

South Ayrshire Council

**Report by Director - Place
to Leadership Panel
of 17 March 2020**

Subject: Neighbourhood Services Structure Changes

1. Purpose

- 1.1 The purpose of this report is to seek Leadership Panel approval for the new Neighbourhood Services Structure in line with the Council's approved budget for 2020/21.

2. Recommendation

- 2.1 It is recommended that the Panel considers the proposals outlined within the report and approves the Neighbourhood Services employee structure as set out in Appendix 2 and 3.**

3. Background

- 3.1 Following the Council restructure of third and fourth tier employees in 2018, the Service Lead - Neighbourhood Services has undertaken a structural review of the service areas that comprise Neighbourhood Services.
- 3.2 The approach is based on configuring a structure that best meets the requirements of the service and delivering the outcomes from the Council Plan.
- 3.3 There have been a number of changes in working practice and technology since the service was last reviewed in 2012, including the recent legislative changes and targets in relation to recycling and the reduction in landfill, that have also been considered as part of this exercise.
- 3.4 The structure review has taken cognisance of a number of legacy issues in relation to discrepancies between the operational budget allocation and the operational structure.
- 3.5 In configuring the proposals the Service Lead has considered previously approved Neighbourhood Services efficiency savings of £1.4 million since 2016/17 when redesigning the service.

4. Proposals

- 4.1 It is proposed that Leadership Panel approves the staffing structure which enables Neighbourhood Services to deliver an efficient service across its range of services by targeting resources in the areas that will deliver effective services.
- 4.2 The proposed structure has resulted in an increased grade for 2 FTE in relation to an amended remit, The Waste Management Strategy Team Leaders post has additional responsibilities and duties as a consequence of the fourth tier structure review in 2018. The Administrative Assistant post in Sustainability and Fleet also has additional duties based on a review undertaken by the Freight Transport Association which highlighted staffing responsibilities with regards to delivering an effective Fleet service.
- 4.3 As part of this structure it is proposed to delete 9.5 FTE posts, create 6 new FTE posts and formalise 1.5 Park Ranger posts. ,
- 4.4 There are three new posts in Grounds Maintenance and Bereavement. Grounds and Bereavement services were integrated in 2018 and a new post of Bereavement and Grounds Officer has been created to further integrate operational functionality. The Post of Parks Officer has also been created to support the work of the Grounds team with an emphasis on improving our Parks and Open spaces, increasing visitor numbers and commercial opportunities. Chargehand Landscaping/Rapid Response undertakes a range of hard landscaping repairs and new works which is currently being delivered by the service and is a formalisation of the requirements within the operational structure.
- 4.5 There are three new posts in Waste Management. A Technical Officer post has been created as a consequence of the demands around Waste Management both operationally and with changing and new legislation. The Project Assistant post has been created to enable projects to be developed and delivered helping to facilitate improvement and future savings. A Depot Operative post has been created as a consequence of the new recycling system in relation to the transfer of recycling materials from our bulking facility.
- 4.6 Job descriptions have been developed for all new posts and those with amended remits. These have been evaluated and quality assured by the job evaluation team.
- 4.7 The proposed structure will ensure the appropriate level of service provision within the approved Neighbourhood Service budget for 2020/2021.
- 4.8 The current and proposed structures are set out in Appendices 1 and [2](#) with associated employee costs in [Appendix 3](#).

5. Legal and Procurement Implications

- 5.1 There are no legal implications arising from this report.
- 5.2 There are no procurement implications arising from this report.

6. Financial Implications

- 6.1 An overall budget saving of £10,133 has been identified for financial year 2020/21 through this re-structure from a reduction in employee costs and overtime.
- 6.2 As noted at 7.1 below, although all employees whose jobs are deleted have indicated that they wish to be redeployed to alternative available posts, they may be entitled to severance payments, if they ultimately reasonably deem the alternative employment to be unsuitable. In such a situation, any severance costs will require to be met from the Place Directorate budget.

