

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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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

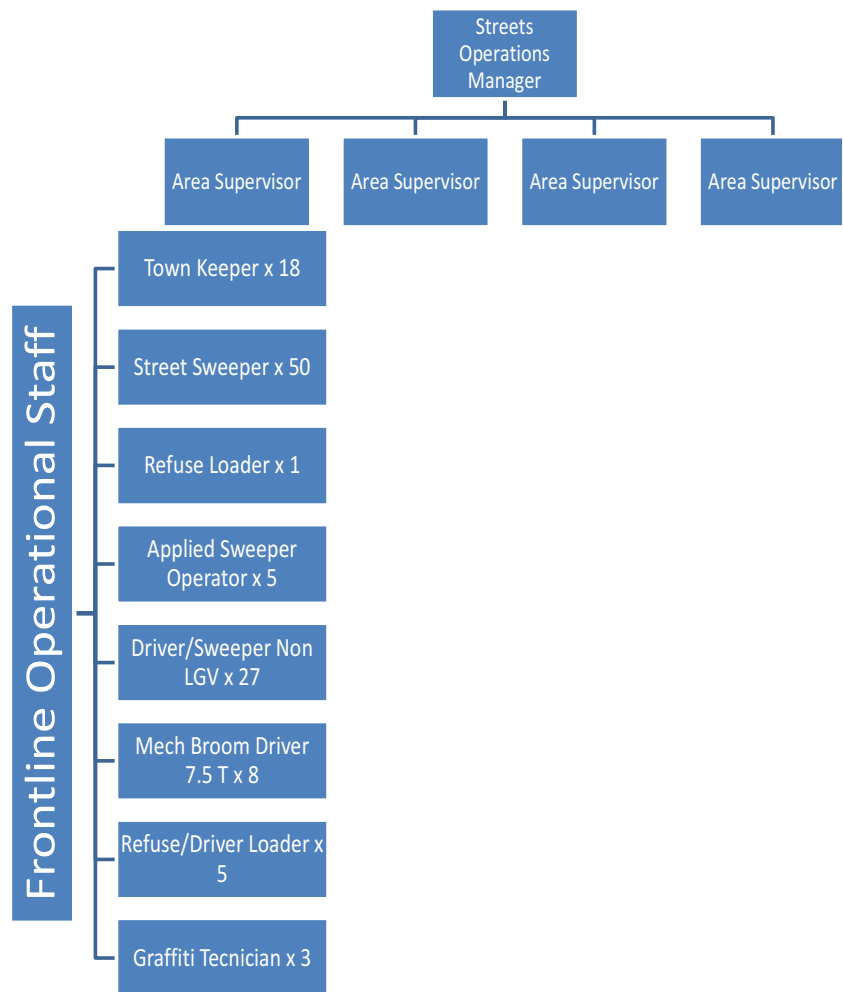
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EXITING STRUCTURE – A1

