

**SUBJECT:** Waste & Street Services: Establishment Changes – Tweaking To Transform

**DIRECTORATE:** Operations / Waste & Street Services

**MEETING:** Cabinet

**DATE:** 1<sup>st</sup> March 2017

**DIVISION/WARDS AFFECTED:** All

**PURPOSE:**

1. To seek approval for the revised structure as proposed in this report to be implemented within the Waste & Street Services department.

**2. RECOMMENDATIONS:**

2.1 The recommendations are:

- a) To approve the proposed structure and changes to the core establishment
- b) To approve that minor adjustments, which may result when staff consultation has concluded, be delegated to the Head of Waste and Street Services following consultation with the Cabinet Member for Operations on the provision that the funding envelope as outlined is maintained.

**3. Background**

3.1 In February 2014 Cabinet approved the creation of the Waste & Street Services department which saw the merger of the previously separate waste/recycling and grounds maintenance departments. Over 2014 the managerial and office functions were reviewed and a completely new restructure was implemented and in 2015 Cabinet approved small changes to the team in light of lessons learned and to “tidy up” some of the anomalies presented through the first change. The current structures for the two sections (Commercial and Operations & Recycling Strategy & Business) are at Annex 1.

- 3.2 Unfortunately over 2016 two key senior colleagues left the organisation leaving large holes for remaining colleagues. Colleagues must be formally recognised and thanked for their hard work and dedication as our services are absolutely front line and it is to their credit that services have continued as normal. We recognise that in some instances our response has been delayed due to capacity with the much missed Commercial and Open Space Manager leaving and credit and thanks must be given to Members, colleagues and the public who have been understanding and have worked with the team to help them out.
- 3.3 These are changes to the overall structure of the department which on face value might look quite different to that already in place. However this is more a presentational issue as all the work that is done in the existing structure remains. The whole intention with the proposed change is to build on the strengths of the existing team. This is a change to *enable* our fantastic colleagues, to allow them to develop, shine even further and tackle future challenges and projects with confidence that the team is enabled, structured and resourced appropriately to ensure they succeed.
- 3.4 The changes can be identified in three main areas:

#### **Enabling Our Frontline Service to Deliver and Deliver Well**

- 3.5 The most important part of work of Waste & Street Services is the services we provide to residents every day. Our frontline colleagues who have to work in all weathers have one of if not, the toughest jobs in the Council. There are c.150 frontline colleagues employed by MCC covering a range of services – grass-cutting, litter clearance, tree works, waste collections, fly-tipping, play ground inspections - the detailed list is endless. It is important that our frontline colleagues are given support and leadership to do their role effectively. The services operate from 3 depots which are overseen by one Supervisor and two deputies (waste & grounds respectively) who are in essence charge hands as they issue work but then go out and work with colleagues. The Supervisors have a critical role in ensuring services are able to function and are delivered effectively. One of the lessons learned from the 2014-15 restructure is that frontline services need more support on well-being, succession planning, health & safety, systems and IT modernisation, monitoring of assurance regimes and monitoring effectiveness of service delivery. Many of these roles can be centralised and work pressures taken off Supervisors to allow them the time and space to focus on what is important – our service and our colleagues. It is therefore proposed that within Operations “wrap-around” support posts are created to address this gap. Key posts to provide this support will be:
- Senior Operations Officer:- lead on development of Grounds systems (of which there are many), responsible for “kit” and replacement to ensure crews have the right tools to do the right job, overseeing monitoring regimes and relieve supervisors of this

admin burden, developing schedules of works for the Supervisors determining what is appropriate and achievable within existing resources

- Operations Support Officer:- depot support for Supervisors, taking basic data monitoring task and updating schedules and performance records, providing regular reports to Supervisors and managers on trends on services, centralised focus for school safety inspections, continued GIS mapping of grounds services and keep data up to date with developments, removal of assets. In 2015 Cabinet approved the creation of a Grounds Apprentice. Given the need for support for depots it is proposed this is changed however the individual will still have a training and development programme to allow them to develop and progress within the service.
- Training, Safety & Well Being Officer:- focus on the mandatory training colleagues need to undertake duties and focus on how as a Council we can support an ageing workforce and ensure well-being through a demanding frontline role. This role will support Supervisors on health, safety and well-being ensuring that Council values of openness, fairness, transparency and flexibility are truly integrated through our relationship with frontline colleagues.
- Systems & Special Projects Officer:- focus on modernising and streamlining systems to reduce paperwork in depots and ensure better and timely response to customers

3.6 As well as the above, the move away from 2 Area Managers to an Operations Manager / Deputy structure will allow for consistency of application through the depots. The separation from the strategic and business development commercial aspects of the service allows operationally focussed colleagues to focus on putting in place the framework, systems and culture on how frontline services are to be run.