7. Human Resources Implications

- 7.1 The new structural arrangements provide an alternative job for all employees whose current post is deleted. However, the jobs that currently exist are different to those required for the future and, therefore, the displaced employees may reasonably deem the alternative employment to be unsuitable, with resulting entitlement to severance payments. However, to date, all displaced employees have indicated that they wish to be redeployed to the newly created alternative posts. The changes will be implemented in accordance with the Council's Framework for Managing Workforce Change.
- 7.2 In addition there are a number of promoted posts within Waste Management, Grounds Maintenance and Bereavement which will be ring fenced. This will provide opportunities for displaced employees within the service area.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

- 8.1.1 There are no risks associated with considering the options outlined.

8.2 *Risk Implications of Rejecting the Recommendations*

- 8.2.1 There are no risks associated with the rejection of the recommendations.

9. Equalities

- 9.1 The proposals in this report have been assessed through the Equality Impact Assessment Scoping Process. There are no significant positive or negative equality impacts of agreeing the recommendations and therefore an Equalities Impact Assessment is not required. A copy of the Equalities Scoping Assessment is shown in [Appendix 4](#).

10. Sustainable Development Implications

- 10.1 ***Considering Strategic Environmental Assessment (SEA)*** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

11. Options Appraisal

11.1 An options appraisal has not been carried out in relation to this review.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to the Council strategic objectives of 'Ensure the Council is structured to make the best use of resources' and 'We will continue to develop organisational structures that will ensure we can deliver positive change through a workforce with the right skills and flexibility to meet future demands'.

13. Results of Consultation

13.1 There has been no public consultation on the contents of this report

13.2 Consultation has taken place with Councillor Ian Cochrane, Portfolio Holder for Environment, and Councillor Peter Henderson, Portfolio Holder for Resources and Performance, and the contents of this report reflect any feedback provided.

13.3 Consultation has taken place with the Trade Unions with regard to these proposals.

14. Next Steps for Decision Tracking Purposes!

14.1 If the recommendations above are approved by Members, the Director - Place will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Leadership Panel in the 'Council and Leadership Panel Decision Log' at each of its meetings until such time as the decision is fully implemented:

| <i>Implementation</i> | <i>Due date</i> | <i>Managed by</i> |
|---|-------------------|--------------------------------------|
| Implement approved Neighbourhood Services structure | 30 September 2020 | Service Lead Neighbourhood Services. |

