



Report of: (Acting) Chief Officer Environmental Services

Report to: Director Communities and Environment

Date: 5th February 2021

Subject: Environmental Services Restructure following Service Review

Are specific electoral wards affected? If yes, 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, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

This report puts forward to the Director of Communities and Environments a number of changes to be made to the current Environmental Services staffing structure in order to effectively manage and deliver the financial savings (£635k p.a.) and staff reductions as noted in the Council's Executive Board Report Sept 2020. In addition there is a further £49k savings that will realised from ELI through the reconfiguration of some roles.

The business as usual (BAU) service review has already achieved £414k of annual savings through post reduction, supporting a collective business case of nine (8.8 FTEs) non-operational staff to exit via the corporate Early Leavers Initiative (ELI) offer of 2019/2020. These staff have already exited in order to maximise the savings in 2020/21.

A further 4.4 posts will be deleted as a result of the changes set out in this report. Resulting in a total reduction of 13.2 FTEs across a range of non-operational posts (shown as 12.2 FTE in the attached appendix due to the formalising of a funded Staff Welfare and Wellbeing advisor into the structure).

This report sets out how those post reductions will be managed and how the savings made, together with the reconfiguration of some operational posts, will also enable a significant number of operational staff to exit via the corporate Early Leavers Initiative (ELI) offer by 31st March 2021.

Recommendations

The Director of Communities and Environment is recommended to approve the proposals set out in this report with effect from 1st February 2021 where applicable.

1. Purpose of this report

- 1.1 This report puts forward proposals to make staffing changes to the existing Environmental Services structure to facilitate the overall reduction of 13.2 FTEs without putting any one at risk, which include;
- Consolidating a number of temporary/acting up arrangements within Environmental Services including JNC and NJC posts.
 - Reduction and realignment of supervisory and managerial posts to more flexibly meet the changing priorities of the service (including the introduction/revision of Service Manager, Area Manager and Team Leader job descriptions to become generic posts/roles able to be deployed across the full service according to service need);
 - Deletion of a number of vacant posts;
 - Support for a significant number of operational staff across the service to exit via the corporate ELI scheme and replace with the equivalent number of FTEs; reconfigured in a way that enables the service to provide a more flexible and inclusive 'cohort' of operatives and achieve some further savings where possible.
- 1.2 In addition opportunity will be taken to formalise a dedicated Staff Wellbeing and Welfare advisor post from existing "invest to save" budget.

2. Background information

- 2.1 In mid-2019 the Chief Officer Environmental Services commenced a business as usual (BAU) service review in order to support the implementation of a new Waste Management Strategy 2019/20 and as consequence some ways of working were introduced but never formalised.
- 2.2 A number of temporary arrangements have been in place for circa 18 months and job roles have inevitably developed with post holders, in some areas, taking on more responsibilities.
- 2.3 In late 2019 the Council's mid-term financial plan suggested a deficit in the Council's overall budget provision for 2019/20 and 2020/21 and directorates and services were expected to make a number of financial savings.
- 2.4 In March 2020 the global Covid19 pandemic created a public health crisis in the UK. In response the Council evoked an emergency delegation and operating model (command and control) in order to maintain 'essential' public services whilst upholding government restrictions and guidelines. The impact on all services and resources was unprecedented and as a consequence the Environmental Services Covid19 Essential Service Plan was executed.
- 2.5 The Covid19 pandemic has devastated the UK health and economy and placed further fiscal challenges onto the Council resulting in a 'Financial Challenge' programme of service reviews to identify savings that will contribute towards closing the estimated revenue budget gap and enable the Council to present a balanced budget position in 2021/22.

