

APPENDIX 1**Frontline service**

Refuse and street cleansing are mandatory frontline services. The operating model for the refuse service was based on requiring 44 employees on a daily basis with the street cleansing service needing 18 employees to deliver the service.

Since the most recent changes to the management structure the services within the refuse and street cleansing section have grown; in terms of house building, tonnages, glass and garden waste collections and employees needed to deliver the services on a daily basis. COVID 19 and the national shortage of HGV drivers has also placed additional driving demands on the Refuse and Cleansing Manager and the Senior Team Leader.

Whilst resilience is being put in place for training and retention of HGV drivers the likelihood of residents continuing to work from home in the long term is probable. The result will be that some of the current operational pressures around increased tonnages and garden customers, and the associated increase in number of employees needed to deliver the services, will not reduce. It is therefore necessary to change the direct management and supervisory element to provide a more robust and resilient structure.

Role of Senior Team leader

The Senior Team Leader role was a new role introduced in the last establishment review and has proven to be a useful and productive role in support of the management arrangements. It is therefore proposed to create an additional Senior Team Leader role in order to provide additional support and resilience.

The role of the Senior Team Leader is to provide office support but also to provide operational support to the frontline services.

Management Implications

The current management structure within the refuse and street cleansing service is made up of a Waste and Climate Change Manager (provides operational and strategic oversight of the frontline services and other work areas), the Refuse and Cleansing Manager (provides day to day management of the services) and a Senior Team Leader who provides support to the Refuse and Cleansing Manager (office support but also on site support such as driving or Health and Safety monitoring).

The duties of the Waste and Climate Change Manager are being diluted by having to cover an increased amount of the day to day operational issues, such as dealing with routine employee or service issues, in the absence of the Refuse and Cleansing Manager who is deployed on direct service delivery duties such as driving. The knock on effect is that the Refuse and Cleansing Managers' duties are then also diluted or not being actioned as quickly as they should be, for example following up complaints regarding missed collections.

The creation of a new Senior Team Leader role will not only provide additional supervisory and management support but will also provide resilience for driving. The additional of this new post will be particularly beneficial for the Refuse and Cleansing Manager and the Waste and Climate Change Manager in terms of releasing them to undertake the core functions of their roles.

Employee's to management ratio

Currently the Refuse and Cleansing Manager and Senior Team Leader work collaboratively. However, opening up, managing and organising a minimum of 62 employees in a morning is a difficult task. Whilst daily work and teams are planned in advance invariably there are operational issues in a morning on a daily basis, for example people do not attend work, or a vehicle does not start, which needs the attention and re-organisation by the Refuse and Cleansing Manager and/or Senior Team Leader.

Particularly when either the Refuse and Cleansing Manager or Senior Team Leader is on annual leave the combination of the day to day management of the workforce and having to re-organise work and teams is too much for one person to undertake in a morning.

When either the Refuse and Cleansing Manager or Senior Team Leader are on annual leave the remaining employee who is not on leave will more often than not arrive at work early in order to prepare for the day. This does not make for a good work life balance and potentially leaves the service short at the end of the day from a management/supervisory position.

Whilst the Waste and Climate Change Manager can provide assistance this is not an effective use of their time and results in their time being consumed with dealing with direct service issues rather than working on the strategic priorities of the Environment Department and Council, such as measures to support the Council achieving its goal of being net carbon neutral by 2027.

The creating of another Senior Team Leader will provide additional resilience within the services which will allow improvements in the following areas:

- Additional employees with a HGV licence so able to drive on the frontline services.
- Ensure there are at least two employees providing supervisory support at all times to the 62 employees.
- Ensure that there is direct operational supervisory support throughout the working day.
- Release capacity for the Refuse and Cleansing Manager to undertake their duties.
- Release capacity for the Waste and Climate Change Manager to undertake their duties in accordance with the priorities of the Council.
- Improve the work life balance for the managers within the section.
- Improve the ability to undertake Health and Safety monitoring ensuring crews are working in a Safe and Legal fashion.
- Provide additional capacity to monitor and quickly resolve customer complaints within the service areas.

Proposal Structure

If the proposal is supported this could provide additional opportunities for career progression within the refuse and street cleansing service.

The current and proposed structure of the Refuse and Cleansing section of the Environment Department is shown in **appendix 2**. The addition of a further Senior Team Leader will not increase the management tiers within the structure. The management tiers will remain the same.

Both Senior Team Leaders will have the same job descriptions. It will be an expectation and requirement that both Senior Team Leaders and the Refuse and Cleansing Manager work collaboratively to ensure cover and resilience for both the refuse and street cleansing service.

There are no job evaluation implications as part of this structural review.

