |
| 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 |
| Grass cutting Team 4 | | Grass cutting Team 8 | |
| 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 |
| Grass cutting Team 5 | | Grass cutting Team 9 | |
| 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 |
| Grass cutting Team 6 | | Grass cutting Team 10 | |
| 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 |
| Tractors | | Maintenance Operatives | |
| 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 | | |
| Litter Team 1 | | Sport East | |
| 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 |
| Litter Team 2 | | Sport West | |
| 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 |
| Litter Team 3 | | Hort Team 1 | |
| 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 |
| Litter Team 4 | | Hort Team 2 | |
| 2 x Driver Operative | scp 13 -16 | 1 x Skilled Gardener/Driver | scp 17-20 |
| | | 1 x gardener driver | scp 13 -16 |
| Litter Team 5 | | Hort Team 3 | |
| 2 x Driver Operative | scp 13 -16 | 1 x Skilled Gardener/Driver | scp 17-20 |
| | | 1 x gardener driver | scp 13 -16 |
| Litter Team 6 | | 1x Apprentice | |
| 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 |
| Totals | | 117 | 94 | | | 98 | |

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 |
| Totals | | 83 | 69 | | | 82 | |

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.