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**Report of** Chief Officer Waste Management  
**Report to:** Director of Environment and Housing  
**Date:** 29<sup>th</sup> October 2015  
**Subject:** Refuse supervisory and support office reorganisation

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant,	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

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## Summary of main issues

Dealing effectively with the City's waste is a clear council priority. Providing a safe, efficient and reliable waste collection service that meets the needs of residents, increases recycling and diverts waste from landfill will produce savings that can then be used for other vital council services.

The previous Waste Management reorganisation, following a DDR of March 2014 has delivered improvements in the broader Waste Management Structure, but excluded operational support and frontline supervisory structures that this report now seeks to address.

## Recommendations

1 That the Director of Environment and Housing approves the proposals as described in this report, for reorganisation of the Waste Operations Service.

## 2 Purpose of this report

- 2.1 To gain approval to implement an operational support and front line supervisory structure, as defined in the report. The scope of the recommendations are provided at para 4.1.

### **3 Background information**

- 3.1 Dealing effectively with the City's waste is a clear council priority. Providing a safe, efficient and reliable waste collection service that meets the needs of residents, increases recycling and diverts waste from landfill will produce savings that can then be used for other vital council services.
- 3.2 The previous Waste Management reorganisation, following a DDR of March 2014 has delivered improvements in the broader Waste Management Structure, but excluded operational support and frontline supervisory structures that this report seeks to address.
- 3.3 Specifically, the report describes the rationale to redefine operational support and front line supervisory roles and responsibilities in line with developments across the service and with a greater focus on improving end to end ownership and understanding of issues between the public, the contact centre and front line service delivery, facilitated by the new Integrated Waste Management (IWMS) system.

### **4 Main issues and proposal**

- 4.1 The existing structure is shown at Appendix B. The posts within scope of this reorganisation are as follows:
  - Team Managers (currently 5 permanent and 1 temporary FTE)
  - Operational supervisors (currently 18 permanent and 2 temporary FTE)
  - Duty Manager (currently 1 x FTE)
  - Transport Liaison Officer (currently 1 x FTE)
  - Support Assistants (currently 8 x FTE)
  - Support Officers (currently 4 x FTE)
  - Casework Team Leader (currently 1 x FTE)
  - Casework Specialists (currently 3 x FTE)

#### **4.2 Operational Supervisors**

The recent implementation of a new four area working structure has improved delivery and accountability, but the service now needs to build upon that and strengthen area-based responsibilities and oversight with improved links to existing Locality, Housing and political structures.

#### a) Shift Pattern

Whilst Supervisors work 37 hours per week, they are only in work 4 days per week. This effectively means that they are in work (before leave is taken into account) on 208 days per year. This compares to a 'normal' five day working week where staff would be in 260 days per year. Whilst the number of hours is the same, this does mean that the number of days available to cross-over with managers and others in the service and outside is lower than it would be on a normal working week.

The current shift pattern leads to a lack of continuity in the service. Whilst the cross-over between supervisors, and the passage of information between supervisors has improved, the gaps between shifts does lead to delays in issues being resolved and to a lack of consistency in dealing with issues on a week by week basis.

Supervisor's shifts are not coterminous with the crews that they manage. This leads to the service having to have 'back-up' supervisor arrangements and therefore a blurring of responsibility for communications with crews and dealing with issues.

The current shift pattern is difficult to understand and communicate. This leads to issues in communicating and engagement with other services, Elected Members and the public.

The existing shift pattern helps to ensure consistent early/late cover and looks to provide the same level of cover on Saturdays as a 'normal' working day. However, whilst the same number of collections takes place on Saturdays as during the week, it is not a normal working day. Customer Services are not open and there is less email and other contact to the service; support services such as HR are not available; and there tend to be fewer fleet issues. This restricts the work that needs to be done and that can actually be done on Saturdays and leads to unproductive time. There is still however a need for cover in the early mornings, at the end of the day and on Saturdays.

Development of and communication with Supervisors is also constrained by the shift pattern. The ability to hold joint communication and engagement, or training is limited, and incurs significant costs if all staff are to be seen at the same time.

#### b) Role

The proposal looks to improve accountability, responsibility and flexibility amongst supervisors and managers for all aspects of service delivery, overall service completion in the day and fleet.

Supervisors are undertaking a number of duties that are high-level and not necessarily reflected in their current role, for example Duty Manager and transport related duties.

### **4.3 Duty Manager**

A 'Duty Manager' function is required to oversee the operation of the citywide service on a daily basis. It ensures that we have a holistic view of the service and can pool resources to deal with any problems efficiently.

However, the existing Duty Manager role does not currently cover the hours required. Duty work is required in both the early and late hours of the working day when issues tend to

arise, and at the moment the post is only in place during 'core hours', e.g. 7:30am to 4:30pm. The Duty Manager role is successfully covered by Operational Supervisors when the Duty Manager is not in work. At Henshaw depot the Duty Manager role is delivered by the Supervisors located there at all times.

The existing Duty Manager role can also lead to a lack of accountability for delivery of the service during the day, as responsibility often falls to this one individual, who has no clear supervisory responsibilities. It also serves to reduce the understanding of the citywide service amongst the Supervisor team.

#### **4.4 Transport liaison role**

A 'Transport Liaison' function is currently required in the service to oversee any transport issues across the fleet during the day. However, many of the duties carried out by the existing role are administrative in nature and could be carried out by others within Operational Support functions. As with the existing Duty Manager role above, the role can lead to a lack of accountability for transport issues within the service. There is a need to ensure that any future Transport Liaison functionality has a thorough understanding of the frontline service and is equipped to deal with any issues raised.

When the Transport Liaison Officer is on leave, responsibility falls to the supervisors or operational support staff within the service, however there is a lack of understanding of the role and therefore this often causes issues. At Henshaw depot transport related issues are managed by the Supervisors located there. The service needs more flexible arrangements to deal with transport related issues in the service.

#### **4.5 Business Support**

There have been a number of changes within Business Support functions over the last few years, and this remains an area that will continue to develop and evolve. Examples include:

- The new Integrated Waste Management System (IWMS) that will deliver a large degree of process automation, reducing the current reliance on paper and telephone communications. Much of the low complexity data entry work currently delivered by the A1/3 'hub' staff will be fully automated. The remaining 'hub' functions closely align to the office support officer roles, currently at B1.
- The Transactional Web Services (TWS) project and implementation of Customer Contact Platform (CCP) will deliver further automation, informing customers of service request progress and allowing for self service requests. The complaints and customer service processes are being optimised to deliver targeted support with area based expertise.
- Alongside this, work has been ongoing over the last two years to improve business support services and this has delivered a number of process developments which has increased efficiency.
- System development of "Logistics" will deliver efficiencies after integration with a number of spread sheet based recording systems. The case work functions will be further developed to include performance reporting.

Due to the above improvement programmes the overall requirement for business support services as previously defined will reduce. It was originally planned in the IWMS business case for that resource to be realigned to improve customer service and provide performance and information management.

It was decided early in 2013 that these service delivery functions were essential immediately and there was an expansion and recruitment into the team to deliver customer service, case work, complaints handling and performance information functions. Casework handling functions remain essential to the service, but there is a need to ensure that they are close to the operational management of the service and accountability is in the right place. The current casework structure sometimes undermines this accountability and buffers operational staff from many issues that they should be dealing with.

More flexibility is required across Business Support roles, to support the 'Better Business Management' review, fluctuating service needs and to help manage workloads more effectively. The hub function in particular needs more flexibility to cover peaks and troughs in demand. Current hub function roles are specific and these duties are not shared amongst the wider team.