3.7 An important change with the above is the initial move away from the Training Centre operating on a trading model. With more LAs looking to in-source (to save money) and a change to the safety barrier training requirements which the Training Centre core staff are not equipped to provide, it is deemed appropriate to focus on ensuring our frontline services' training is well managed and planned. This focus on internal is not an end to external trading at all. Rather it's a change of emphasis and with an increased capacity of the service (as explained in more detail below) to focus on commercial aspects the future of the training as an income source will be kept continually under review. However for the initial period, it is a time of consolidation, using the expert resources we have to fulfil a number of priorities – training, H&S and well-being. When the time is right and other commercial priorities have been addressed the way forward and future of the Training Centre can be determined and expanded if demonstrated through a robust business plan.

3.8 It is also recognised that the service provides a valuable frontline resource in terms of open space management, dealing with public queries e.g. trees (exlc TPOs which are undertaken by countryside/planning) and managing tree assets, working with friends groups to

develop park proposals and align their aspirations to internal grounds maintenance resources. This is valuable public facing work and needs to be retained and delivered effectively. These functions will always have a close relationship to countryside, leisure colleagues etc. and need to work together to ensure effective outcomes are achieved for our citizens. It is proposed that within the Strategy section an Environmental Officer post is created to replace the valuable work undertaken in the community by the Commercial and Open Space Manager. This postholder will be responsible for:- open space strategy, parks management, local environmental quality monitoring (statutory requirement), liaising with volunteer groups – litter, parks, friends of groups and building their capacity to deliver, tree enquiries and the overall tree strategy of the Council (as the service has expertise to undertake tree risk assessments). This postholder will also add much needed capacity to our frontline Waste Education officers who are mainly dealing with reactive requests and working with communities and individuals who sometimes aren't as engaged in the recycling agenda as we would like. The service has already identified that to increase recycling performance we need to focus on food waste education programmes and this post will give much needed capacity to proactively design campaigns and engagement methods to help the Council continually improve.

## Systems

- 3.9 Behind the scenes of frontline service delivery sits a plethora of systems and processes for data collation, H&S monitoring, receiving and responding to public queries. The Council has big ambitions about how IT can streamline work and enable our frontline to be truly integrated with the wider organisation. WSS too have shared these ambitions and a lot of work has been undertaken on back office systems. However this worked has reached a pivotal point. With the investment in the APPY/My Council Services programme WSS will be the first service to design processes which take public requests seamlessly through to service delivery and then back as feedback. With the introduction of a new waste fleet in 2018 (with the recycling review) there is the potential to integrate technology into cabs to replace the plethora of paper schedules crews currently need to manage. This is currently being trialled within Monmouth depot and data to date has been extremely positive – particularly from the crews perspective as it makes life easier for them. The proposal is to align our aspirations with one post being solely responsible for delivering on this agenda whilst having a wide network within the Service and within the organisation. A change from Technical and Systems Support Officer which also focused on litter, fly-tipping, stray dogs (which has moved to the Env Officer) to a Systems and Special Projects Officer allows the service to have the capacity and focus to deliver on its aspirations. The postholder will also be utilised to focus on major projects. Over 2017-18 the recycling service will be implementing service changes with the introduction of separate glass collections and this position will be tasked to lead on the modelling or such work. As other service or corporate projects emerge this post gives the team capacity to ensure delivery can be achieved.

## Commercial

3.10 Between waste and grounds there is already a c.£2.75m turnover of commercial/income activity. Key activity centres around:

- Grounds – play ground installations, play inspections, school ground maintenance, grounds maintenance for Gwent Police, MHA, Aneurin Bevan Health Board & Born Afon, hard landscaping for developers on new housing developments
- Waste – trade refuse, trade recycling and garden waste

3.11 Income projection targets are built into the core baseline of budgets and any “profit” is returned through underspends. To date commercial activities such as bidding for contracts, marketing, business development have been part of core Operational roles. We are at risk of asking colleagues to do too much. Therefore a simplification and focus on specific functions will give greater clarity and ensure attention is given to priority areas. The proposed creation of a Commercial Manager will see the development of a WSS commercial team as the service already has a number of “income” focused posts (Trade Waste and Grounds external contracts). A commercial review of grounds activities has been commissioned to inform the future strategy of the service and it must be stressed that any commercial activity will be cognisant with the economic development priorities of the Council, that any commercial offer does not undermine local business and that MCC only undertakes commercial activity when it has a wider, strategic benefit. It is anticipated through this process that a Business Plan will be developed by the service which would be reported to Members in due course. Within this team it is also proposed to create a Contracts Support Officer. Generating income requires good systems, invoicing and close monitoring of bad debt. This post holder will also provide an admin capacity for the team collating data on contract performance, assisting with the development of bids and developing marketing literature (e.g. website maintenance) to support the service.