PROPOSED STRUCTURE – A2

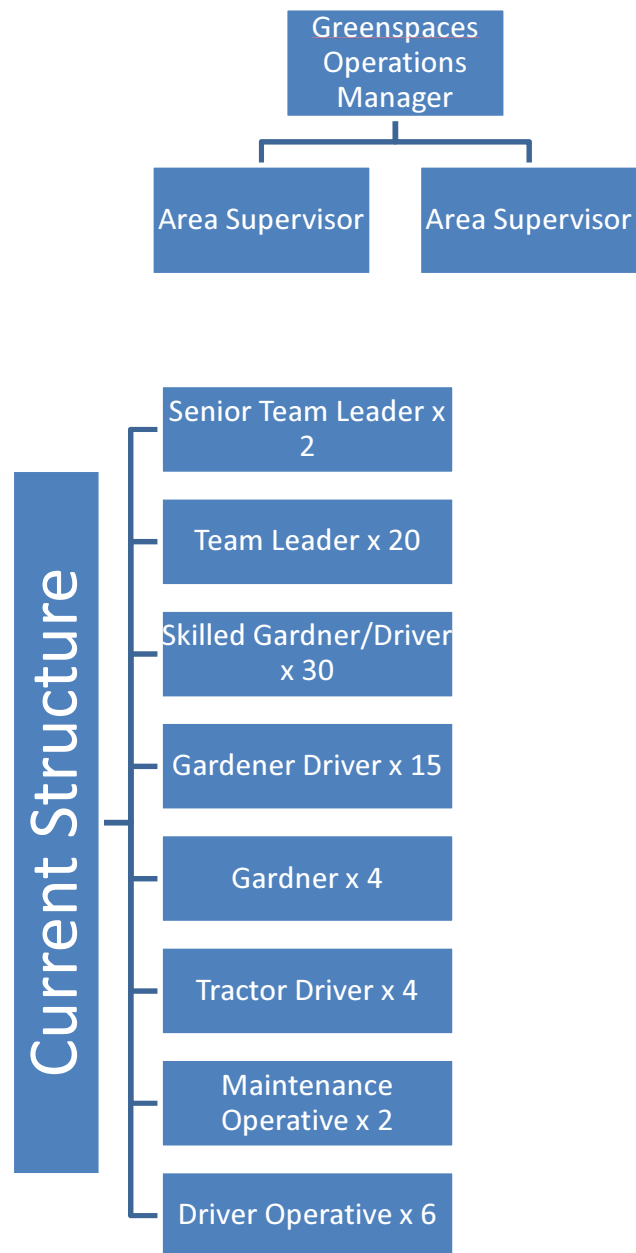
STAFF IMPACT ANALYSIS – A3

Appendix A1 – Existing Structure Street Operations



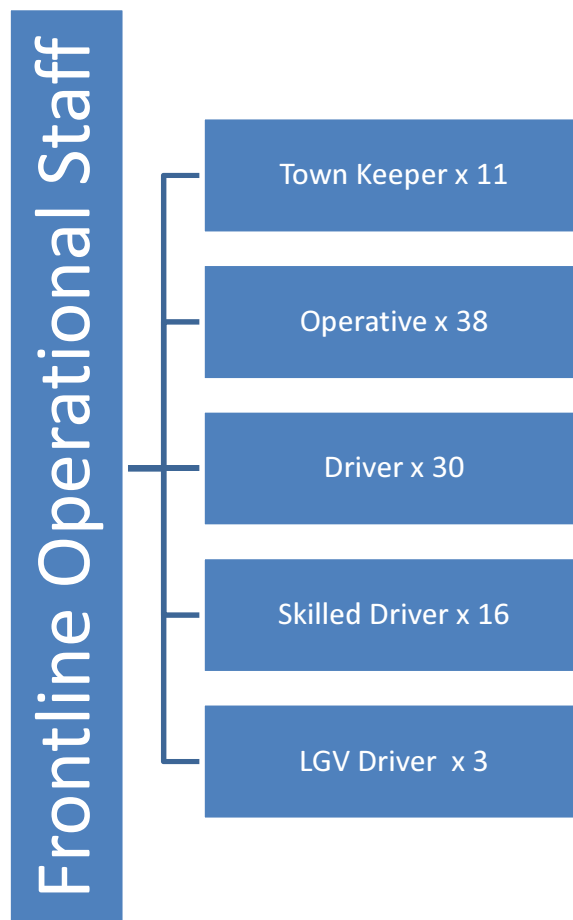
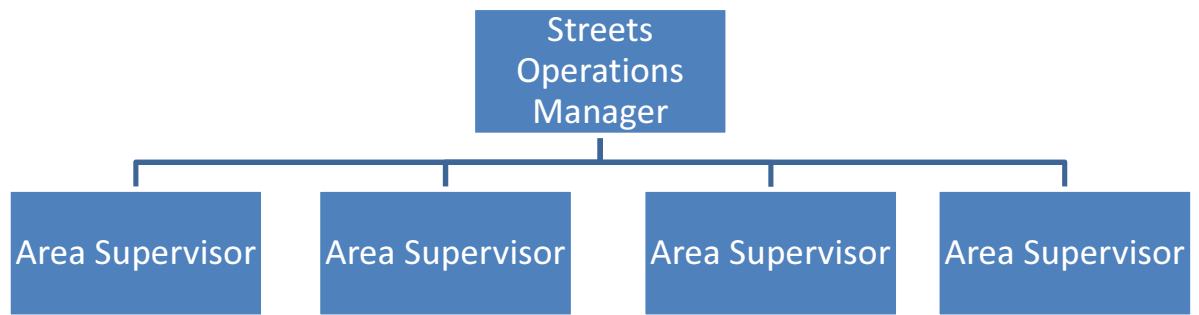
		Operations Manager					
AREA 1		AREA 2		AREA 3		AREA 4	
Supervisor		Supervisor		Supervisor		Supervisor	
Town Keeper Service		Town Keeper Service		Town Keeper Service		Town Keeper Service	
Title	Grade	Title	Grade	Title	Grade	Title	Grade
Town Keeper x5	15 - 16	Town Keeper x5	15 - 16	Town Keeper x4	15 - 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