Our existing payroll and attendance processes will remain and there will still be a significant requirement in terms of resourcing for these functions. The new system will not deliver resource management processes such as the allocation of crew to vehicles and this will still need to continue. There will still be a requirement for support on Saturdays and bank holidays.

## **4.6 Structure Proposals**

The existing and proposed structures can be found in Appendix B and C.

### **4.6.1 Team Managers**

Following the agreement to the deletion of a Team Manager post to enable a member of staff to leave under ELI there are now 5 permanent Team Manager posts on the structure. There is no intention to change this further, so going forward we will retain Team Manager posts overseeing the four area working model which is working well, and the Team Manager overseeing the Business Support function.

There is also a temporary Team Manager post in the service until phase 4 of AWC has fully bedded in (end of September) and a member of staff is currently acting into this post. This post will cease at the end of September. The move to 5 Team Managers will result in an increase to working one Saturday in every five from one in every six at present.

### **4.6.2 Operational Supervisors**

The service proposes to move away from the current 4:6 shift pattern for Supervisors to a five day, 37 hour working pattern with a rota for Saturdays.

The overall number of supervisors will be formalised into 19 permanent posts, rather than the current 18 permanent and 2 temporary posts.

A minimum of 7 supervisors is required each weekend, therefore each supervisor will work 19 Saturdays per year (a reduction from the current 35), with a day off in lieu to compensate. Given the move to five day working, consideration will be given to more flexibility around how these days can be taken going forwards. Supervisors will be expected to swap Saturdays to ensure cover is available when they are on leave, as per the current Team Manager arrangements. Bank holidays will still be part of the working week and Supervisors will be paid accordingly for these.

A rota for early and late starts will be in place to provide appropriate cover at those points in the day.

In order to provide additional cover at the start of the day to aid with fleet related issues, the handing out of keys, and basic administrative tasks, we propose to add two additional shunt driver posts (B3 grade – 4:6 shift) to the service.

To build resilience, the current Duty Manager post (SO2) will be removed and the duties will be covered through the new Team Leader role. The Supervisors' job description has been revised to incorporate these duties, i.e. city wide responsibility for the service as appropriate (see Appendix D).

In line with the move to generic roles, the current Transport Liaison post (SO1) will be removed and the duties delivered through a member of staff in the new Team Leader role. In line with consultation feedback it is envisaged in the short term (six months) that one of the Team Leader posts will have no operational line management responsibilities and be assigned responsibility for both the Fleet and the Duty Manager role to ensure consistency and develop knowledge and experience amongst Team Leaders. Again, the new job description has been revised to incorporate these duties (see Appendix D).

This new draft job description (Appendix D) has been informally evaluated at SO2. In line with the job description more accurately reflecting the role being carried out, and to be more consistent with roles in other services, the name of the role will change to 'Team Leader' (see Appendix D).

### **4.6.3 Business Support and Development Teams**

#### **A1-A3 / B1 Business Support Roles**

Changes to the Business Support Team will bring it in line with post-IWMS and new ways of working, and provide the necessary flexibility and skill-sets to deliver the service in future.

We therefore propose, as with the supervisor cohort, to move our Business Support Assistants (A1/3) away from 4:6 shift pattern and to five day working (Mon-Fri) with a weekend rota. This will generate more resources during week-days, when additional systems and administrative resources are required.

Saturday resources would be reduced to the minimum required, i.e. three people across the two sites. This would require that Business Support staff in these roles worked one of every three Saturdays, a reduction from the current 2 in every 3. On week-days we would always have at least 6 staff in work, an increase on the current 5 per day.

The eight Support Assistant (A1/3) and four Support Officer (B1) posts would be consolidated into nine Business Support Assistant (B1) posts. This acknowledges the more analytical role required, the duties already being carried out by A1/3 staff that are commensurate with this higher grade, and the need for a greater range of duties across the roles to deliver flexibility of resources within the service. The new job description for this post can be found at Appendix E.

It is proposed that the Store Person (B1) role is deleted and the duties incorporated in the B1 Business Support Assistant role. This post is currently vacant as the current incumbent has gained a role as a Refuse Loader. In line with consultation feedback it is envisaged in the short term (six months) that one of the B1 Business Support Assistant posts will be assigned to the stores role to ensure consistency and develop knowledge and experience amongst Team Leaders.

#### **4.6.4 C1 / C3 Business Support Roles**

The service proposes to retain the QA and Health and Safety Specialist post (C1) and the Document Management and Performance post (C1) both of which are critical in terms of the operational management of the service. The performance post becomes especially critical as we implement IWMS and are reliant on high quality analysis and intelligence coming from the new systems.

However there are currently 3 C1 Business Support Officers posts responsible for responding to complaints and supporting other operational issues. In order to bring these more in line with the operational structure the service proposes to increase this to 4 posts, which will be aligned with each of the four areas. Line management arrangements will continue in the Business Support team to ensure consistency of service delivery and flexibility but the role will report on a daily basis through the Team Managers.

To enable this change the Case Work Team Leader (C3) post will be deleted as this coordinating role is no longer needed due to the reduction in complaints and improved processes and practices.

## **5. Corporate Considerations**

### **5.1 Consultation and Engagement**

The recommendations in the report have been subject to a programme of discussion and consultation with all relevant staff, HR, finance officers and trade unions.

A meeting was held with affected staff and Trade Unions on 30<sup>th</sup> July 2015. Feedback from these sessions was discussed at a further meeting between the Trade Unions and the Head of Waste Operations on 13<sup>th</sup> August 2015. Following the services response to the feedback from Trade Unions, a further consultation meeting was held between staff and Trade Unions on 22<sup>nd</sup> September, followed by a meeting between the Head of Waste Operations and the Trade Unions on 30<sup>th</sup> September.

Trade Unions raised the cases of some individuals who, if asked to work early shifts may have difficulties getting to their place of work on public transport. This issue has been addressed through the Equality Impact Assessment at Appendix A and the service is committed to looking at any cases of this type and making reasonable adjustments to working patterns to ensure staff can attend work.

It is felt that the Transport Liaison role is a specialist one and one that would require development if a new member of staff were to take it on. The service is committed to the development of the new Team Leaders and has recently agreed to send three supervisors on Manager CPC training. However, the service is aiming for flexibility across the structure to enable us to have appropriate contingency and succession planning in place and the principle of delivering this role through a generic Team Leader role is key to this.

Existing B1 staff have raised concerns about the incorporation of the Store Person role into the generic B1 Business Support Assistant role. There is concern that this will lead to a lack of responsibility for stores, and means a significant change of role for some staff. We therefore propose that, for a transition period of six months, one of the B1 Business Support Assistant posts will be assigned to the stores role to ensure consistency and develop knowledge and experience amongst other Business Support Assistants.

In addition we have received representation that the Duty Manager role is of a similar specialist nature and therefore will require development of staff in order for it to be delivered effectively on a rota basis going forwards. We therefore propose that, for a transition period of six months, one Team Leader will cover both the Transport Liaison and Duty Manager roles (as is currently the case when the Transport Liaison Officer is on leave or absent). This person will work the same rota pattern as the other Team Leaders, but have no operational line management responsibilities. The arrangement will be reviewed six months after implementation. During the six month period the duties of this person will need to be covered when they are not in work, as they are at present, by Team Leaders on a rota basis.

Concerns have been raised over the level of cover on Saturdays and current supervisors have expressed that one additional member of staff on that day would ensure that service needs are met. This has now been reflected in the proposal.