### **Service Support**

3.12 Behind any good service is the administrative and business support it receives. WSS have a small but very effective team. For over 170 employees and expenditure in excess of £12m the business support team consists of 3.2 FTE and has been filling a 0.6 FTE vacancy with agency support whilst these changes have been reviewed. The Training Centre also had 1.6 FTE of admin support. The Senior Admin Officer (Training) it is proposed will continue with her development to be able to provide internal training and quality assure the existing qualified trainer the service has. However she will also work as part of the centralised BSU team whilst taking the lead on the development, maintenance of planning training programmes for highways, SWTRA, waste and grounds. It is proposed that the Training Centre Admin Assistant post is deleted and the officer ring fenced for the BSU vacancy already in existence.

3.13 Therefore main proposals for change are

Delete the following posts:

- Area Manager North
- Area Manager South
- Commercial and Open Spaces Manager
- Training Officer
- Training Centre Admin Assistant
- Commercial & Scheduling Officer
- Technical and Systems Support Officer
- Grounds apprentice

Posts created

- Deputy Operations Officer – merger of Area Manager roles
- Senior Operations Officer – replace Commercial & Scheduling Officer
- Operations Support Officer – replace grounds apprentice
- Training, Safety & Well Being Officer – replace Senior Training Officer
- Systems and Special Projects Officer - replace Technical and Systems Support Officer
- Environmental Officer - new post
- Commercial Manager – new post
- Contracts Support Officer – new post ringfenced to BSU staff to apply
- BSU Apprentice – new post

Posts Amended

- Commercial & Operations Manager – sole focus on Operations
- Business Support Officer (Training) – integrated within central team but with a specific lead on training
- Data Officer – to include HWRC inspections for quality assurance
- Strategy Manager – to include parks and open space strategy not just recycling/waste and to deputise for HoS on budget management across the whole service

3.14 The proposed structures are at Annex 2.

### **What benefits will there be?**

3.15 As outlined above the changes will give much greater clarity to roles and colleagues given the opportunity to focus and prioritise. This will allow Members and the public to easily engage with the appropriate people within the service. These changes have all been about making things better and easier for all colleagues. Frontline services and colleagues are central to these changes. With additional wrap around support for Supervisors they will be able to do what they need to do – support frontline colleague and ensure services are delivered. Back office support will be geared towards undertaking functions which can be done centrally to allow depots to focus on frontline service delivery and system improvement will be prioritised to once more support service delivery.

### **Staff Implications & Engagement**

3.16 There are no planned redundancies through this process, all staff have roles designated to them and there are indeed are new opportunities created for our talented colleagues. Due to us refining roles a few officers will be put at risk but then ringfenced to roles to allow them the opportunity to demonstrate how they are suitable to undertake these slightly changed roles.

3.17 It is recognised that any change is stressful for colleagues. Therefore engagement on the key areas to be prioritised has already been undertaken and consultation with colleagues has been initiated. Feedback to date has been that these changes focus on the right things, all welcomed the need for greater clarity and there was confidence that the changes will result in a positive outcome.

## **4. REASONS**

4.1 With key people leaving it was an appropriate time to review the structure of the service and ensure it was geared towards priorities. A priority was to ensure frontline services have the support they need to deliver on a daily basis and key roles allowed to focus on what is most important and not dilute roles by asking them to do too much.

## **5. FINANCIAL IMPLICATIONS:**

5.1 The modelling proposes a very small saving (c.£3k). The modelling is based on top of scales and therefore in early years there maybe an underspend in salaries which will be used by the service to invest in proactive education campaigns on litter and recycling.

## **6. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING)**

6.1 There are no detrimental sustainable development, equality or safeguarding implications.

### **Consultees**

Colleagues within WSS

Personnel

Finance

Unions

Cabinet

Senior Management Team

## **7. Background Papers**

Annex 1 – current structure

Annex 2 – proposed structure

Annex 3 – comparison – current v proposed costs

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## Well-being and Future Generations Assessment

<p><b>Name of the Officer</b> Rachel Jowitt, Head of Waste &amp; Street Services</p> <p><b>Phone no:</b> 07824 406356 / 01633 748326</p> <p><b>E-mail:</b> racheljowitt@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p>To restructure the Waste &amp; Street Services department</p>
<p><b>Name of Service</b></p> <p>Waste &amp; Street Services</p>	<p><b>Date Future Generations Evaluation</b> 10<sup>th</sup> February 2017</p>


1. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.





Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A prosperous Wales</b></p> <p>Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The restructure aims to ensure we have the right people, with the right skills in the right jobs. This restructure also includes the creation of a number of new roles which will allow for progression. An important feature of these changes is the focus on colleague health and well-being.</p>	<p>Any change can be stressful and it is important that change management and engagement remains a key feature of implementation.</p>
<p><b>A resilient Wales</b></p> <p>Maintain and enhance biodiversity and ecosystems that support resilience and</p>	<p>n/a as linked to staffing structures</p>	<p>n/a as linked to staffing structures</p>

<b>Well Being Goal</b>	<b>How does the proposal contribute to this goal? (positive and negative)</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
can adapt to change (e.g. climate change)		
<b>A healthier Wales</b>  People's physical and mental wellbeing is maximized and health impacts are understood	Health and wellbeing is being given more attention in recognition of the demanding nature of the work WSS undertakes. A focus on proactive health considerations and succession planning for an ageing workforce will allow this outcome to be achieved.	
<b>A Wales of cohesive communities</b>  Communities are attractive, viable, safe and well connected	n/a as linked to staffing structures	n/a as linked to staffing structures
<b>A globally responsible Wales</b>  Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The creation of an Environmental Officer post will enable the service to truly integrate with Countryside colleagues who take the lead on the Environmental Strategy on behalf of the Council and the Public Service Board. This will be a post about the future, being proactive and ensuring that the service is aligning its operations with emerging environmental thinking and best practice.	
<b>A Wales of vibrant culture and thriving Welsh language</b>	n/a as linked to staffing structures	n/a as linked to staffing structures

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation		
<p><b>A more equal Wales</b></p> <p>People can fulfil their potential no matter what their background or circumstances</p>	We will ensure that our employment practices deliver this outcome	

## 2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Balancing short term need with long term and planning for the future</p>	A key feature is a focus on succession planning and looking at the future of the service.	

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The Environmental Officer will be a partnership based post. Working internally with other departments and most importantly working with our volunteers and external partners (e.g. Keep WalesTidy) on the development of key projects and environmental outcomes</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The Unions have been consulted and staff were fully engaged and consulted.</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>This whole change is about making things better and putting our colleagues in a position to be proactive and ensure our services are focused on</p>	
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>The restructure aims to put the right people in the right roles, delivering an efficient financial service which directly contributes to wide environmental outcomes from biodiversity to recycling.</p>	

**3. Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	We have ensured that we fully follow the Council's policies and procedures on undertaking a restructure and follow the Protection of Employment Policy. Therefore no protected characteristic is affected from this review.		
Disability			
Gender reassignment			
Marriage or civil partnership			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language			

4. **Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities?** For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire’s Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
Safeguarding	The proposals do not affect individuals and thereby do not affect or impact on the Council’s corporate parenting and safeguarding duties.		
Corporate Parenting			

5. **What evidence and data has informed the development of your proposal?**

<p>Consultation with staff</p> <p>Assessment on how things have worked since 2014</p>
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6. **SUMMARY:** As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

Positive:- revised restructure to enable the team to become more effective and efficient.

7. **Actions.** As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

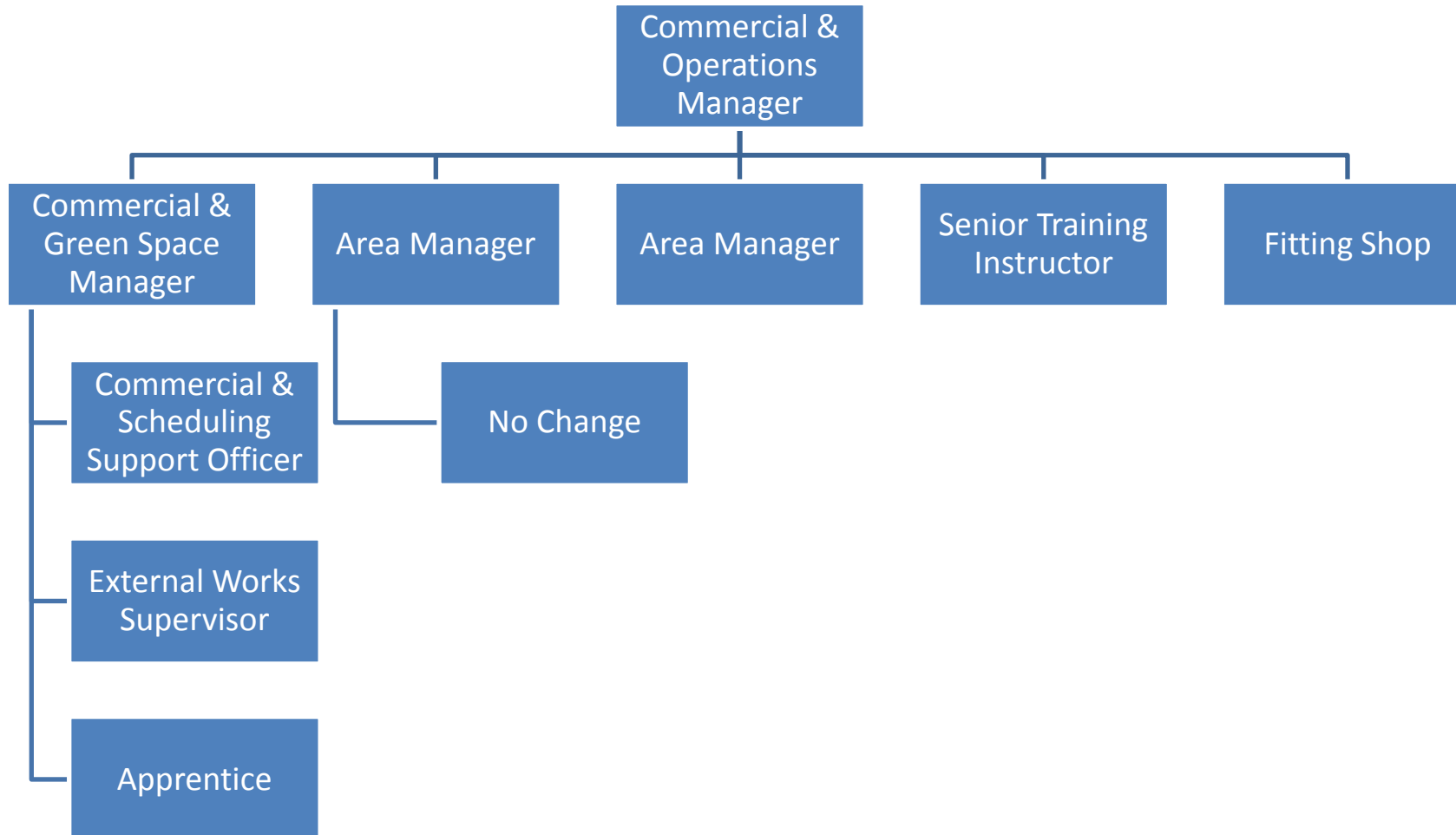
What are you going to do	When are you going to do it?	Who is responsible	Progress
Single Member Decision	Nov 25 <sup>th</sup>	Rachel Jowitt	
Implementation	Dec 2015	Rachel Jowitt	

