

Delegated Decision Report of Deputy Chief Officer Environmental Services to the Director of Communities and Environment.

Date: 28th June, 2019

Subject: Creation and implementation of Crew Chargehand roles in Refuse Services.

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 checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule numbers: 10.4 (6) and (7) Appendix number: C	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Summary of main issues

- A full review of the Refuse Operations within the Waste Management Service is being undertaken jointly by Waste Management and Trade Union colleagues and is currently underway. The Review is overseen by a Project Board consisting of senior managers and nominated Union shop stewards from Unison and GMB.
- The Project Board has produced a progress report containing agreed actions against each of the objectives that it expects the final report to include details on. The report also makes recommendations as to actions that should be implemented now.
- In order to deliver some of the key review outcomes that will lead to more efficient and effective delivery, the Service needs to establish clearer lines of responsibility within crews for tasks undertaken during the day and how that relates to the role of supervisors/managers. This includes the introduction of a new Crew Charge hand role in place of the Refuse Driver role.
- This paper outlines proposals for the introduction of a new Crew Charge hand role within the Service so that every crew operating across the city has clear lines of responsibility. The paper also sets out the proposed recruitment process that has been developed in consultation with the Trade Unions, including the eventual deletion of the Refuse Driver roles for each member of staff who successfully moves into the new role.

Recommendations

The Director of Communities and Environment is recommended to approve the following proposals

- a. To agree to the introduction of the new Chargehand role in line with the Review of Refuse Operations.
- b. To agree that the protocol on recruitment to the new role agreed with the Trade Unions and appended to the Review of Refuse Operations interim progress report of May 2019 be followed.
- c. To note that implementation of the proposals is ultimately subject to a sufficient number (75%) of current Refuse Drivers applying to move to the new Chargehand role so as to become operationally viable (an indicative expression on interest exercise undertaken indicates that 94% of drivers want to become a Crew Chargehand).

1. Purpose of this report

- 1.1 To outline proposals and rationale for the creation of the post of 'Crew Chargehand'.

2. Background information

- 2.1 Work on Review of Refuse Operations within the Waste Management Service is currently underway. The interim progress report of the Review dated May 2019 is attached as appendix A. The primary objectives of the Review are to:
 - redesign the operational arrangements so that collections are more able to be realistically achieved now and in the future, including bespoke solutions to those areas with specific service challenges
 - ensure staff feel they are being asked to undertake a fair and equitable day's work across crews
 - be a more open and accountable service to customers, underpinned by reliable performance information.
 - improve our readiness for inevitable further changes to recycling requirements and to get more out of our existing infrastructure.
- 2.2 The Review is being undertaken with an explicit commitment to recognise the significant growth in demand (i.e. in population and housing) city wide since the current routes were designed and implemented nearly 10 years ago, and the further huge growth planned in the city for the next 10 years.

3. Main issues

- 3.1 In order to deliver many of the service review outcomes, the Service needs to establish clearer lines of responsibility within crews for tasks undertaken during the day, ensure more collaborative/effective working in the different parts of the city and how that relates to the role of supervisors/managers. This includes the introduction of a new Crew Chargehand role. This paper outlines proposals to introduce this role.