- 2.6 In April 2020 the Chief Officer Environment Services retired from post, and the Deputy Chief Officer of Environmental Services through a recruitment exercise was successfully appointed to Acting Chief Officer Environment Services, with responsibility to finalise and implement the BAU service review and realise the savings whilst maintain essential services.
- 2.7 In May 2020 a number of temporary appointments were made to the support Environmental Services Covid19 Essessential Service Plan and backfill arrangements were put in place to cover this and other vacant posts.
- 2.8 In Oct 2020, to mitigate risk to staff reductions, a collective ELI business case was approved at corporate panel supporting a number non-operational staff to leave within 2020/21. The collective approach delivered £635k savings of which £100k was in effect set aside to enable a large number of operational staff from across Environmental Services to exit via the ELI scheme replace with the equivalent number of FTEs; reconfigured in a way that enables the service to provide a more flexible and inclusive 'cohort' of operatives and achieve some further savings where possible.
- 2.9 The BAU Service review as set out in this report will be accomplished by a restructuring and reconfiguration of posts and staff reduction of -13.2 FTE will be achieved by a combination of ELI, as noted above, and vacancy deletions with no employees identified as at risk.

3. Main issues

3.1 Proposed changes in posts/structure

- 3.1.1 Attached to this report (appendix F) is a comparison of the current non-operational structure (and associated budget provision made in the 2020/21 financial year) with the proposed new structure (and the budgetary provision required for that).
- 3.1.2 This shows an overall staffing reduction of 12.2 FTE (see note 3.1.3. below), which will contribute an annual saving of £624k. A further saving of £60k will be made by reducing the Comms budget.
- 3.1.3 £40k will be transferred from the "invest to save" budget to pay for the proposed Staff Wellbeing and Welfare Advisor post (which is why this appendix shows a 12.2 FTE reduction).
- 3.1.4 Also attached (as part of appendix F) is a chart of the proposed new structure, which includes a summary of the main functions and responsibilities attached to each section of the Service.
- 3.1.5 The table found at Appendix A summarises where the 13.2 FTE reductions have been made, how that will be done without putting anyone at risk and how the service review ensures how/where the work that was undertaken by those staff will be covered in through reconfigured ways of working:

3.2 Summary of service reconfiguration and how that relates to specific posts

- 3.2.1 The following is a summary by each main service area of the non-operational staff changes proposed in order to help manage the overall reduction in posts, realign

elements of the service and prepare the service for the challenges ahead in delivering the Waste Strategy for Leeds:

(a) City Centre Cleansing:

No changes to staffing structure proposed.

(b) Cleaner Neighbourhoods Team:

The main organisational change is to move from managing the service in three geographical areas (West, East and South) to one citywide. The number of Service Managers will reduce from 3.5 to 1.5. One of the posts will be deleted following a transition period (May/June 2021) with the postholder then leaving through the ELI scheme, and the other postholder will move to a Service Manager role overseeing the back office/business support functions across Env Services and the new contracts and performance section.

There will still be a need local focus to the work of CNT for a city Leeds' size, and so the creation of 5 Area Managers (previously Senior Team Leader) will assist with that. How this resource is organised will mirror that in Refuse, to facilitate more coordinated working, support between services and local accountability. There is more work to do on how this will be actually geographically organised, but the preference at this stage is for 4 areas (possibly North, South, East and West) with dedicated resource then given to the "specialist areas"; where the environmental demands on all aspects of the service are most concentrated and present the greatest challenges due to swathes of terraced housing and transient populations (e.g. Harehills, Headingley/Hyde Park).

To enable the above shift in how the service is organised and managed, the current Senior Team Leader (PO2) posts will be reduced from 6 to 5 and regraded to PO3 (a new, generic Area Manager role covering CNT, City Centre and Refuse). The reduction will be managed by a current postholder leaving through the ELI scheme.

The number of Team Leaders (SO2) will be reduced from 12 to 10. This will enable each of the 5 areas to be allocated 2 Team Leaders. The reduction in numbers reflects the embedding of changes made a few years ago to create Chargehand roles at an operational level, with some basic duties such as return to works and 121s being undertaken now successfully by that cohort. The reduction will be managed by one ELI leaver and the deletion of one vacant post.