8. **Monitoring:** The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:

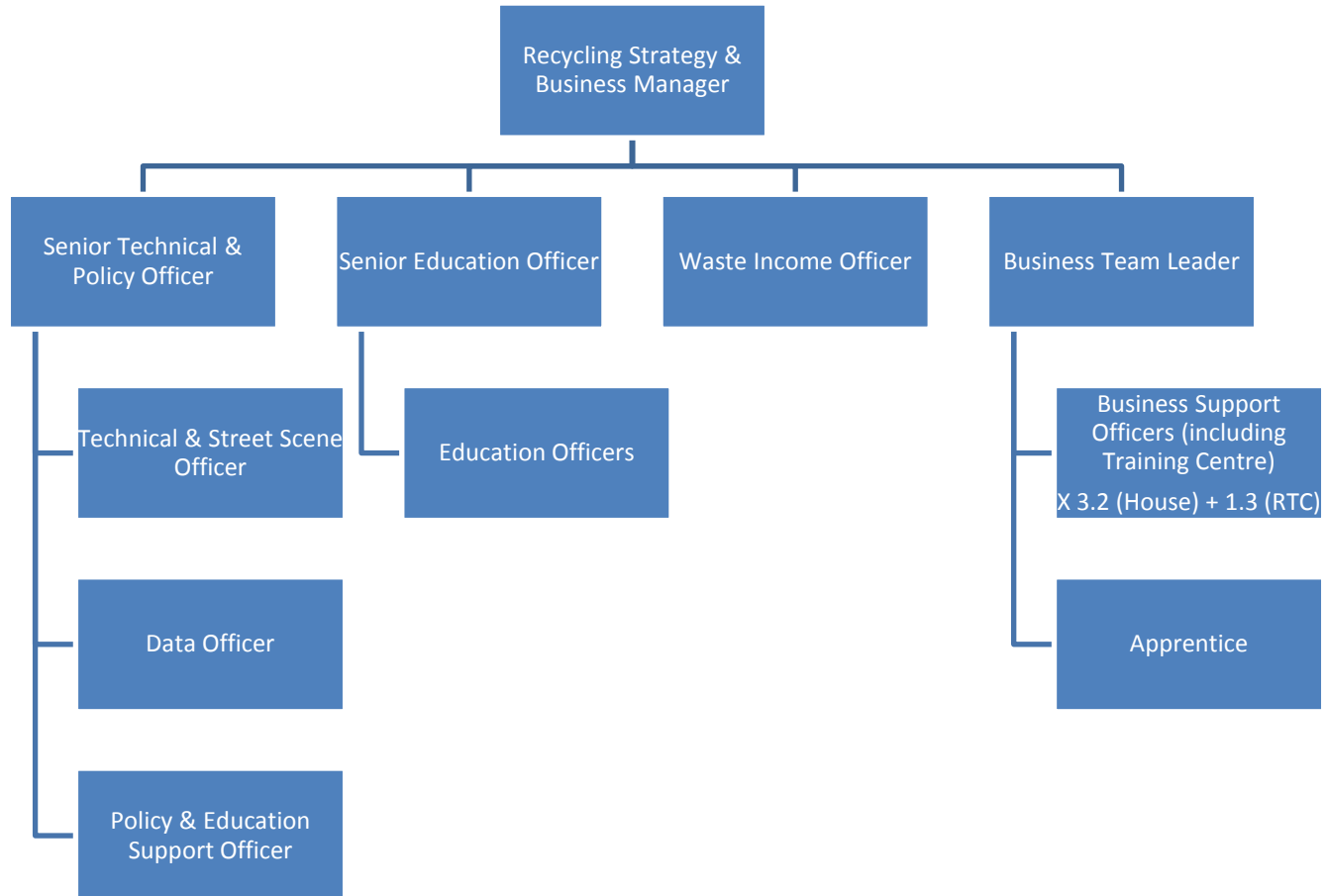
Engagement with officers  
Further review and consultation