However, the main issue is that existing Supervisors who are proposed to move off shift patterns and onto five day working, felt that they were being asked to attend work on more days per year, that this would cost them more money in travel, was disruptive to their work/life balance, and they were not being financially recompensed for this.

The proposal has sought to protect pay and posts within the service. In doing so we have proposed that, in moving onto the new grades, staff are automatically placed at a scale point where no financial detriment will occur, indeed most staff will gain additional pay. Trade Unions have suggested that all staff should be placed at the top of the pay scale in additional recompense for this change. We do not however feel there is enough justification for this further increase up the pay scales, in addition to the increase in pay already proposed.



In order to further help with travel, the service is willing to be more flexible with staff taking council vehicles home where appropriate to support flexible working and good time management, especially where staff are required to work start or finish at a location that is not their usual one. In addition the move from a shift pattern to a more 'normalised' five day working model, opens up the possibility of more flexible working arrangements. The service would be willing to look at flexible working, where the needs of the service can still be met.

## **5.2 Equality and Diversity / Cohesion and Integration**

An Equality Impact Assessment is appended at Appendix A.

## **5.3 Council Policies and City Priorities**

Delivery of kerbside collection services that are safe, efficient and reliable and meet the needs of residents are key to Leeds realising its target to meet 55% recycling by 2016 and exceed 60% in the longer term. The proposals within this report support wider aspirations for Leeds set out in the new Leeds Vision, City Priority Plans, Directorate Priorities and Cross Council Priorities.

The proposals clearly support the Best Council objective of, "Dealing effectively with the city's waste: minimising waste in a growing city, with a focus on:

- ensuring a safe, efficient and reliable waste collection service;
- providing a long-term solution for disposing of our waste;
- increasing recycling;

## **5.4 Resources and Value for Money**

The proposed structure can be found at Appendix C.

The cost of the existing structure is budgeted at £2,028k per year. At grade maximum the cost of the new structure is forecast to be £2,040k

However, the indicative costs of implementation in the first year assuming an element of staff who will not be paid at grade maximum; and a budget for the continuation of some agreed short term arrangements is £1,973k which saves £e £55k (2.7%). Depending upon speed of implementation there may be some minor savings in 2015/16.

### **5.4.1 Proposed timetable for implementation**

Following in-formal consultation with staff, a period of formal consultation commenced 15<sup>th</sup> July 2015. Each member of staff effected by the reorganisation will be offered an individual meeting in November to discuss their circumstances and any adjustments that may be considered.

Following this the new structure would take effect on 11<sup>th</sup> January 2015. This will allow 6 weeks preparation time and notice to staff, to implement the new working arrangements, including an implementation meeting with trade union colleagues so staff continue to be supported through the period of change.

## **5.5 Workforce implications**

There are no staff reductions in the areas identified in-scope so the Council’s Managing Staff Reductions Policy will not be adopted.

### 5.5.1 Operational Supervisors

**.Current workforce:**

<b>Current Supervisor SO1(Perm) on structure</b>	<b>Current Supervisor SO1 (Fixed term) on structure</b>	<b>Duty Manager and Transport Liaison on structure</b>	<b>Total on current structure</b>
18	2 = Total 20	2	20 + 2 = 22
<b>Current Supervisor SO1(Perm) in post</b>	<b>Current Supervisor SO1 in post on temporary arrangements</b>	<b>Duty Manager and Transport Liaison in post</b>	<b>Total staff in post</b>
12	8 = Total 20	2	12 + 8 + 2 = 22

**New workforce:**

<b>Team Leader SO2 (Perm)</b>
19

Although there is an overall reduction of 3 posts on the structure a number of these posts are currently held by people with existing substantive roles on a temporary acting up basis.

The existing 12 permanent Supervisors, Duty Manager and Transport Liaison Officer will be deployed into the new Team Leader (SO2) roles. The 4 Supervisors who have been in temporary positions for more than 12 months will be treated as if they are permanent in regards to the reorganisation and therefore will also be deployed into Team Leader roles.

Existing SO1s graded at scp 29 and 30 will be placed at SO2 scp 32. Those SO1s at the top of the scale (scp 31) will be moved to scp 33 at implementation. Appendix F shows the comparison of pay for individuals. There is no negative impact on pay for any individuals involved.

The remaining post(s) will be recruited to through the Council’s usual process.

### 5.5.2 Business Support and Development Teams

#### A1-A3 / B1 Business Support Roles

It is proposed to deploy the current A1-A3 staff, and existing B1 staff, into the new B1 role.

<b><i>Current on structure</i></b>	<b><i>Current in post</i></b>	<b><i>Current on structure</i></b>	<b><i>Current in post</i></b>
A1- A3 permanent – 8	A1-A3 permanent – 5	B1 permanent - 4	B1 permanent – 3
A1- A3 fixed term – 0	A1- A3 fixed term - 1	B1 fixed term - 0	B1 fixed term - 0

<b><i>New Structure</i></b>
B1 Business Support Officer - 9

Although there is reduction of 3 support posts in total on the structure (from 12 to 9) a number of these posts are currently vacant. There are therefore no staff reductions required and the existing post-holders will therefore be deployed into new roles.

Existing A1/3s graded at scp 8 to 11 will be placed at scp 13. Those A1/3s at scp 12 will be placed at scp 14. Those A1/3s the top of the scale (scp 13) will be moved to scp 16 at implementation.

Staff currently at the B1 grade will remain at that grade but also receive enhancements for bank holiday and Saturday working.

Appendix F shows the comparison of pay for individuals. There is no negative impact on pay for any individuals involved.

Any remaining posts will be recruited to through the Council’s usual process.

### **5.5.3 C1 / C3 Business Support Roles**

An additional C1 Business Support Officer post will be created and will be recruited to through the Council’s usual process.

The C3 Case Work Team Leader post will be removed from the Waste Operations structure. There is no staff reduction to consider as the post will be vacant from 3rd August 15.

Any staff that express an interest in the early leaver’s initiative will be considered in line with the current process and a separate business case for approval will be produced to support this.

#### **5.5.4 Other Relevant Roles**

In addition, for the purposes of the budget and overall clarity, 1 x PO3 Senior Business Officer (Technical) post will be deleted, following the resignation of the current incumbent, and replaced with an additional Support Officer (SO1) post. This will be recruited to in the normal way.

#### **5.6 Legal Implications, Access to Information and Call In**

In accordance with the Council's governance procedures, the decision concerning restructuring of the Waste Management service is not eligible to call in. Powers of delegation to the Director for this decision are contained within the scheme under Part 3 of the Constitution. There are no significant legal implications associated with this decision. The report contains no information which is considered confidential or exempt as determined by the Access to Information Procedure Rules within part 4 of the Constitution.

#### **5.7 Risk Management**

The Failure to implement the new working arrangements will have a significant impact on the function and efficiency of the Waste Management Service. It is essential that services are re-aligned as outlined in this report to ensure that, as a front-line service, Waste Management has the critical support it requires.

There are a small number of positions fewer in the proposed structure than in the current collective arrangements (see appendices B and C). However, some positions will see temporary arrangements end and the opportunity for permanent staff to take up some of these roles going forward. There are some levels within the structure which see a reduction in the number of posts at that level but others that see a comparable rise.

### **6 Conclusions**

This proposed structure is an important step to provide the required clarity, stability and capacity to deliver on future challenges within an affordable cost envelope. The benefits are clearly stated, as are the risks, the proposed approach to further consultation and the approach to implementing the organisational changes.