Financial Implications

The financial implications of the creating a new Senior Team Leader role is shown below:

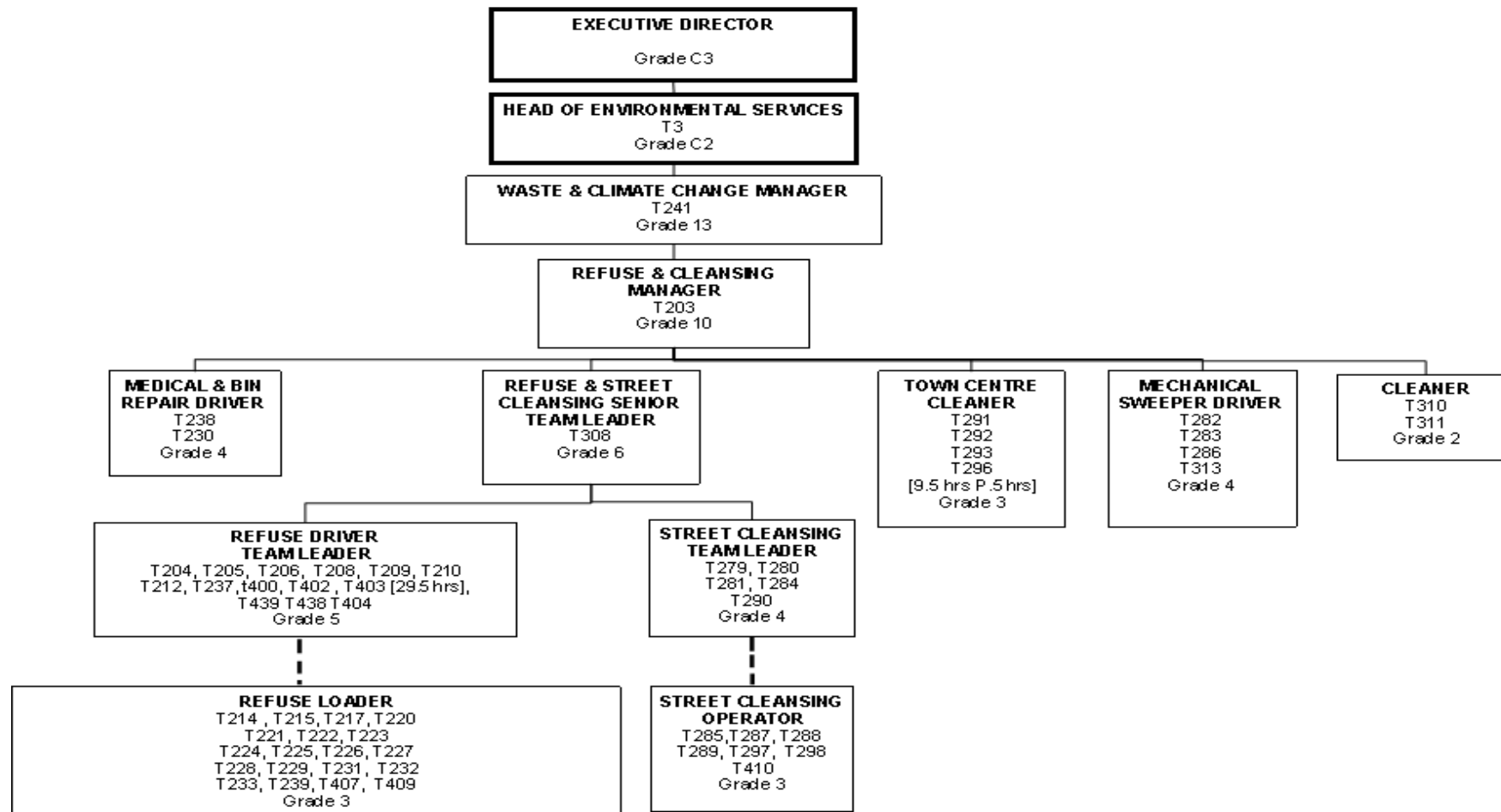
Cost	Salary (Top of Grade 6)	With Market Supplement
Basic Salary	£23,747	£25,747
NI (13.8%)	£3277	£3553
Pension (18%)	£4274	£4634
Cost	£31,298	£33,934

It should be noted that the £2000 market supplement currently applied to this post will run until September 2023.

APPENDIX 2



EXECUTIVE DIRECTOR'S DEPARTMENT
WASTE SERVICES—REFUSE & CLEANSING (Current)





**EXECUTIVE DIRECTOR'S DEPARTMENT
WASTE SERVICES—REFUSE & CLEANSING (Proposed)**

