

	<b>General Functions Committee</b> <b>8<sup>th</sup> November 2017</b>
<b>Title</b>	<b>Street Scene Restructure</b>
<b>Report of</b>	Street Scene Director
<b>Wards</b>	Non Applicable
<b>Urgent</b>	No
<b>Status</b>	Public
<b>Key</b>	Yes
<b>Enclosures</b>	Appendix A – Proposed Street Scene Structure Appendix B – Proposed posts for deletion and creation Appendix C – Equalities Impact Assessment
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## Summary

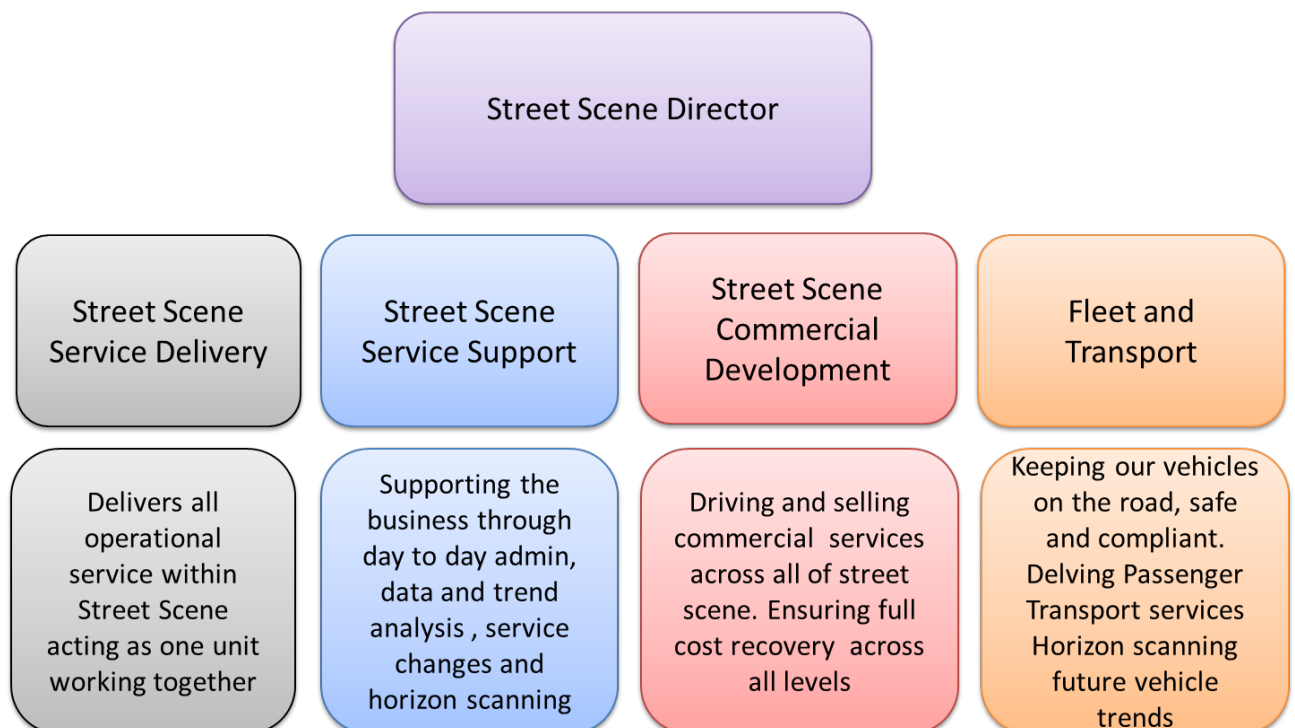
This report seeks approval to implement a new Street Scene Service structure. Following staff consultation and the Environment Committee decision to retain Street Scene as an in-house service a new structure has been finalised. The new structure looks to ensure that Street Scene will be a resilient service, delivering quality and value for the residents and businesses of Barnet.

## Recommendations

1. That the General Functions Committee considers and approves the new Street Scene Structure as set out in Appendix A
2. That the General Functions Committee authorises the deletion and creation of the post as set out in Appendix B
3. That the General Functions Committee authorises the Street Scene Director to take all necessary steps to appoint to the posts including Assistant Director within the new Street Scene Structure as set out in Appendices A and B.