### **7 Recommendations**

That the Director of Environment and Housing approves the proposals as described in this report, for reorganisation of the Waste Operations Service.

### **8 Additional / confidential documents (see appendices attached)**

Appendix A: Equality Impact Assessment

Appendix B: Existing Structure

Appendix C: Proposed Structure

Appendix D: Job description Team Leader (SO2)

Appendix E: Business officer (B1)

Appendix F: Pay Rates and Scales

## Appendix A – Equality Impact Assessment

### Equality, Diversity, Cohesion and Integration Impact Assessment - Organisational change impacting on the workforce



As a public authority we need to ensure that all organisational change arrangements impacting on the workforce have given proper consideration to equality, diversity, cohesion and integration. In all appropriate instances we will need to carry out an equality, diversity, and cohesion and integration impact assessment.

This form:

- can be used to prompt discussion when carrying out your impact assessment
- should be completed either during the assessment process or following completion of the assessment
- should include a brief explanation where a section is not applicable

<b>Directorate:</b> Environment and Housing	<b>Service area:</b> Waste Management
<b>Lead person:</b> Tom Smith	<b>Contact number:</b> 0113 2478497
<b>Date of the equality, diversity, cohesion and integration impact assessment:</b> 22 July 2015	

#### 1. Members of the assessment team:

Name	Organisation	Role on assessment team e.g. service user, manager of service, specialist
Tom Smith	Leeds City Council	Head of Service
Adrienne Postle	Leeds City Council	HR Business Partner

#### 2. Summary of the organisational change arrangements to be assessed:

Dealing effectively with the City's waste is a clear council priority. Providing a safe, efficient and reliable waste collection service that meets the needs of residents, increases recycling and diverts waste from landfill will produce savings that can then be used for other vital council services.

The previous Waste Management reorganisation, following a DDR of March 2014 has delivered improvements in the broader Waste Management Structure, but excluded operational support and frontline supervisory structures that this report seeks to address.

Specifically, the report describes the rationale to redefine operational support and front line

supervisory roles and responsibilities in line with developments across the service and with a greater focus on improving end to end ownership and understanding of issues between the public, the contact centre and front line service delivery, facilitated by the new Integrated Waste Management (IWMS) system.

### 3. Scope of the equality, diversity, cohesion and integration impact assessment

#### Waste Operations -

##### Operational supervision:

- Team Managers (currently 5 permanent and 1 temporary FTE)
- Operational supervisors (currently 18 permanent and 2 temporary FTE)
- Duty Manager (currently 1 x FTE)
- Transport Liaison Officer (currently 1 x FTE)

##### Business Support:

- Support Assistants (currently 8 x FTE)
- Support Officers (currently 4 x FTE)
- Casework Team Leader (currently 1 x FTE)
- Casework Specialists (currently 3 x FTE)

### 4. Organisational change

(please tick all appropriate boxes that apply below)

Restructuring and assimilation	<input checked="" type="checkbox"/>
Re-organisation and job re-design	<input checked="" type="checkbox"/>
Flexible deployment	<input checked="" type="checkbox"/>
Early Leavers Initiative	<input checked="" type="checkbox"/>
Cessation of a service	<input type="checkbox"/>
Downsizing of a service	<input type="checkbox"/>
Switching	<input type="checkbox"/>
Recruitment	<input checked="" type="checkbox"/>

Equal pay considerations	<input type="checkbox"/>
Job evaluation	<input checked="" type="checkbox"/>

Any other organisational change arrangements	<input type="checkbox"/>
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**Please provide detail:**

The supervisory proposal essentially creates a Team Leader post with the city wide responsibilities previously allocated to individual roles of Duty Manager and Transport Liaison. A change in working pattern ensures improved accountability and responsibility amongst supervisors and managers and delivers overall flexibility on all aspects of service delivery.

More flexibility is required across Business Support roles, to support the 'Better Business Management' review, fluctuating service needs and to help manage workloads more effectively. The B1 JD has been reviewed and all staff will be assimilated onto the JD with a change in work pattern to support service delivery.

There are sufficient posts for all staff so no staff reductions using the MSR policy.

**4a. Do your proposals relate to:**  
please tick the appropriate box below

The whole service	<input type="checkbox"/>
A specific part of the service	<input checked="" type="checkbox"/>
More than one service	<input type="checkbox"/>

**Please provide detail:**

See section 3 for roles in scope.

Waste Operations only – Supervisory and Business Support. Frontline refuse roles are not in scope.

**4b. Do your proposals relate to:**  
please tick the appropriate box below

Employment considerations only	<input checked="" type="checkbox"/>



Employment considerations <b>and</b> impact on service delivery	
<p><b>Please provide detail:</b> This is to assess the impact of the restructure in terms of existing employees.</p> <p>Frontline roles such as Loaders and Refuse Drivers are not in scope. Supervisory reporting lines remain the same and current Supervisors already undertake the role of Duty Manager to cover absence.</p> <p>However it is also anticipated that the restructure improve customer relationship and staff satisfaction.</p>	

<p><b>5. Fact finding – what do we already know</b> Make a note here of all information you will be using to carry out this assessment. This could include: previous consultation, involvement, research, results from perception surveys, equality monitoring and customer/ staff feedback.</p> <p>(priority should be given to equality, diversity, cohesion and integration related information)</p> <p>Informal consultation with the TUs commenced in January 2015 through Waste Improvement group (WIG). Draft DDR discussed in July 2015 at WIG. Informal staff consultation took place in January/February 2015 to possible discuss working patterns and weekend cover. Draft DDR and JDs for discussion with staff in July 2015 with proposed working patterns and financial differences. These sessions all to provide feedback into the design and implementation of the final proposals.</p>
<p><b>Are there any gaps in equality and diversity information</b> <b>Please provide detail:</b> The Supervisor cohort is predominately male</p>
<p><b>Action required:</b> External recruitment into frontline roles via the Job Centre is attracting candidates from more diverse backgrounds. Progression to Supervisor has been achieved internally from existing frontline pool</p>

<p><b>6. Wider involvement – have you involved groups of people who are most likely to be affected or interested</b></p> <p> <input checked="" type="checkbox"/> Yes         <input type="checkbox"/> No       </p> <p><b>Please provide detail:</b> Staff in scope &amp; those closely associated with those in scope. Trade Unions (Convenors and Shop Stewards) HR Business Partners and Resourcing Team</p>
<p><b>Action required:</b> None.</p>

**7. Who may be affected by this activity?**

please tick all relevant and significant equality characteristics, stakeholders and barriers that apply to your strategy, policy, service or function

**Equality characteristics**

<input type="checkbox"/> Age	<input checked="" type="checkbox"/> Carers	<input checked="" type="checkbox"/> Disability
<input type="checkbox"/> Gender reassignment	<input type="checkbox"/> Race	<input type="checkbox"/> Religion or Belief
<input type="checkbox"/> Sex (male or female)	<input type="checkbox"/> Sexual orientation	
<input type="checkbox"/> Other		

(Other can include – marriage and civil partnership, pregnancy and maternity, and those areas that impact on or relate to equality: tackling poverty and improving health and well-being)

**Please specify:**

The proposals will alter the working patterns for the current Supervisors and A1-B1 Support staff.

This is a 6 day service so weekend working only includes Saturday. Sunday is a non-working day and this does not change.

The majority of staff currently work on a Saturday so this is a change in frequency / rota pattern to more predominately Monday to Friday working. There are 3 B1 Support Officers who currently work Monday to Friday.