Finally, CNT recently introduced a new role of Street Warden (C1) to provide a more visible street resource that could be used to undertake a more community based role to engage with local residents and groups to help change behaviours and deal with long standing problems, working closely with local Councillors. Although this role would provide eyes and ears for enforcement activity, it wouldn't have the full responsibilities to undertake the legal enforcement work that the Environmental Action Officers (C3) have. The proposal incorporates 4 of these posts into the structure and deletes 2 EAO (C3) posts. The reduction will be managed by one postholder leaving through the ELI scheme and one vacancy will be deleted.

(c) Refuse Service:

The proposals mainly build on organisational changes that have been made within the service over the last 2 years, and formalise those.

At Service Manager (PO6) level, the proposals are to reduce the number from 3 to 2. The reduction will be managed by one postholder moving to oversee the HWRCs across the city and all other local recycling/bring site facilities, such as bottle/textile banks, including responsibility for improving associated recycling and re-use rates.

To mirror CNT (as part of a new generic Area Manager role), the proposals are to establish 5 Area Managers (PO3). These replace the existing 4 Team Manager roles (PO3). This builds in a resource to manage the “specialist areas” identified through the refuse service/route review.

At a Team Leader (SO2) level, the proposal is to formally reduce the current budgeted level of posts from 19 to 17. This will be managed by two staff leaving through the ELI scheme. Opportunity will be taken to change how the Duty Manager role is better undertaken, so that there isn't an over-reliance on one person, the full day can be covered and some capacity is freed up for the other Team Leaders. Two of the 17 Team Leaders will therefore be identified as Duty Managers. This will also prepare the service for the move to one depot in late 2021

As part of this review, opportunity will be taken to formalise the introduction of a new, dedicated Staff Wellbeing and Welfare Advisor role into the service, for which budgetary provision already exists in the “invest to save” budget. *(a job description is being developed for this new role and following job evaluation will be circulated separate to this draft report and included in the final report).*

To further support the start-up time each day, a new Assistant Duty Manager role is to be created (2 x C1, subject to job evaluation). This role will also involve some “yard” responsibilities (for example sweeping, health and safety checks), again particularly important as we prepare to move to a new depot. These are new posts created by deleting 2 x C1 vacant posts in Waste Management. There will be opportunity to recruit to these posts from existing operational staff, and to use these posts in the future to support staff who need amended duties for example.

(d) Waste Management (inc HWRCs):

The proposal is to bring together those staff currently working as Business Support, Complaints, Waste Strategy and Infrastructure (inc Contracts, Communications and Performance), under one Service Manager for the whole of Environmental Services. This will ensure the resource is being used to support the whole service, with the ability to better focus resources on where the priorities are at any time.

The Service Manager (PO6) will be moved from CNT to oversee the entirety of this new grouping.

The posts of Service Manager for Strategy (PO6) and Business Manager for Contracts (PO5) will be deleted, with both postholders leaving through the ELI scheme. A Business Officer (PO2) post that has been vacant since November 2019 will be deleted. A Support Officer (SO1) post that has been vacant since June 2019 will also be deleted.

The proposal will see the management of Household Waste and Recycling Centres and the provision of bring bank and other local recycling/re-use facilities separated from “Waste Management” and overseen by a dedicated Service Manager (PO6), by the moving of a post from Refuse. It is proposed to reduce the number of Team Leaders (SO2) overseeing HWRCs from 4 to 3. This will be achieved by a member of staff leaving through the ELI scheme. The reduction in Team Leaders reflects the proposal to make the current trialling of a new Chargehand role in the HWRCs permanent.