Annex 1 Current Structure  
Operations Team

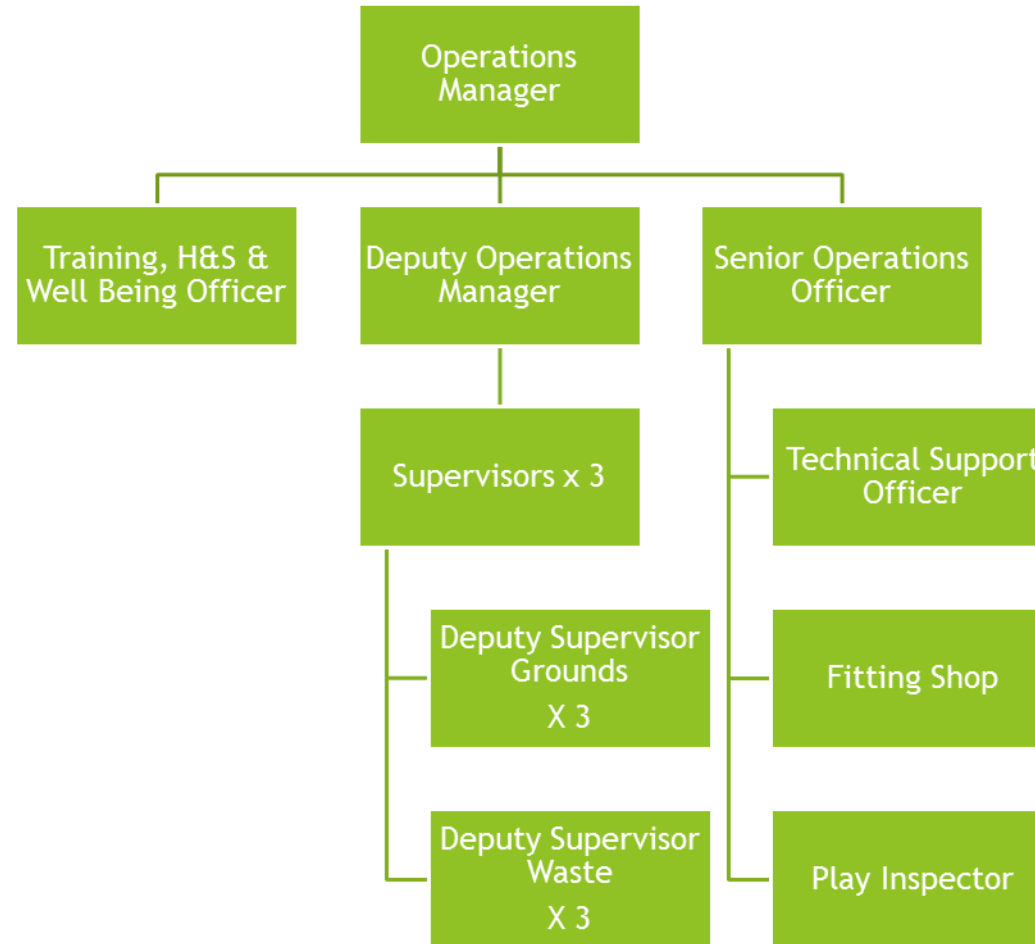


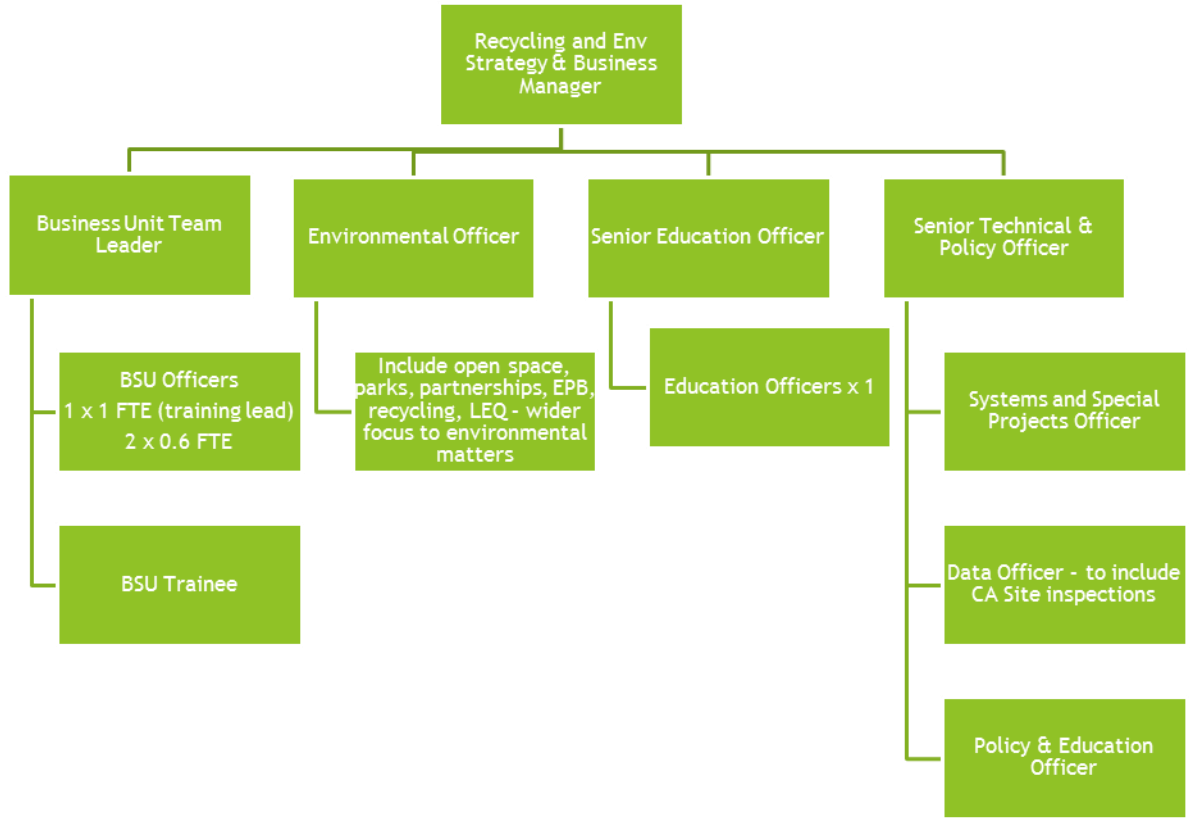


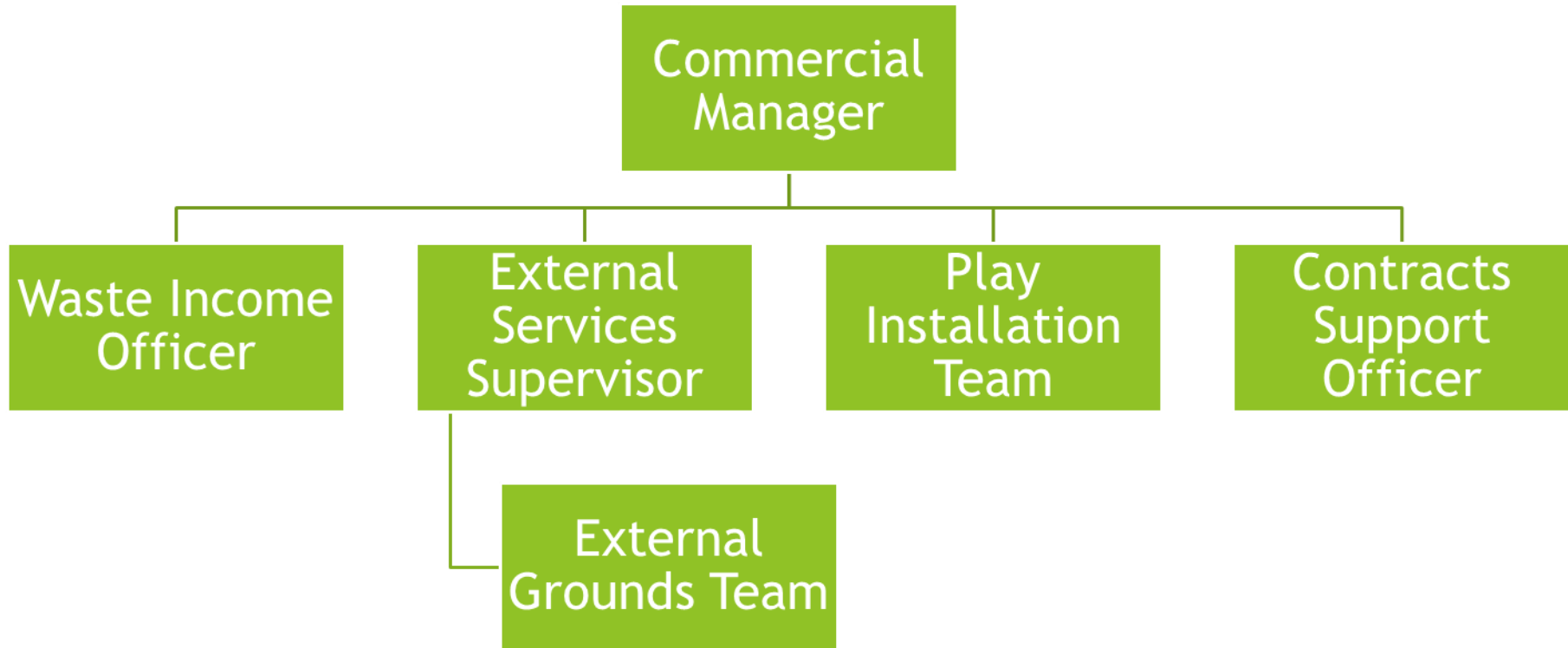
Recycling Strategy & Business Team



Operations







**Annex 3**
**Costs**

2016 Structure (as per Cab Report 2015)			2017 Proposed Structure			
Post Description	Band	Point Value	Post Description	Band	Point Value	
<b>NOTE:- posts are at top of scale for modelling - may not relate to current salary paid</b>						
Head of Waste & Street Services		56,100	Head of Waste and Street Services		£56,100	
Recycling Strategy & Business Manager	K	42,957	Recycling & Env Strategy Manager	L	£45,261	Strategy & Business Team
Trade Waste Officer	G	28,746	Senior Policy and Technical Officer	H	£32,164	
Data Officer	E	22,212	Recycling & Waste Data Officer	E	£22,434	
Senior Education Officer	G	28,746	Systems and Special Projects Officer	G	£29,033	
Education Officer x 0.4 (2 days)	F	12,367	Policy and Education Support Officer	D	£19,939	
Education Officer x 0.6 (3 days a week)	F	15,264	Senior Waste Education Officer	G	£29,033	
Education & Policy Support Officer	D	19,742	Education and Awareness Officer 0.6	F	£15,470	