As currently in operation now any agreed reasonable adjustments will remain in place and will be open to all staff that needs this support. There are sufficient posts for staff.

**Stakeholders**

<input checked="" type="checkbox"/> Services users	<input checked="" type="checkbox"/> Employees	<input checked="" type="checkbox"/> Trade Unions
<input checked="" type="checkbox"/> Partners	<input checked="" type="checkbox"/> Members	<input type="checkbox"/> Suppliers
<input type="checkbox"/> Other please specify		

**Potential barriers.**

**Built environment**

**Location of premises and services**

**Information and communication**

**Customer care**

**Timing**

**Stereotypes and assumptions**

**Cost**

**Consultation and involvement**

**specific barriers to the organisational change proposals**

**Please specify**

### **8. Positive and negative impact**

Think about what you are assessing (scope), the fact finding information, the potential positive and negative impact on equality characteristics, stakeholders and the effect of the barriers

#### **8a. Positive impact:**

- Working pattern/hours: The proposals involve a change of shift pattern for some employees, which may present advantages for carers. Monday to Saturday service is unchanged
- Financial exclusion: the organisation does not involve a reduction in jobs so no potential redundancy and no reduction in pay
- Communication: There are opportunities for better support and communication for frontline staff with the Supervisor continuity Monday to Friday
- Location: No change to current locations of depots
- Members should find the new service is more responsive and connected to their wards.
- Internal teams (such as Finance, HR) should find it is easier to work with the team due to supervisory presence Monday to Friday

#### **Action required:**

Team Leaders development and coaching to be delivered to develop current Supervisor cohort

#### **8b. Negative impact:**

- Working pattern/hours: The proposals involve a change of shift pattern for some employees, which may present disadvantages for carers.
- Communication: There is a risk that frontline staff misunderstand the supervisory changes if the new roles and responsibilities are not communicated in a way they can access and understand.
- Disability: It is possible that employees with a disability cannot fulfil the new roles available to them without reasonable adjustments. However these duties are already undertaken to cover absence (ie duty manager)

**Action required:**

- Managers to identify and support employees whose new role may have an impact caring responsibilities.
- Managers to adapt their communication style to reflect the profile of employees.
- Managers to carry out risk assessments to assess if any reasonable adjustments are required.
- Managers to be flexible to enable staff to fulfil reasonable caring responsibilities.

**9. Will this activity promote strong and positive relationships between the groups/communities identified?**

Yes

No

**Please provide detail:**

The Team Leaders will have more access and support to other teams and support functions such as HR due to increased presence Monday to Friday. They will also have more cross-over with their direct reports who work shift patterns over a 6 day working week.

The Business Support function will have more flexibility to respond to peaks and troughs in demand by flexible deployment of resources.

**Action required:**

None – action has already been considered as part of the proposals.

**10. Does this activity bring groups/communities into increased contact with each other (e.g. in schools, neighbourhood, workplace)?**

Yes

No

**Please provide detail:**

**Action required:**

--

**11. Could this activity be perceived as benefiting one group at the expense of another?**

Yes

No

**Please provide detail:**

**Action required:**

## 12. Equality, diversity, cohesion and integration action plan

(insert all your actions from your assessment here, set timescales, measures and identify a lead person for each action)

Action	Timescale	Measure	Lead person
Managers to identify and support employees whose new role may have an impact on their caring responsibilities	July consultation, at the time the appointment is made and one to ones.	Discussed /Reviewed at one to ones	Team Managers
Managers to adapt their communication style to reflect the profile of employees.	On-going	Feedback from staff and TU reps. Response from Engagement survey	Supervisors / Team Managers
Managers to carry out risk assessments to assess if any reasonable adjustments are required and implemented.	At the time the appointment is made. On-going	Discussed /Reviewed at one to ones	Supervisors / Team Managers
Managers to be flexible to enable staff to fulfil reasonable caring responsibilities	At the time the appointment is made. On-going	Discussed /Reviewed at one to ones	Supervisors / Team Managers
Team Leaders to establish/strengthen good local relationships to ensure the positive impact of the new arrangements are maximised	Should already be happening	Customer satisfaction surveys Feedback from customer groups / members	Service Managers
Team Leaders to undertake development programme and coaching	July- Sept 15. Ongoing coaching	Discussed /Reviewed at one to ones	Service Manager (HR lead)

**13. Governance, ownership and approval**

State here who has approved the actions and outcomes from the equality, diversity, cohesion and integration impact assessment

Name	Job Title	Date
Susan Upton	Chief Officer Waste Management	22nd July 2015
<b>Date impact assessment completed</b>		
22nd July 2015		

**14. Monitoring progress for equality, diversity, cohesion and integration actions**

(please tick)

- As part of Service Planning performance monitoring
- As part of Project monitoring
- Update report will be agreed and provided to the appropriate board  
Please specify which board
- Other (please specify): The Waste Management Team will

Review the effectiveness of actions taken following the implementation of the new service. This will include reviewing any impact on an individual basis as part of the usual management meetings with staff ( 1-1s, appraisals).

**15. Publishing**

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

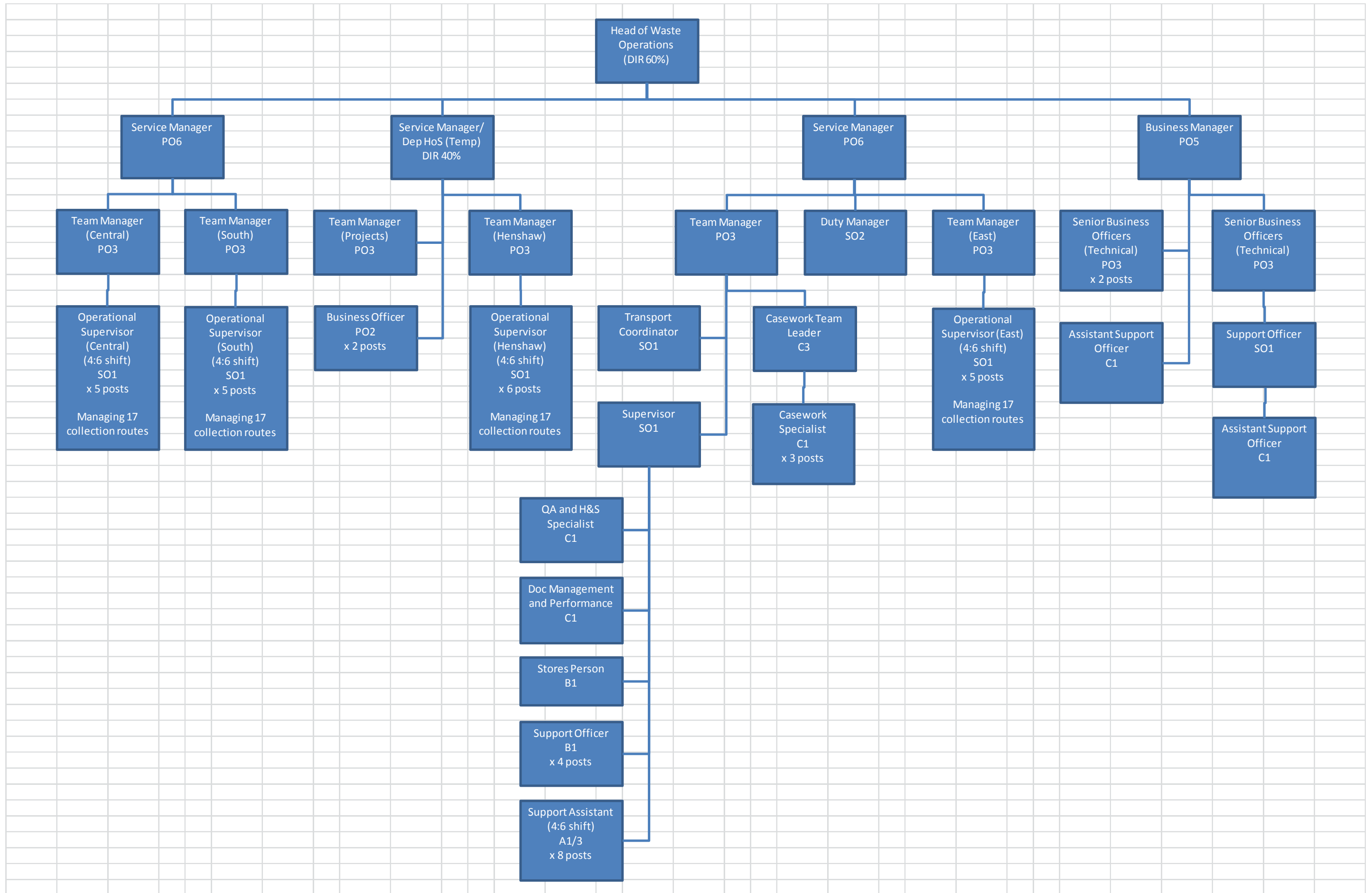
A copy of this equality impact assessment should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality impact assessments that are not to be published should be sent to [equalityteam@leeds.gov.uk](mailto:equalityteam@leeds.gov.uk) for record.