3.3 Consolidation of current arrangements to ensure no-one is put at risk

- 3.3.1 Following the recommencement of the refuse route review as part of a wider service review covering a significant number of agreed objectives, a number of internal acting up arrangements were put in place through competitive processes to ensure continuity.
- 3.3.2 It has been recognised that these arrangements now need to be formalised to ensure the right capacity at the right level to support the delivery of the wider Waste Management Strategy and to ensure the service can successfully absorb the reduction of 13.2 posts and departure of 9 experienced staff.
- 3.3.3 It is important to note that no staff are put at risk in any of the proposals in this review/report. The consolidation of temporary arrangements/posts will help ensure that is the case.
- 3.3.4 Appendix B sets out the current temporary arrangements that are proposed to be formalised. This includes the proposal to make permanent the Chargehands appointed in Household Waste and Recycling Centres, following the success of that new role initially brought in to help manage sites during the Covid19 pandemic.
- 3.3.5 In addition to the above consolidation of existing arrangements, the proposal is to regrade the existing 5 Senior Team Leaders (PO2) as Area Managers (PO3). The existing 6th PO2 post will be deleted. This will help avoid any staff being put at risk as part of this review/restructure.

3.4 Reconfiguration of operational posts to support the service review

- 3.4.4 In addition to the proposed changes set out in this report for non-operational staff, there are complementary proposals to reconfigure operational posts across the service; facilitated by the approval for 40 operational staff (plus an Env Action Officer included in section 3.1.4) to leave through the ELI scheme.
- 3.4.5 A summary of those posts and the changes to be made is shown in the table found at Appendix C
- 3.4.6 The post reconfigurations in Refuse will be undertaken as part of the refuse service route review and in continued consultation with Trade Unions. Any staff that chose to move from the proposed locations for reconfigured roles will have first choice on any gaps left by the staff leaving on ELI and any existing and future Env Service vacancies. The aim will be to have the reconfigured posts operational from April 2021 (as the staff leave on ELI on 31/3/21).

3.4.7 It is important to stress the proposal is only to reconfigure posts vacated in Refuse through the ELI, to bring in more flexible work opportunities for staff and more inclusive recruitment that otherwise would not be possible in the service; and this is not a proposal to convert the wider refuse service to Monday-Friday work patterns.

4 Workforce Implications

4.1 Of the 13.2 FTE reduction, so far 8.8 FTE reduction has been achieved and the further 4.4 FTE will be achieved through posts deletions.

4.2 The table provided in section 3.1.5 provides the detail for each post and how the reduction will be achieved and managed.

4.2.1 ELI leavers are served employment notice, up to a maximum of 12 weeks, depending length of service. To exit by the Council by the end this financial year notice will have to be served by no later than 6 Jan 2021. Leavers who wish to leave without serving full notice will be subject to post-employment notice pay (PENP).

4.2.2 Where recruitment to vacant posts will be in accordance with existing recruitment and on boarding practice, with salaries commencing at the first spinal point of the grade.

4.2.3 Where posts are reconfigured to new ways of working, existing NJC terms and conditions will apply e.g. refuse loaders commencing on a new 37hrs, 5 day mon-fri flexible working pattern.

5 Corporate considerations

5.1 Consultation and engagement

5.1.1 Consultation has taken place with all relevant stakeholders including the Executive Member for Environmental Services, Trade Unions colleagues and affected Environmental Services Staff.

5.1.2 Consultation with Trade Unions and staff included 4 separate staff briefing sessions for staff to attend as desired (conducted on Skype). Each session was split into 2 parts; the first a briefing and Q&A led by the Acting Chief Officer, the second was for staff and Trade Unions.

5.1.3 Separate Chief Officer and Trade Union meetings took place, supported by HR.

5.1.4 A SharePoint for staff was established and used to post documents and updates on.

5.1.5 To help collate questions and share responses for all staff to see, a FAQ document was created and updated versions emailed to all staff and posted to the SharePoint throughout the consultation process, The final version is attached (Appendix H).

5.2 Equality and diversity / cohesion and integration

5.2.1 Due regard has been given to equality and diversity and a copy of the screening document is appended to this report (Appendix G). To complete.

- 5.2.2 There are/no disproportionate impacts on any protected characteristics from the implementation of these proposals.
- 5.2.3 It is recognised that the configuration/recruitment exercise undertaken following the ELI leavers will present opportunities to prompt more inclusion and diversity within the service, to have the right staff, with the right skills to support future service models anticipated to meet requirements coming from the national Resources and Waste Strategy. This will be facilitated by; internal recruitment 'grow your own', external-recruiting new starters, considering apprenticeships, improving the diversity of the workforce and making roles more flexible i.e. change in working hrs/patterns.