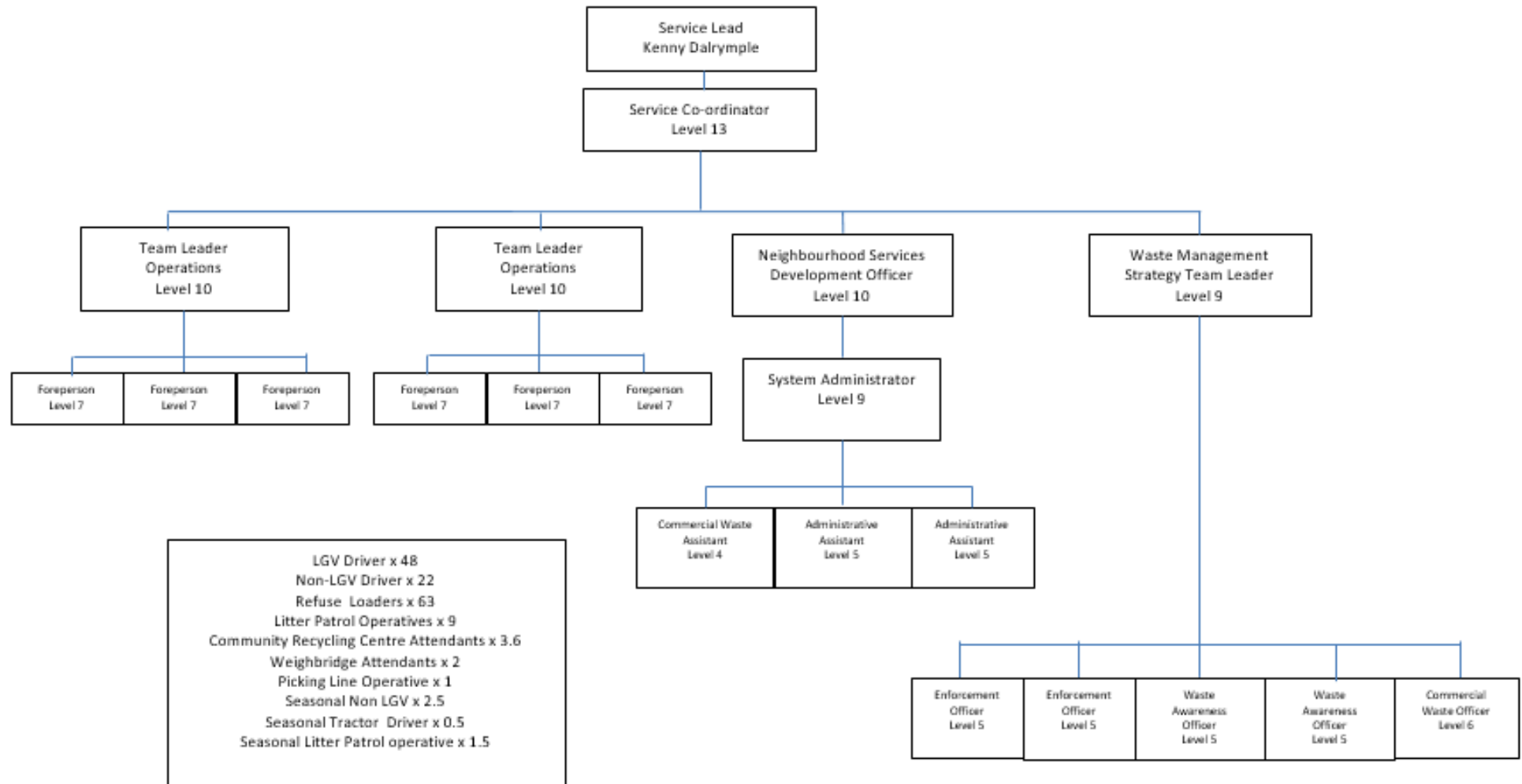
Background Papers **None**

Person to Contact **Kenneth Dalrymple, Service Lead - Neighbourhood Services
Operations Centre, Walker Rd, Ayr, KA8 9LE
Phone 01292 612041
Email Kenny.dalrymple@south-ayrshire.gov.uk**