Complete the appropriate section below with the date the report and attached assessment was sent:

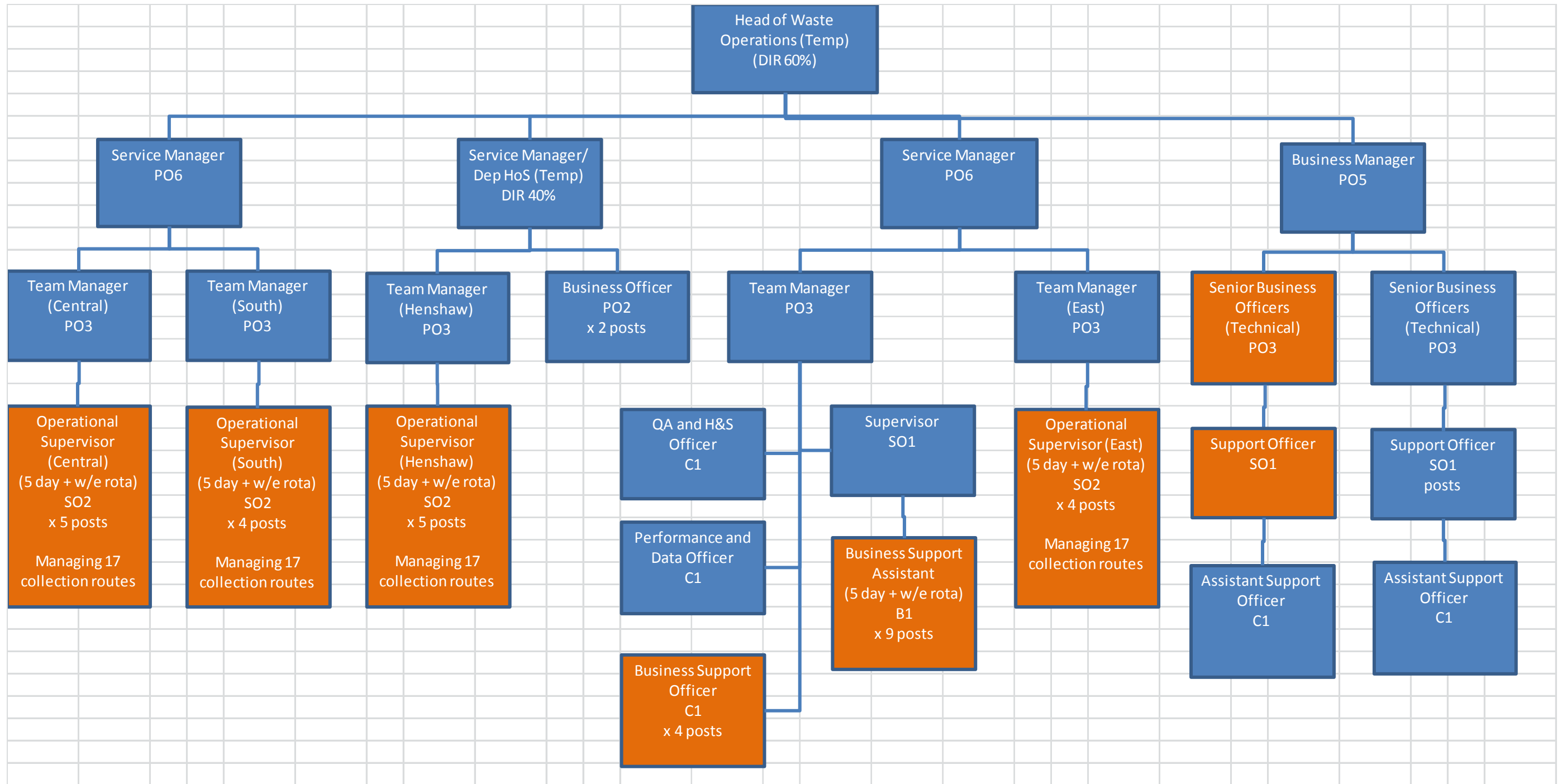
For Executive Board or Full Council – sent to <b>Governance Services</b>	Date sent: n/a
For Delegated Decisions or Significant Operational Decisions – sent to appropriate <b>Directorate</b>	Date sent:
All other decisions – sent to <a href="mailto:equalityteam@leeds.gov.uk">equalityteam@leeds.gov.uk</a>	Date sent:xx/xx/2015

Appendix B – Current Structure





Appendix C – Proposed Structure



## Appendix D – Job Description – Team Leader (SO2)

### Leeds City Council

#### Job Description

<b>Job Title:</b>	<b>Waste Management Team Leader</b>	<b>Salary:</b>	<b>£27,924- £29,558</b>
<b>Service Area:</b>	<b>Waste Management</b>	<b>Grade:</b>	<b>SO2</b>
<b>Directorate:</b>	<b>Environments &amp; Housing</b>	<b>Date:</b>	<b>30/09/15</b>
<b>Responsible to:</b>	<b>Team Manager</b>		

#### **Purpose of the job:**

To lead and manage an efficient, customer focused and high quality Waste Collection Service and in doing so to contribute to service plan objectives, strategic outcomes and performance targets.

#### **Principal Accountabilities:**

- Delivery of the Waste collection service within an allocated geographical area of Leeds and on a City wide basis when required.
- To line manage and supervise a team of staff including completion of appraisals and one to one's, in accordance with Council policies and procedures.
- To use strong people management skills in order to motivate, develop and performance manage staff to ensure the delivery of a high quality service and to drive service improvements.
- To take a people-orientated solutions-focussed approach to dealing with customers, quickly and professionally.
- To ensure value for money in service delivery.
- To contribute to the delivery service improvement plans.
- To demonstrate and embed the Council's values and manager habits to lead, support and drive cultural change
- To contribute to the improvement of local service delivery in conjunction with appropriate stakeholders and partners.
- To promote equality and diversity in both employment and service delivery.
- To deal with conflicting demands and demonstrate effective time management – working to both tight deadlines and route schedules
- To attend public meetings when required
- To be accountable for the safety of staff, service users and contractors in accordance with Legislation and the Council Health and Safety Policy.
- To assist with the monitoring of budgets in accordance with approved procedures
- To work flexibly as required in order to meet service priorities
- To have the relevant knowledge on the Council's policies, procedures and practices to ensure effective human resource management and a positive industrial relations working environment.