5.3 Council policies and best council plan

- 5.3.1 The proposals set out in this report will ensure Environmental Service has effective capacity and capability to support the delivery of the Environmental Services Strategy and priorities.

5.4 Resources and value for money

- 5.4.1 The Environmental Services budget for 2021/2022 has factored in the salaries associated costs with all the temporary acting up arrangements.
- 5.4.2 The total Savings of £684k associated with the restructure are met from Approved ELIs and the deletion of identified post in the report above these have been accounted for in the proposed budget for 2021/22.

5.5 Legal implications, access to information, and call-in

- 5.5.1 Not applicable.

5.6 Risk management

- 5.6.1 There are a number of risks associated with not implementing the proposals set out in this report:
- Failure to deliver the savings agreed at Executive Board as part of the budget planning and proposals for 2021/22 and the medium term financial plan;
 - The Business Case for departure of up to 40 operational staff across the service by 31st March 2021 is built on the assumptions that the savings proposed in this report will be made and that the reconfiguration of the posts as described in appendix C will be achieved. If the proposals are not implemented then this becomes at risk;
 - As 9 managers/team leaders have already left through the ELI scheme in advance of this proposal being approved and implemented, if the changes proposed are not then subsequently implemented then the service will not be reconfigured to sufficiently deal with the loss of knowledge, experience and resource.
 - If the proposed consolidation arrangements are not implemented this would create scenarios where there would not be sufficient number of posts at the level staff are operating at, resulting in some staff having to apply for their

existing posts, as well as putting a number of staff unnecessarily through a further recruitment/selection process which creates further stress, anxiety and delay (for example the HWRC Chargehand posts).

6 Recommendations

- 6.1 The Director Communities and Environments is recommended to approve the proposals set out in this report with effect from 1st February 2021 where applicable.

7 Appendices

Appendix A:

Posts deleted (13.2 FTEs)	How achieved	How/where the work will be done or stopped
1 x PO6 Service Manager – CNT	ELI of current post holder (mid-2021)	Reflects the establishment of new ways of working already achieved in CNT over the last few years. So less capacity needed at PO6 level citywide to drive change and manage the service. Acknowledgment that some responsibility will move down a layer, and so PO2 Team Manager role reconfigured to a PO3 Area Manager role. This will require expectations of Members managing as we move away from 3 localities to one citywide managed service with local teams, with front line resources focused on priority areas. HoS/DCO role key in ensuring that and supporting the PO6. As part of this, one other PO6 SM role will move from CNT to a new role overseeing the Business Support resource and the management of the Contracts and Performance (inc service development). As this is a significant reduction in resource covering CNT, a transition period of up to 6 months will be required and so the post would not be deleted until May/June 2021.
1 x PO6 Service Manager – Waste Management	ELI of current post holder	This postholder moved away from the duties of this post in 2019 to focus on work in the waste strategy review and has since left on ELI. The roles have been successfully incorporated into other posts (e.g. the HWRC Service Manager) and the “strategy/policy” element of the role is one shared between the Service’s Leadership Team now.
0.8 x PO5 Business Manager – Waste Management	ELI of current post holder (0.8 FTE)	This postholder left the organisation in November. The main responsibility of overseeing the work programme for contracts and procurement will be undertaken by the Service Manager overseeing the new Contracts and Performance section (as well as Business Support). Support is provided by Legal Services/Procurement and Finance as required.
1 x PO2 Senior Team Leader– CNT	ELI of current post holder	Helps facilitate the creation of 5 x PO3 Area Manager posts to replace the 6 x PO2 STL posts To bring synergy with Refuse Service and allow the review to create more coterminous areas of working – to improve service outcomes, more efficient working and improved accountability. As above, this reconfiguration of the posts helps enable the deletion of SM post (and the move of another SM post to a more critical work area).
1 x PO2 Business Officer – Waste Management	Deletion of vacant post	This post has been vacant since Nov 2019 and the work incorporated as required into other roles. A significant amount of what the postholder did has been stopped as no longer a service priority with the reduced resources available.
2 x SO2 Team Leaders - Refuse	ELI of current post holders	As part of the refuse service review a new Chargehand post was created and has now been successfully introduced across crews. Although this role does not include return to works or any 121/appraisal duties, it has reduced the demand on Team Leader level. From the remaining 17 TLs, 2 of the posts will be used to create dedicated Duty Managers with reconfigured roles to release capacity in the other TLs. These will be supported by 2 new Assistant Duty Manager/Yard Person posts created by reconfiguring 2 existing, vacant C1 posts elsewhere in the service.
2 x SO2 Team	ELI of current	The number of TLs will reduce from 12 to 10. This will be

