



**7 March 2016**

**Agenda Item: 11**

**REPORT OF THE SERVICE DIRECTOR, NORTH NOTTINGHAMSHIRE &  
DIRECT SERVICES**

**PROPOSAL TO RESTRUCTURE THE COUNTY HORTICULTURE STAFF  
TEAM**

**Purpose of the Report**

1. This report seeks approval for a proposed new structure for Brooke Farm, from 1 May 2016, to deliver an Employment Hub and allow existing users to continue to undertake therapeutic horticulture if this is their wish.

**Information and Advice**

2. Reflecting the outcome of the consultation held between December 2014 and February 2015, a revised proposal for the future of the County Horticulture Service was approved by Adult Social Care and Health (ASCH) Committee on 7<sup>th</sup> September 2015. The County Horticulture Service comprises of three horticultural units: Brooke Farm at Linby, Skegby Horticultural Unit and Balderton Horticultural Unit, as well as a gardening and grounds maintenance service.
3. The revised scope of the project will see the development of a time-limited Employment and Skills Training Hub at Brooke Farm, in conjunction with allowing current service users to continue to attend. There will be additional investment in staffing for three years (£62,500 a year) to support this.
4. It was agreed that a restructure of the staff and service would be required to implement the new Employment Hub programme.
5. It is therefore proposed that staff teams will be restructured under a single service structure to support all elements of the Hub whether people are actively seeking employment or not.
6. This change has been the subject of a separate consultation exercise with staff and Trade Union colleagues which has taken place from 5<sup>th</sup> December 2015 to 12<sup>th</sup> February 2016.

**Current Structure**

7. The current staffing structure, which became effective in September 2012, is shown in **Appendix 1**. The structure has a total of 27.42 full time equivalent (FTE) staff, with 1 of these posts currently vacant.

### **Proposed Structure**

8. A proposed staffing structure is set out in **Appendix 2**. This replaces the previous roles of Team Leader and Day Centre Officer, reorganises the team and introduces new roles of Employment Service Leader, Employment Service Worker and Employment Inclusion Worker and additional new roles of Care and Support Worker.
9. In the current structure there is a lack of breadth in the responsibilities of the existing team roles in order to deliver the new employment agenda and support those people attending who wish to attain paid employment. The current operation of the service delivers therapeutic horticulture but does not progress people past the work preparation stage.
10. It is therefore proposed that new job roles are developed which encompass both elements required to deliver services to existing users and to successfully support people to achieve paid outcomes, if this is their wish. The Council's enabling process will be applied to progress this and it is anticipated that this be complete by 30<sup>th</sup> April 2016.
11. The new structure does not affect the Grounds Maintenance, Golden Gardening or Shop elements of the service, which also support a number of disabled employees.
12. The posts of Team Leader (1 FTE, Band A) and Day Centre Officer (7 FTE, Grade 5) will be deleted.
13. New posts of Employment Service Leader (1 FTE, Band A, Indicative), Employment Service Worker (5 FTE, Grade 5 Indicative) and Employment Inclusion Worker (2 FTE, Grade 5 Indicative) will be created.
14. Additional posts of Care and Support Worker (3.24 FTE, Grade 2 Indicative) will be introduced.
15. A post of Caretaker (1 FTE Grade 1) will be reduced. This post will no longer be required at the Balderton Horticultural Unit (part of the County Horticulture Service) under the new model and the post is currently vacant.
16. The table overleaf shows the current and proposed changes/additions to the full time equivalent within the staff team.

<b>Current Post</b>	<b>Current No of FTE</b>	<b>Proposed Post</b>	<b>Proposed No of FTE</b>
Team Manager	1	Team Manager	1
Team Leader	1	Employment Service Leader	1
Day Centre Officer	7	Employment Service Worker	5
		Employment Inclusion Worker	2
		Care & Support Worker	3.24
Business Support Assistant	2	Business Support Assistant	2
Horticulture Operative	9.5	Horticultural Operative	9.5
Supervisor	1	Supervisor	1
Weekend Caretaker/ Sales Assistant	0.42	Weekend Caretaker/ Sales Assistant	0.42
Sales Assistant	3	Sales Assistant	3
Caretaker	2.5	Caretaker	1.5

## **Process**

17. A consultation document on the proposed staffing structure and direction of travel was issued to all staff and this has been supplemented by team discussions and briefings. There have also been discussions with Trade Union representatives. The feedback has helped to shape the structure and content of job descriptions.
18. As part of the process job descriptions have been reviewed to align them with the proposed structure and scope of the roles. All of the job descriptions that have had changes, or are new posts, have been issued to the Job Evaluation Team of the Human Resources Division so that salary grades can be assessed and applied.
19. Staff will be required to work across all three sites as is determined by the business.
20. Hours of operation will be revised to maximise the operating hours of the service and attract further business through the shop. It is proposed that employment staff work within the core hours of 9.00am to 4.30pm Monday to Thursday and 9.00am to 4.00pm Friday and shop staff hours are extended on a rota basis to encourage further footfall of customers.

## **Other Options Considered**

21. The report to the Adult Social Care Committee on 7<sup>th</sup> September 2015, 'Consultation about the future of the County Horticulture Service', detailed other options. The option to develop an employment and skills training Hub, whilst allowing current service users who do not wish to progress to paid employment to continue to attend, was approved. It was further agreed that a restructure of the staff would be required to implement the

new Employment Hub and this change would be the subject of a separate consultation exercise with staff.

### **Reason/s for Recommendation/s**

22. The proposed staffing structure re-aligns staffing resources to the needs of the business operation and will be able to deliver the new service going forward.

### **Statutory and Policy Implications**

23. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### **Financial Implications**

24. As there is an existing vacancy within the County Horticulture service there will be no compulsory or voluntary redundancies associated with the proposed post reduction.
25. An investment of £62,500 for three years has been previously agreed by the Committee on 7<sup>th</sup> September 2015. The service will be reviewed at the end of the three years.

### **Human Resources Implications**

26. As part of the process, job descriptions have been reviewed to align them with the proposed structure and scope of the roles. All of the job descriptions that have had changes, or are new posts, have been issued to the Job Evaluation Team of the Human Resources Division so that salary grades can be assessed and applied.

## **RECOMMENDATION**

- 1) That the proposed new structure for Brooke Farm from 1 May 2016, as set out in **Appendix 2**, be approved.

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**Service Director, North Nottinghamshire & Direct Services**

**For any enquiries about this report please contact:**

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**Constitutional Comments (SLB 22/02/16)**

27. Adult Social Care and Health Committee is the appropriate body to consider the content of this report, subject to the Council's Employment Procedure Rules which require all reports regarding changes to staffing structures to include HR comments and for consultation to be undertaken with the recognised trade unions.

#### **Financial Comments (KAS 23/02/16)**

28. The financial implications are contained within paragraphs 24-25 of the report.

#### **Background Papers and Published Documents**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

Consultation about the future of the County Horticulture Service - report to the Adult Social Care and Health Committee on 7<sup>th</sup> September 2015.

#### **Electoral Division(s) and Member(s) Affected**

All

ASCH382