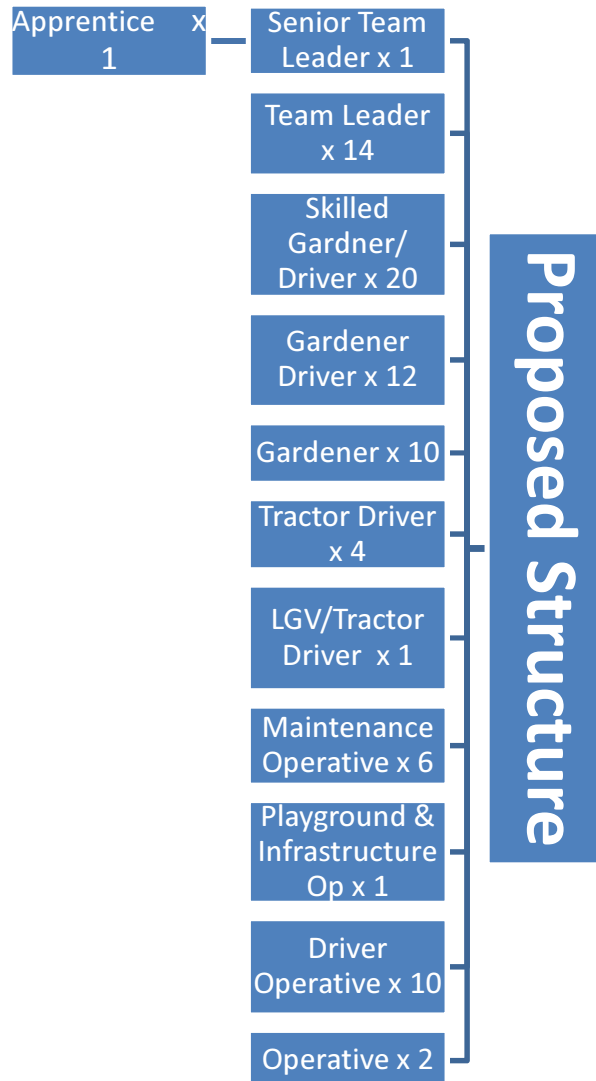
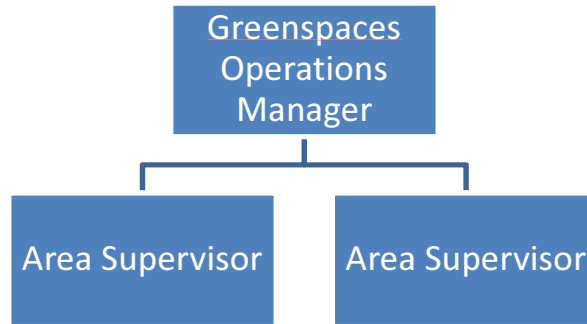
OPERATIONS MANAGER			
EAST SUPERVISOR		WEST SUPERVISOR	
Parks Mobile 1		Parks Mobile 2	
Team Leader	1 x Scp 22 to 25	Senior Team Leader	1 x Scp 27 to 30
Gardener - Skilled Gardener/Driver	1 x Scp 13 to 18	Gardener - Skilled Gardener/Driver	1 x Scp 13 to 18
Gardener Driver	2 x Scp 13 to 15	Gardener Driver	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		
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		
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		
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		
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		
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		
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.