Leaders - CNT	post holder + Deletion of a vacancy	supported by a reconfiguration of how the CNT resource is managed across area of the city, aligned with Refuse. Reducing the overall resource will have an impact on capacity, which will be managed by supporting the more effective/efficient use of time (e.g. using technology such as Skype/Teams better) and closer supportive working with refuse and housing colleagues. However. there will need to be a recognition that this reduction (together with the SM reduction) is in part to help protect the front line numbers, and that the focus of the TLs work will be on supporting the front line and expectations of Elected Members will need managing accordingly.
1 x SO2 Team Leader - HWRC	ELI of current post holder	As part of the new structure, more capacity will be given to supporting/managing this part of the service by the PO6 Service Manager, with a HoS also making sure a closer overview is maintained. Temporary arrangements to introduce a new Chargehand role are working well across the sites and the intention would be to make these roles permanent, reducing the capacity required at the SO2 level on a day to day basis (see section 3.4 for the proposals for HWRCs).
1 x SO1 Support Officer – Waste Management	Deletion of vacant post	This post has been vacant since June 2019 and the work incorporated as required into other roles. A significant amount of what the postholder did has been stopped as no longer a service priority with the reduced resources available.
2 x C3 Environmental Action Officers - CNT	ELI of a current post holder + Deletion of a vacancy	Jason to provide
0.4 x C1 Waste Advisor	Deletion of vacancy	Delete vacant part of a FTE post that is currently held by someone employed 3 days/wk.

Appendix B:

Post to be filled	Grade	Comment	Why consolidation is the preferred option
Chief Officer Deputy Chief Officer HoS Cleaner Neighbourhoods and City Centre	75% 65% 60%	<i>A separate review of these posts to be undertaken by Director of C&E to reduce the number of posts from 3 to 2. In the meantime the DCO post is not being covered.</i>	<i>The reduction will allow a minimum £35k saving to be made at JNC level, including the creation of the 45% HoS post.</i>
HoS Refuse and HWRCs	45%	Redesignate 1FTE to HOS JNC 45% post (currently filled by honoraria) Consolidate 1FTE filled by acting up arrangement since Nov 2019	There are currently 7 PO6s staff in post for 6 posts on the new structure. A PO6 has been undertaking the 45% duties for over a year following a competitive process. It is proposed to make that a permanent appointment and therefore enable the remaining 6 PO6 staff to be allocated to posts.
Service Manager (Refuse)	PO6	Consolidate 1FTE filled by acting up arrangement since February 2019	With the above consolidation in place, this leaves 6 PO6 staff in post for 6 posts on the new structure. Currently one of the posts is