- 3.2 The creation of the new role will help deliver a key part of the review of refuse operational delivery/routes in order to provide better support to crews and clarity as to who is responsible for what at crew/operational level. The Crew Chargehand will be responsible for the safe and responsible driving and operation of a household kerbside collection/refuse wagon, including ensuring the full use of in-cab technology, so that the crew assigned to that vehicle for the day are able to deliver the required service for customers.
- 3.3 The Crew Chargehands will provide the lead role in the crew; by “on-site” supervision of the crew’s daily operations and ensuring any issues that arise during the day are effectively dealt with. The Chargehand will liaise with other Chargehands in their area and the assigned Team Leader to resolve any issues as they arise and to work together to complete the day’s tasks; so residents of Leeds receive an excellent and reliable, publically delivered, household waste collection service
- 3.4 A Job Description (JD) (see appendix B) for the new role has been developed in consultation with the Trade Unions and as part of the initial work of the Project Board leading the Review. The JD has been through the council’s agreed, formal job evaluation process and comes out at C1 grade.
- 3.5 Key requirements in the proposed new Job Description are:
- To lead on understanding and following the collection route/tasks assigned for each day’s work and ensure completion to the level of quality required;
 - To be part of and supervise/co-ordinate a small team (typically a crew of 2-3) including the day to day allocation of tasks/duties and ensuring work is being conducted in a safe and effective manner.
 - To maintain a duty of care to colleagues at crew level;
 - To be responsible for ensuring the Crew Chargehand and all assigned crew members have the correct Personal and Protective Equipment (PPE)/training to undertake the daily duties expected
 - To ensure the daily tasks allocated are completed in a satisfactory and efficient manner. Including responsibility for ‘ringing in’ at end of service to report that allocated route/task list is complete and to request permission for loaders and or key loaders to leave vehicle/site;
 - To work together with other Crew Chargehands under the guidance of the Team Leaders to operate a local buddy system and cover slippage to ensure there are no missed collections by the end of the scheduled day in that area where at all possible; but that any recovery work is tasked, prioritised and picked up within the Service’s customer commitment of 48 hours;
 - Crew Chargehands will be responsible for ensuring the main in-cab recording system (currently Bartec) is operational at all times and where it is not that is reported immediately. They will be responsible for ensuring accurate input/recording of all necessary information on the in-cab system is being done; for example crew check-ins, missed collections and reasons for the non-collection (including contamination), damaged bins etc.

3.6 The proposed protocol/process to fill the new Crew Chargehand post has been developed with Trade Union input and is appended to the interim progress report (see appendix A to this report). The key elements are:

- As the role of Crew Chargehand includes the requirement to drive the refuse wagon; the post of Refuse Driver will be deleted from the Waste Management Service structure;
- However, should an existing Refuse Driver express he/she wants to remain in that role, they can do and that post will not be deleted until they leave it (at which point the post will be deleted and replaced by a Chargehand role);
- Similarly, if a Refuse Driver moves into a new Crew Chargehand role and within 6 months changes their mind, they will be able to return to their previous Refuse Driver role/grade (experience from the introduction of a Chargehand role into the Cleaner Neighbourhoods Team service was that very few staff asked to return back to their previous role);
- As the business case relies on the eventual deletion of all the Refuse Driver posts, the initial opportunity to move to the new Crew Chargehand roles will be offered to the current refuse Drivers;
- As with existing the local agreement arrangement for Driver vacancies, any subsequent Crew Chargehand vacancies will be offered first to “Loader Drivers” in the service (i.e. staff who are Loaders but have the necessary licence to drive refuse wagons and have experience covering for Drivers);
- The initial process for a member of staff to move to the new role will be to express an interest, be invited to meet for a noted discussion which will include clarity about the new role, its key responsibilities and identification of training needs, and confirmation the member of staff would still like to move into the new role;

3.7 Providing this noted conversation confirms the staff’s understanding and desire to move to the new position, they will become a Crew Chargehand and their existing driver post deleted (subject to the exceptions/timing set out above).

4. Corporate Considerations

4.1 Extensive negotiation, consultation and engagement sessions has been held with the Trade Union (TU) Convenors and Stewards in progressing the creation of the Crew Chargehand role implementation phase.

4.2 At the formal 3 month progress meeting with the TUs, held on 14th May, there was unanimous agreement of the Project Board’s Progress Report, including a number of key actions/ways forward for each of the review objectives.

4.3 A short Addendum to the 2010 Local Collective Agreement has been agreed with the unions to ensure the Agreement reflects the creation of new Crew Chargehand posts, including the agreed recruitment process and how the new role is referred to in the Agreement. The signed Addendum is attached as appendix E.

4.4 Equality and Diversity / Cohesion and Integration – Equality Impact Screening

4.4.1 The Crew Chargehand role has been evaluated under the council's Job Evaluation Scheme and has been evaluated at grade C1. An equality, diversity, cohesion and integration screening is attached to this report (appendix D).

4.5 Council policies and the Best Council Plan

4.5.1 The anticipated benefits will make improvements to the existing operational arrangements so that refuse collections are more able to be realistically achieved now and in the future; leading to more collections being made on time, and to ensure staff feel they are being asked to undertake a fair and equitable days' work.