#### **Specific Responsibilities:**

- To assist the Management Team to undertake the day to day management of resources for the operational service, including: cyclic and day to day planning and monitoring to ensure cover for absences through holiday, training and sickness, vehicle availability and equipment
- To undertake the day to day supervision of the operational service within a designated area of responsibility, and on a city-wide basis when required, with management and monitoring to ensure that allocated tasks are completed safely, to schedule and agreed standards e.g. responsible for ensuring the locking and unlocking of premises
- To coordinate the city wide service when required, communicate with managers and others on any

service/route/crew issues either verbally or through service update reports, and ensure forward planning to deal with any service failures when required.

- To take responsibility, when required, for ensuring the service is fully crewed and that fleet resources are available to ensure the service is delivered.
- To work with Fleet Services and assist in the coordination of vehicle fleet across the services and, where required, ensure that vehicles are in a safe, clean and serviceable condition.
- To investigate and resolve complaints regarding the service in accordance with the Council's Complaints Policy.
- To deputise for the Team Manager, as appropriate.
- To ensure the health and safety of all staff and resources within the service (i.e. delegated responsibility in relation to the nature of the post holders duties and personal responsibilities as per sections 7 and 8 of the Health and Safety at Work Act 1974 and Regulation 14 of the Management of Health and Safety at Work Regulations 1999.
- To ensure that all Health and Safety protocols are implemented in line with relevant legislation, corporate performance and industry standards and good practice, e.g Waste Industry Safety and Health Forum (WISH) and Health and Safety Executive (HSE) guidance documents.
- To promote a positive health and safety culture within the service by ensuring communication, control, co-ordination and co-operation is maintained within the service and any other appropriate stakeholder
- To investigate and report on incidents/accidents.
- To monitor, review and provide regular feedback on health and safety performance within the area responsible
- To carry out the relevant legislative checks on drivers

This is not an exhaustive list and the post holder may be required to undertake other reasonable duties deemed to be within the scope of this role.

Occasionally, this post may require work to be undertaken at short notice outside normal working hours in order to meet the demands of the service.

#### **Economic Conditions:**

Annual Leave:	26 days (31 days after 5 years local government service) pro rata plus statutory holidays
Hours:	37 hours per week
Flexitime:	Eligible to participate in flexi-time scheme
Conditions of Service:	NJC Conditions apply

#### **Prospects**

**Promotion:** Whilst no guarantee can be given to subsequent promotion, there are currently a number of higher graded posts within the Council which potentially provide the opportunity for career progression within the Council. Any subsequent vacancies will be filled in compliance with agreed Council procedures.

**Training:** The Council has a positive commitment to the training and development of employees in all areas of its activities. Similarly employees are also expected to adopt a positive attitude to any training provided and also to their own personal development.

**Relationships:** The post holder will work closely with colleagues within the Waste Management service and will also be required to maintain effective relationships with staff at all levels within the Directorate, other Council departments, Elected Members, external agencies and the general public.

**Qualifications:** Appropriate qualifications or equivalent experience in managing within a Waste Management context.

**Physical Conditions** The post holder may be based at any Leeds City Council office and may require working to the Council's 'changing the workplace' working style. - Leeds City Council has a no smoking policy.

Job Description Content Prepared / Reviewed by:	Confirmation Job Evaluation Undertaken:
Name:	Name:
Designation:	Designation:
Date:	Date:

**PERSONAL SPECIFICATION ESSENTIAL REQUIREMENTS:** It is essential that the Candidate should be able to demonstrate the following criteria for the post within the context of the specific role duties and responsibilities: Candidates will only be shortlisted for interview if they can demonstrate on the application form that they meet all the essential requirements.

**Method Of Assessment (MOA) – A = Application Form T = Test I = Interview C = Certificate**

	Ess	Des	MoA
<b>1. Qualifications and Knowledge</b>			
Industry knowledge of Waste Management	x		A/I
Understanding of Managers responsibility under Health and Safety and able to demonstrate a thorough working knowledge and implementation of Health and Safety Procedures applicable to a relevant environment.	x		A/I
Knowledge of Service, Directorate and Council priorities	x		A/I
Comprehensive knowledge of Vehicle Operator Licence Legislation	x		A/I
IOSH Managing Safely Qualification		x	A/I
Comprehensive knowledge of CPC legislation	x		A/I
Possession of a recognised Management qualification		x	A
Member of the Institute of Waste Management CIWM		x	A
Full, Clean, Driving Licence (Category B or equivalent)	x		A

<b>2. Specific Skills and Competencies</b>	Ess	Des	MoA
Able to communicate with and influence customers and other stakeholders	x		A/I
Ability to lead, motivate and empower staff to achieve positive outcomes	x		A/I
Ability to use own initiative to develop solutions to complex issues and problems to ensure effective delivery of the service within defined processes and procedures	x		A/I
Develop and maintain effective relationships with key stakeholders including Members, external and internal partners and residents	x		A/I
Ability to write concise reports, deliver presentations and chair meetings	x		A/I
Competent in the use of IT systems including Microsoft applications	x		A
Ability to manage and delegate resources effectively	x		A/I
Able to manage conflicting priorities and adapt to changing circumstances	x		A/I

Ability to work with and consult with trade unions	x		A/I
Ability to analyse management information	x		A/I
Ability to organise own workload; determine priorities and the workload of others to ensure the delivery of the service as directed by management.	x		A/I
<b>3. Experience</b>	<b>Ess</b>	<b>Des</b>	<b>MoA</b>
Experience of managing teams including motivation and staff development in order to ensure service objectives are achieved and safe delivery is maintained		x	A/I
Experience of developing solutions to sometimes complex information to ensure that service needs are met.		x	A/I
Experience of managing resources within defined budgets		x	A/I
Experience of working with residents and Members to achieve defined outcomes		x	A/I
Working with and consulting with trade unions		x	A/I
Working within a political environment.		x	A/I
Developing service objectives and operational delivery plans		x	A/I
Recognising and challenging inappropriate behaviour.		x	A/I
Experience of responding to compliments and complaints		x	A/I
Experience of preparing reports for senior managers		x	A/I
Experience of working as part of a team		x	A/I
Experience of working within a Local Government environment		x	A/I
Experience of carrying out training or briefing sessions to staff as directed.		x	A/I
<b>4. Attitudes and Behaviours</b>			
Able to demonstrate a commitment to Council values	x		A/I
Able to manage teams in line with the Council's manager habits	x		A/I
Commitment to maintaining a healthy and safe working environment	x		A/I
Commitment to promoting equality and diversity to colleagues and customers	x		A/I
Able to demonstrate and promote a flexible and positive approach to change	x		A/I

## Appendix E – Job Description – Business Officer (B1)

### Leeds City Council

#### Job Description

<b>Job Title:</b>	Business Officer	<b>Salary</b>	£15,941 - £17,372 per annum
<b>Service Area:</b>	Environmental Services	<b>Grade</b>	B1
<b>Directorate:</b>	Environment and Housing	<b>Date:</b>	16 June 2015
<b>Responsible To</b>	Business Support Supervisor		
<b>Responsible For</b>	None		

#### Job Purpose:

To provide an effective and efficient administration and support service as part of a business support pool serving the Environmental Services Division.