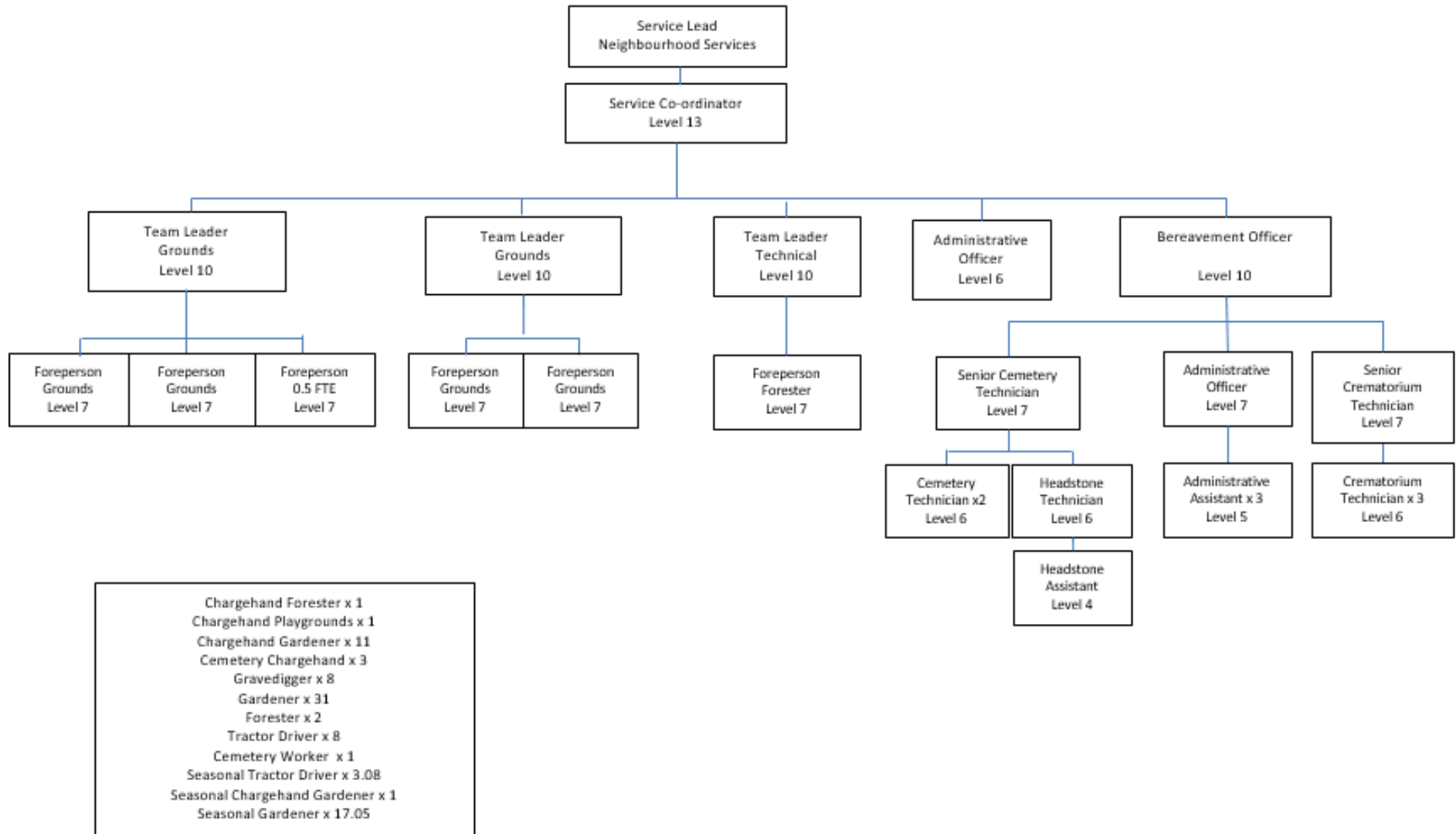
Date: **6 March 2020**

Waste Management – Current Structure

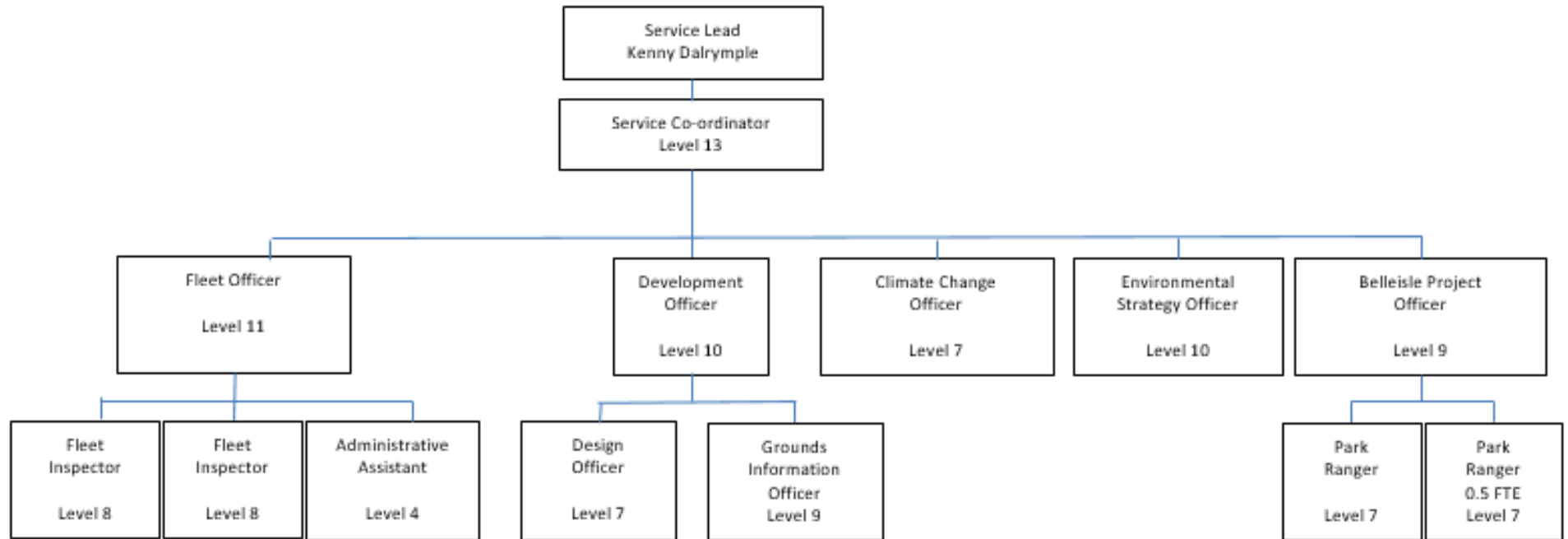