			occupied by a PO2 Senior Team Leader from CNT acting into the role following a competitive process since February 2019. It is proposed to make that a permanent appointment, allowing the person backfilling to be moved into one of the PO3 CNT Area Manager roles.
Area Manager (Refuse)	PO3	Consolidate 1 FTE filled by acting up arrangement since February 2019.	There are 2 vacant PO3 posts in the new structure. A SO2 Team Leader has occupied the role for nearly 2 years following a competitive process. It is proposed to make that a permanent appointment and therefore enable the backfill arrangements to be made permanent too.
3 x Team Leaders (Refuse)	SO2	Make permanent 3 staff who were recruited through an external recruitment process in October 2019 and are currently still on temporary contracts (2 are seconded from Housing, one was an external appointment).	There are 17 Team Leader posts in Refuse in the new structure (2 of which will undertake Duty Manager roles primarily). There are 14 staff in post permanently and 3 staff who have temporary contracts dating back to 2019 as part of an external recruitment process that included permanent posts. It is proposed to make these appointments permanent.
8 x Chargehands (HWRCs)	C1	Make permanent 8 staff who were recruited through a competitive process to fill these posts temporarily during the Covid19 pandemic.	These 8 staff have been successfully carrying out the required duties and were appointed following a competitive process. There will be an additional 2 posts to recruit to that other staff can apply for.

Appendix C

Service area	Posts (<i>note – unless otherwise stated the posts are shift based with weekend/BH enhancements</i>)	No s.	Reconfiguration (<i>note – all M-F posts will inc BH working and enhancements</i>)	Business Benefit	Additional Potential Savings (£)
CNT	2 x Assist Chargehand/Driver (B2) 3 x Chargehand (C1) 1 x Env Action Operative (B1, M-F) 3 x Non LGV Driver (B1) 1 x Streetscene Attendant (A1) 2 x Environmental Caretaker (B3) 1 x Super Caretaker (B3) 1 x Env Action Officer (C3)	14	2 x Replace with same 3 x Replace with same 1 x B1 EAOp (M-F) 3 x B1 EAOp (M-F) 1 x B1 EAOp (M-F) 2 x B1 EAOp (M-F) 1 x B1 EAOp (M-F) Post to be deleted	Allows the conversion of a number of shift posts to M-F, plus replacement of inherited old JDs from ALMO transfer to be replaced with “new” JDs	£15k p.a.

HWRCs	Specialist Plant Operator (B3) HWSS Driver/Labourer (B3) Recycling Assistant (B1)	3	Posts to be replaced as part of review/restructure of HWRC operations and supervision	Helps provide some flexibility to HWRC review and should closure of one site go ahead. Savings as staff leaving have "protected" WY status.	£6k p.a.
Refuse	Chargehands (C1)	11	Replaced by 11 x Refuse Chargehands, 7 of which will be new M-F roles in a specialist area of the city	Enables 7 crews to be established in a specialist area of the city, working non-shift hours. Allowing p/t, flexible hours working. Any staff working in these specialist areas will have the choice to move to another crew/area or take one of the new roles (*see note)	£0
	Loaders (B1)	10	Replaced by 14 x Refuse Loaders which will be new M-F roles in a specialist area of the city		
	Medi-waste (B1)	1	Delete post	Enables review of the service to move to M-F and enable p/t, flexible hours	£27k
Waste Mngment	Bin Delivery Driver (B1, M-F)	1	Replace with same	Service already M-F	£0

Appendix D: 'Business as Usual' 2021/22 savings

Communities and Environment Directorate Proposal 2021/22 saving

Proposal	2021/22 saving	FTE posts budgeted
Environmental Services: non-operational staffing savings by realigning different sections within the overall service and streamlining management and supervisory	£635k	-13.2

Appendix E: Timeline.

Service review proposals (draft DDR) to stakeholders	January 8th 2020
Consultation period for staff and unions	January 8 th to 22 nd 2020
Finalise review (finalise DDR)	w/c January 25 th Jan 2020
Implementation of non-operational changes (but inc HWRC Chargehands)	Feb 1st 2020
ELI Business Case /ELI Panel	Dec 2020

Notice issued to leavers	4 th Jan 2021
Reconfigure operative posts*	By Feb 2021
Recruitment exercise commences	March 2021
New starters	April 2021
Induction programme	April 2021

**The reconfiguration of Refuse posts is likely to be subject to a longer timescale as that will require separate discussions, consultation and decisions, together with more complex work to devise and agree suitable, revised routes as part of the route review. There also needs to be consideration to customer impact (eg when is the best time to introduce new collection days in an area).*