Senior Technical & Business Officer	H	31,846	Education and Awareness Officer 0.4	F	£12,367	
Technical & Street Scene Officer	F	25,440	Environmental Strategy Officer	F	£25,694	
Business Team Leader	E	22,212	Business Support Team Leader	E	£22,434	
Business Support Officer F/T	D	19,742	Business Support Officer 0.6	D	£11,845	
Business Support Officer P/T 0.3	D	11,845	Business Support Officer 0.6	D	£11,845	
Business Support Officer F/T	D	19,742	Training Support Officer / BSU	D	£19,939	
Business Support Officer P/T 0.3	D	11,845	BSU Apprentice (trainee role)	C	£17,547	
Senior Training Instructor	H	31,846	Commercial Manager	K	£43,387	Commercial Team
Admin Officer P/T 3 days	C	11,000	Waste Income Officer	G	£29,033	
Senior Admin Officer	D	19,742	Commercial Services Supervisor	F	£22,997	
Commercial & Operations Manager	M	49,525	Commercial Support Officer	E	£22,434	
Area Manager - North	I	39,627	Operations Manager	M	£51,121	Operations Team
Area Manager - South	I	39,627	Deputy Operations Manager	J	£39,600	
Area Supervisor	G	28,746	Training & Well Being Officer	H	£32,164	