Appendix 1



Grounds Maintenance and Bereavement – Current Structure

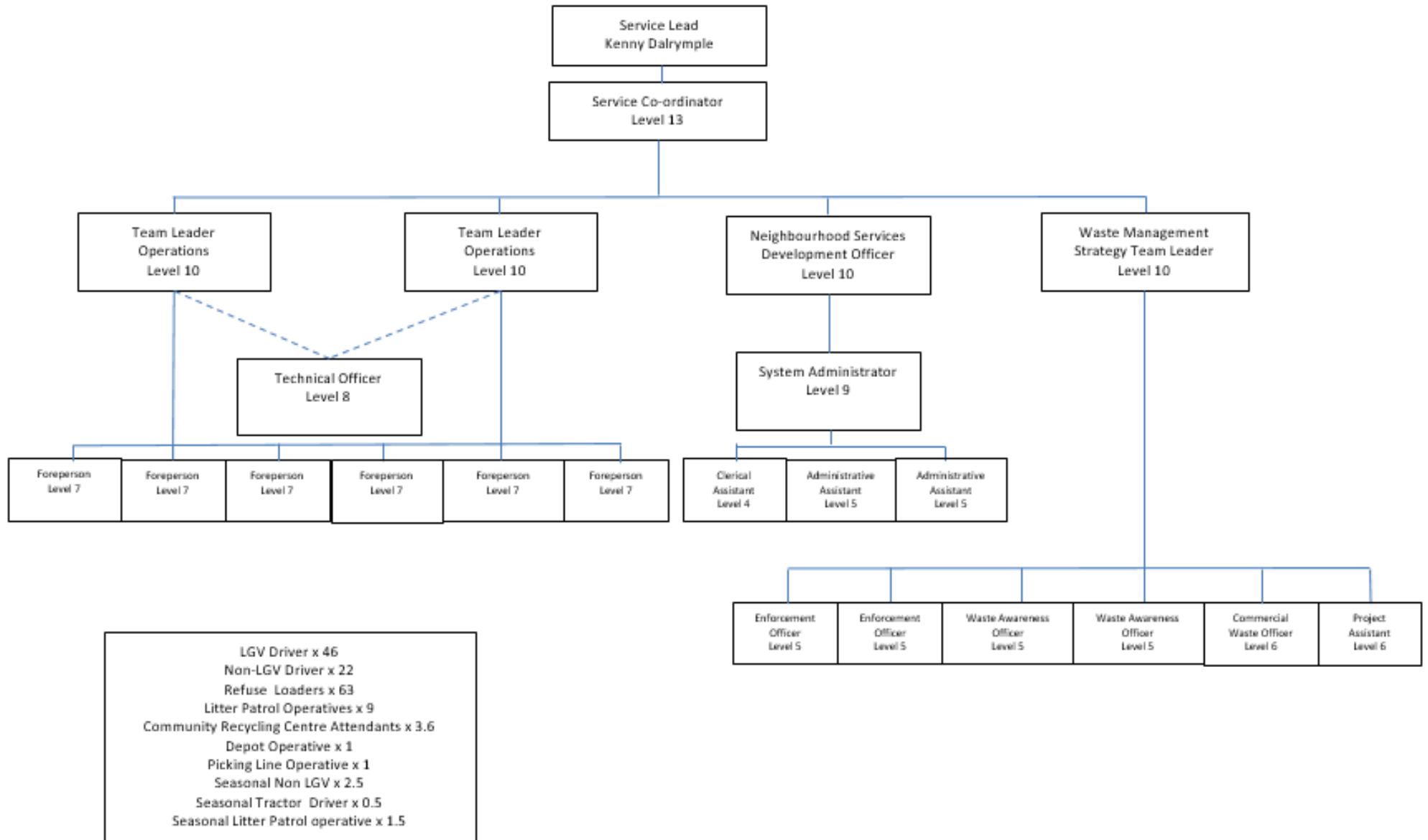