## 1. WHY THIS REPORT IS NEEDED

- 1.1 The report concerns the proposed changes to the establishment of Street Scene Services.
- 1.2 Through 2017 consultation with staff across Street Scene has taken place. Following the decision by Environment Committee in May 2017 to retain Street Scene Services as an in house service, work has continued through the summer to ensure that an effective structure for the in-house service is created.
- 1.3 The proposed structure is designed to strengthen Street Scene and create a service which is resilient, delivers quality services and is value for money. The structure brings front line operational services closer together, to ensure consistency of management and process, and allows for more flexible use of resources, and the move to a more area based approach. It looks to:
- Bring to together all operations for Street Cleansing, Grounds Maintenance, and Recycling and Waste under one senior manager, supported by three operations managers.
  - Create one support service for Street Cleansing, Grounds Maintenance and Recycling and Waste, and where necessary and possible Fleet and Transport.
  - Ensure that the commercial service element of Street Scene can build on its success in the waste sector and expand into other areas.
- 1.4 The proposed changes will enable Street Scene to focus on delivering high quality, resilience, good value services. The new structure has four distinct service areas as can be seen below:



1.5 The proposed structure, looks to support transformation, commercialisation and change projects enabling delivery of a more efficient and productive service in the future, whilst managing the service delivery now. Key benefits of the new structure are:

- Move to an area based approach in recycling and waste collection and street cleansing;
- Greater resilience and depth of cover for administration and customer service supporting roles;
- Larger capacity to deal with customer contacts from the initial customer service team contact. A greater focus on swift and early resolution with clear responsibility given the Service Support Manager to ensure issues are dealt with right first time;
- Service Change team to push forward quality management systems, seek funding for new projects and enhance engagement with staff, residents and customers;
- Reduction in siloed back office functions;
- Clear points of contact within Street Scene for the wider Council;
- Combining data and system management across Street Scene and a resource to be used for more detailed data analysis and investigation;
- Dedicated sales team to increase Commercial Services;
- Increased use of apprentice to start growing talent; and
- Clear senior management lines of responsibility

1.6 The proposed new structure is set out in Appendix A

1.7 Street Scene Services provide some of the most recognised council's services, including bin collection, parks maintenance and cleansing. Currently it has a workforce of approximately 500 staff, who deliver highly valued services to residents. Appendix B sets out the deletion and creation of posts required for the new structure.

1.8 As part of the Medium Term Financial Plan the Environment Committee has approved a savings package of £3.4 million for Street Scene Service from 2016/17 to 2019/20 which was profiled for the following years:

	2017/18	2018/19	2019/20	Total
<b>Programmed</b>	£1,470	£750K	£1,200K	£3,420

1.9 The proposed changes in addition to the management and service improvements also make the following savings:

- 2018/19 - £659,000
- 2020/21 – £185,000

1.10 The proposed changes impact the following number of roles and people:

	Current Post	Current Staff	New Post
<b>Commercial Waste</b>	<b>5</b>	<b>3.5</b>	<b>5</b>
<b>Senior Managers</b>	<b>5</b>	<b>4</b>	<b>4</b>
<b>Street Cleansing</b>	<b>95</b>	<b>85</b>	<b>77</b>
<b>Supervisors and support</b>	<b>12</b>	<b>10</b>	<b>8</b> (Inc. 2 for 18 months)
<b>Support Functions</b>	<b>28.5*</b>	<b>11</b>	<b>18</b> (Inc. 2 for 18 months)
<b>Transport Services</b>	<b>18</b>	<b>13</b>	<b>18</b> + up to 2 apprentices where funding allows

\*Only 18 post are funded in current budget

- 1.11 There are no proposed changes to terms and conditions of employment as a consequence of the proposed restructure.

## 2. REASONS FOR RECOMMENDATIONS

- 2.1 **Recommendation 1** – It is recommended that the General Functions Committee consider and approve the new Street Scene Structure as set out in Appendix A. This will enable the service to become more resilient, delivers quality services and be value for money.
- 2.2 **Recommendation 2** – It is recommended that the General Functions Committee consider and authorises the deletion and creation of the post as set out in Appendix B. This will enable the new structure to be created and old post to be removed from the Council's Establishment.
- 2.3 **Recommendation 3** – It is recommended that the General Functions Committee authorises the Street Scene Director to takes all necessary steps to appoint to the post within the new Street Scene Structure including Assistant Director as set out in Appendix A. This will ensure that as part the restructure of service staff can be appointed to the new posts. Any posts which are vacant after this process will be advised internally within the council and externally.

## 3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The alternative approach is not implement the new structure and either keep the current structure or consult staff on a new structure. This, however, is not recommended as the structure have been subject to consultation and amended to reflect feedback given. Consideration to continue with the existing arrangements would result in the retention of the current structure, without the benefit of the savings indicated and improvements needed to Street Scene Services.