4.5.2 The proposals will contribute to the Best Council Plan 2019/20 to 2020/21 priorities in achieving our vision for Leeds to be the best city in the UK.

4.6 Resources and value for money

4.6.1 The introduction of the new role is key to the success of the overall service review. Without this new post the service will be unable to make the level of improvements to the efficiency and effectiveness of delivery necessary to provide a service able to successfully meet the known challenges ahead. The known challenges include significant growth and changes in demand for example new housing and anticipated new recycling requirements.

4.6.2 The total annual cost of the creation of 105 new Crew Charge hand posts, with the corresponding deletion of 105 Refuse Driver posts, equates to £495k per annum in a full year. This is inclusive of on-costs, increased cover costs and is calculated at top of grade. The cost in 2019/20 is expected to be £450k which reflects the proposed implementation timescales.

4.6.3 The additional cost for 2019/20 and future years will be met from savings initiatives within the Communities and Environment Directorate and will not require additional funding from the Council.

4.7 Legal Implications

4.7.1 Legal advice on the recommendations is provided at Appendix C to this report. The decision maker is asked to treat Appendix C as exempt under paragraphs 10.4(4) and 10.4(5) of the Access to Information Procedure Rules, as in all the circumstances of the matter the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

4.7.2 This decision is subject to call-in. Following the final negotiations on parts of the proposals in this report, it has only been possible to provide four, not the usual five working days' notice of the official decision being taken by the Director. This part of the decision process precedes the call-in period, which is unaffected and will remain at five full working days. The Executive Member for Environment and Active Lifestyles has been consulted and is in agreement with the decision being taken in the way described. The chair of the Scrutiny Board (Environment, Housing and Communities) has been made aware that the decision will be dealt with in this manner. The intention to make this decision was published on the forward plan of decisions on 14th May 2019.

4.8 Risk Management

- 4.8.1 If a current Refuse Driver does not want to become a Crew Chargehand, they can choose to remain as a Refuse Driver on their existing Job description and grade. Their post will not be deleted and replaced with a Crew Charge hand post until they move on/leave.
- 4.8.2 However, in order to make this proposal operationally viable/workable for the service/Council, the Service will need a sufficient number of Refuse Drivers to move to the new Crew Charge hand role. Discussions with Unions have focused around a figure of 75% as the minimum proportion required. If that does not happen, then it is unlikely that the proposal can be implemented.
- 4.8.3 In order to assist the assessment of risk in this regard an indicative expression of interest exercise has been recently held and 97 of the 103 permanent Drivers currently in post indicated they would be interested in moving to the new role.

4.9 Climate Change

- 4.9.1 The introduction of the new Crew Chargehand role to the refuse service is a key part of the overall review of the service. The role will be key in making improvements in how efficient and effective the service is. This includes making better use of in-cab technology and better route completion rates (and so less repeat journeys/visits).
- 4.9.2 As part of the wider service review, the new role will make a contribution towards the service being better prepared to embrace and make the most of new, greener technologies – for example electric refuse wagons.
- 4.9.3 Similarly, the new role will play its part of helping the service achieve greater recycling rates using the existing infrastructure, and prepare for new requirements and opportunities presented by the Government's Resource and Waste Strategy (for example the suggested introduction of mandatory household food waste collection).

5. Conclusions

- 5.1 The ongoing joint Review of refuse operations, overseen by management and Trade Unions, has identified the changes need to improve the service now and for the future.
- 5.2 The introduction of the new Crew Chargehand role, as an accountable and contactable member of the team, is seen as fundamental to the improving the efficiency and effectiveness of the service provided.
- 5.3 Introducing this new role as soon as possible will enable training and new ways of working to be introduced in good time to meet the current and future objectives of the Review.

6. Recommendations

- 6.1 It is recommended that the following proposals be approved:
 - a. To agree to the introduction of the new Chargehand role in line with the Review of Refuse Operations.

- b. To agree that the protocol on recruitment to the new role agreed with the Trade Unions and appended to the Review of Refuse Operations interim progress report of May 2019 be followed.
- c. To note that implementation of the proposals is ultimately subject to at least 75% of current Refuse Drivers moving to the new Charge hand role so as to become operationally viable (an indicative expression on interest exercise undertaken in May indicates 94% of drivers want to become a Crew Chargehand).