Working on a rota that will comprise of early or late shifts over five days per week, also covering weekend and bank holiday working. Primary areas of work to include, providing administration support to the operational service as allocated, preparing routine forms and correspondence, collating and prepare information from a variety of sources, operating standard office ICT applications, operating service specific ICT and information systems, data inputting , recoring accurate information and being prepared to work flexibly across different disciplines in the Service.

#### Responsibilities:

In liaison with the manager/senior officer, to be responsible for ensuring delivery of a high quality and efficient service within the administration area.

To assist in providing a range of administrative support for internal and external customers.

To work as part of a team to provide customer focused services.

To liaise with colleagues in order to prioritise work to meet conflicting deadlines.

To maintain accurate records and track progress of work.

To assist with the induction of new staff including the demonstration of duties.

Ordering and monitoring stock supplies, including PPE, equipment and other ancillary items.

To undertake administrative duties including;

Preparing routine correspondence and standard forms.

Managing meeting rooms and dealing with hospitality and signing-in of visitors.

Preparation of certificates, information packs, handbooks, etc.

Carry out crewing up of frontline staff on a daily basis.

Assist with the arrangements for events etc.

Act as the first point of contact for visitors and customers – both in person and on the telephone. It is expected that everyone will be dealt with in a courteous, professional, calm and friendly way.

Provide an excellent customer service to customers, colleagues and visitors.

To use IT applications and databases effectively to deliver administrative tasks. To input and retrieve data using computerised systems.

To collate and prepare information from a variety of sources including basic reports, including running reports providing an analysis of PPE issued.

Operate relevant equipment/ICT packages e.g. word, excel, databases, spreadsheets, Internet  
Undertake general financial administration e.g. processing orders and/or cash handling.

To assist in processing time/attendance sheets and maintain records for all staff under the guidance of senior officer.

Maintain stock and supplies, cataloguing and distributing as required.

Attend and participate in relevant meetings as required and to take notes at meetings.

To communicate effectively with internal and external customers in relation to work undertaken.

To work with colleagues to help improve work organisation and effectiveness.

Be aware of and comply with policies and procedures relating to child protection, inclusion, health, safety and security, confidentiality and data protection, reporting all concerns to an appropriate person.

Understand and abide by the Council's equal opportunities policy in the duties of the post and as an employee of the Council.

Participate in training and other learning activities and performance development as required and for personal development.

To undertake any other duties as required that are commensurate with the nature and level for this post.

**Economic Conditions:**

Annual Leave:	24 days plus 4 days per annum for 5 years local government service plus public holidays
Hours:	37 hours per week The postholder should be willing to work flexible hours occasionally to meet service requirements.
Flexitime:	Eligible to participate in flexi-time scheme
Conditions of Service:	NJC Conditions apply

**PROSPECTS**

**Promotion:** Whilst no guarantee can be given to subsequent promotion, there are currently a number of higher graded posts within the Council which potentially provide the opportunity for career progression within the Council. Any subsequent vacancies will be filled in compliance with agreed Council procedures.

**Training:** The Council has a positive commitment to the training and development of employees in all areas of its activities. Similarly employees are also expected to adopt a positive attitude to any training provided and also to their own personal development.

**Relationships :** The post holder will work closely with colleagues in Directorate Support and will also be required to maintain effective relationships with staff at all levels within the Directorate, other Council departments, Elected Members, external agencies and the general public.

**Qualifications** NVQ Level 3 or equivalent would be desirable

**Physical Conditions**

The post holder will be based at any location as required by Environmental Services.

The business support pool works on a principle of flexible allocation and as such location and duties can be subject to change.

Leeds City Council has a no smoking policy.

Job Description Prepared / Reviewed by:

Name Susan Hardy

Designation: Service Manager

Date: 16<sup>th</sup> June 2015

Job Description Approved by: Human Resources

Name

Designation:

Date:



**PERSONAL SPECIFICATION ESSENTIAL REQUIREMENTS:** It is essential that the Candidate should be able to demonstrate the following criteria for the post within the context of the specific role duties and responsibilities: Candidates will only be shortlisted for interview if they can demonstrate on the application form that they meet all the essential requirements.

**Method Of Assessment (MOA) – A = Application Form T = Test I = Interview C = Certificate**

<b>Skills Required</b>	<b>MOA</b>
Able to communicate effectively with a wide range of people.	A/I
Able to input/ retrieve information from databases.	A/I
Able to process documentation using Word and Excel	A/I
Able to accurately enter/retrieve data information from information systems and the ability to appraise stock levels and stock disposal arrangements.	A/I
Able to work flexibly as part of a team & show initiative.	A/I
Able to prioritise work to meet conflicting deadlines.	A/I
Able to demonstrate good numeracy & literacy skills.	A/I
An ability to respect sensitive and confidential work.	A/I
To display a responsible and co-operative attitude to working towards the achievement of the service's aims and objectives.	
<b>Knowledge required</b>	<b>MOA</b>
Of general office procedures and practice.	A/I
Of relevant financial regulations to carry out financial transactions.	A/I
<b>Experience required</b>	<b>MOA</b>
Of dealing with queries from a wide range of people.	A/I
Of working in partnership with others to deliver work to set deadlines.	A/I
Of providing customer focussed services.	A/I
Of participating in teams.	A/I
In the use of the Microsoft package.	A/I
<b>Behavioural &amp; Other Related Characteristics required</b>	<b>MOA</b>
Committed to continuous improvement.	A / I
Ability to understand and observe the Council's Equal Opportunities Policy.	A / I
To carry out all duties having regard to an employee's responsibility under the Council's Health & Safety Policies.	A / I
Willingness to actively participate in training and development activities to ensure up to date knowledge, skills and continuous professional development.	A / I

**PERSONAL SPECIFICATION DESIRABLE REQUIREMENTS:** It is desirable that the Candidate should be able to demonstrate the following criteria for the post within the context of the specific role duties and responsibilities: Candidates are not required to meet all the Desirable requirements however these may be used to distinguish between acceptable candidates

**Method Of Assessment (MOA) – A = Application Form T = Test I = Interview C = Certificate**

<b>Skills Required</b>	<b>MOA</b>
<b>Knowledge required</b>	<b>MOA</b>
NVQ Level 3 or equivalent in a related field.	A/I
Qualifications demonstrating ability in numeracy and literacy.	A/I
<b>Experience required</b>	<b>MOA</b>
N/A	
<b>Behavioural &amp; Other Related Characteristics required</b>	<b>MOA</b>
N/A	

## Appendix F – Pay Rates and Scales

Staff currently on SCP points in yellow will move to the SCP in yellow

Staff currently on SCP points in green will move to the SCP highlighted in green;

Staff currently on SCP points in mauve will move to the SCP highlighted in mauve.

Staff currently on SCP points in blue will move to the SCP highlighted in blue.

Staff currently on SCP points in red will move to the SCP highlighted in red.

Current + Shifts (A grades)		Proposed + shift (B Grades)	
8	15,250	13	16,777
9	15,474	14	17,082
10	15,763	15	17,441
11	16,718	16	17,859
12	17,066	17	18,283
13	17,525		
Current (B grades)		Proposed + shift (B Grades)	
13	15,941	13	16,777
14	16,231	14	17,082
15	16,572	15	17,441
16	16,969	16	17,859
17	17,372	17	18,283
Current + Shifts (So1)		Proposed+shift (SO2)	
29	27,969	32	29,477
30	28,906	33	30,345
31	29,819	34	31,202