#### 4. POST DECISION IMPLEMENTATION

- 4.1 If the Committee is so minded to approve the recommendation then the implementation of the structure will follow the time scale below:

Date	Activity
Monday 8 <sup>th</sup> November 2017	General Functions Committee to seek approval for authority to implement new structure
From 9 <sup>th</sup> November 2017	Proposed assimilation letters issued where appropriate and at risk notifications
From 9 <sup>th</sup> November 2017	Application period for expressions of interest in Senior Management roles in the new structure and Appointment Process
Monday 13 <sup>th</sup> November 2017	Application period for expressions of interest in roles in the new structure opens (non senior management posts)
13 <sup>th</sup> November 2017 to 19 <sup>th</sup> November 2017	Period for submitting expressions of interest in roles in the new structure
Thursday 23 <sup>th</sup> November 2017	Invitation to interview send out
W/C 27 <sup>th</sup> November 2017	Interviews / selection process
W/C 4 <sup>th</sup> December 2017	Appointment Process
From 11 <sup>th</sup> December 2017	Implementation of: <ul style="list-style-type: none"><li>• New organisational structure</li><li>• New role profiles</li><li>• Recruitment to vacant posts</li><li>• Redundancy letters issued (where staff either unsuccessful or have volunteered)</li></ul>

#### 5. IMPLICATIONS OF DECISION

##### 5.1 Corporate Priorities and Performance

5.1.1 The report concerns the Street Scene Services functions of the Council.

5.1.2 The Council's priorities include:

- Maintaining the green and pleasant nature of the borough by reducing the amount of litter and detritus to the lowest level in London.

- Using encouragement, behaviour change and, where necessary, enforcement to persuade litterers to not drop litter in the Borough, including chewing gum and dog fouling.
- High quality services maintained whilst reducing unit costs to the lowest amongst Barnet's statistical neighbours.

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

5.2.1 **Finance & Value for Money**: The changes make the following savings which form part of Street Scene Services overall MTFS.

- 2018/19 - £659,000
- 2020/21 – £185,000

There is the potential that redundancy costs could range between £85,000 and £115,000, and in addition pension capital costs could range between £40,000 and £150,000.

5.2.1 **Procurement**: At this time there are no implications.

5.2.2 **Staffing**: The staff impacts are laid out in this paper and Appendix A, B and C, and in section 1.

5.2.3 The new structure also contains 6 new apprentices which will help build new talent within the service.

5.2.4 **Property**: At this time there are no implications.

5.2.5 **IT**: A separate project to implement a new back office data system in Street Scene will help staff; manage work flows and customer response in a more efficient manner, in underway. The second phase of this project will include in-cab technology to enable works orders to be sent to crews in real time, and feedback to be given to customers when work has been complete.

5.2.6 **Sustainability**: This restructure will enable Street Scene Services to focus on delivering high quality, resilience, good value services. Within street cleansing investment is being made in new mechanical equipment which will improve productivity, and quality of sweeping in both town centre areas, and roads and pavements.

## 5.3 **Social Value**

5.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits.

5.3.2 The implementation of the recommendations in this report will ensure that the Council can meet its objectives and deliver the corporate plan, of which social value is a component.

## **5.4 Legal and Constitutional References**

5.4.1 The General Functions Committee are responsible for all other Council functions that are not reserved to Full Council including considering reports on restructures in line with the HR Regulations.

5.4.1 The HR Regulations state that 'all new posts at Assistant Director level or above shall be created by committee decision (General Functions Committee, Policy and Resources Committee or Urgency Committee) and not by delegated powers'.

## **5.5 Risk Management**

5.5.1 The Council's functions are essential to the continuing transformation of services and delivery. To achieve this, the Council requires the right people with the set of skills to commission effective services for our residents.

## **5.6 Equalities and Diversity**

5.6.1 The Equality Act 2010 sets out the Public Sector Equality Duty which requires public bodies to have due regard to the need to

- eliminate discrimination, harassment and victimisation and other conduct prohibited by the Act
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not
  - foster good relations between persons who share a relevant protected characteristic and persons who do not

5.6.2 The relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

5.6.3 The proposed changes have been assessed to understand the impact on the protected characteristics. A Equalities Impact Assessment can be seen in Appendix C.

## **5.7 Consultation and Engagement**

5.7.1 Staff affected by the proposed changes has been consulted, and the feedback taken into consideration. Following consultation amendments were made to the structure. Discussions will continue with affected individuals while the restructure is implemented. Legal and HR advice will be taken where appropriate to do so

## **6. BACKGROUND PAPERS**

6.1 [Environment Committee May 2017 Papers](#) – Environment Committee Papers regarding the decision to keep Street Scene Service as an in-house operation