Area Supervisor	G	28,746	Senior Operations Officer	H	£32,164	
Area Supervisor	G	28,746	Area Supervisor (Abergavenny)	G	£29,033	
Commercial and Open Space Manager	J	39,267	Area Supervisor (Monmouth)	G	£29,033	
Commercial Services Supervisor	F	28,746	Area Supervisor (Caldicot)	G	£29,033	
Commercial & Scheduling Officer	F	25,440	Deputy Waste Supervisor	E	£22,434	
Grounds Apprentice	C	15,000	Deputy Waste Supervisor	E	£22,434	
Grounds Deputy Supervisor	E	22,212	Deputy Waste Supervisor	E	£22,434	
Grounds Deputy Supervisor	E	22,212	Deputy Grounds Supervisor	E	£22,434	
Grounds Deputy Supervisor	E	22,212	Deputy Grounds Supervisor	E	£22,434	
Deputy Supervisor - Waste	E	22,212	Deputy Grounds Supervisor	E	£22,434	
Deputy Supervisor - Waste	E	22,212	Operations Support Officer (trainee role)	D	£19,939	
Deputy Supervisor - Waste	E	22,212				
		£888,136.00			£885,647	
* in 2015 approval was given for a waste apprentice post, increasing expenditure to £903k. However this post was released to offset savings proposals from the Contact Centre / Hub						
on costs (30%)		£266,440.80			£265,694.24	
TOTAL COSTS		£1,154,576.80			£1,151,341.70	
Savings					-£3,235.10	