Sustainability & Fleet – Current Structure

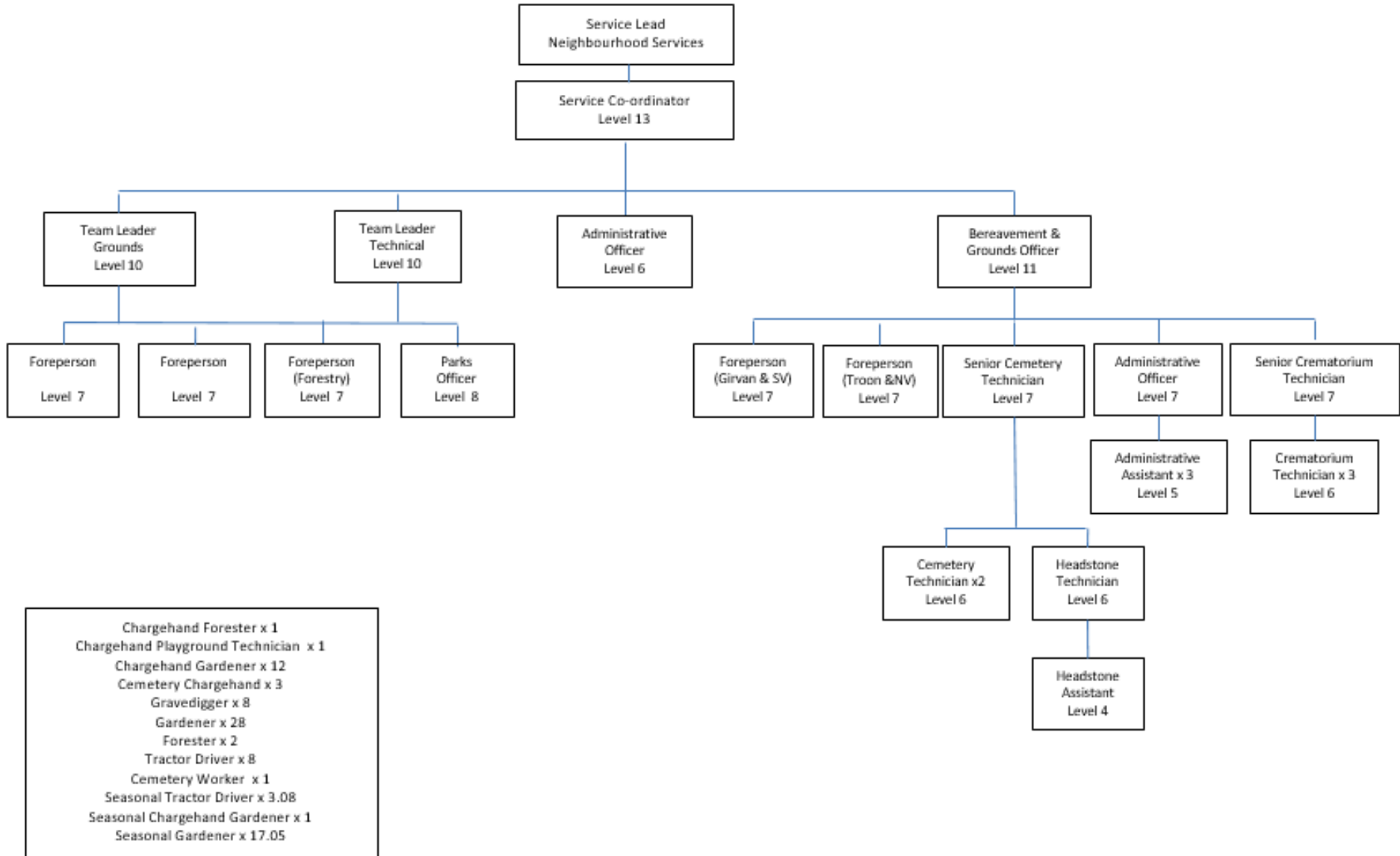


Waste Management – Proposed Structure

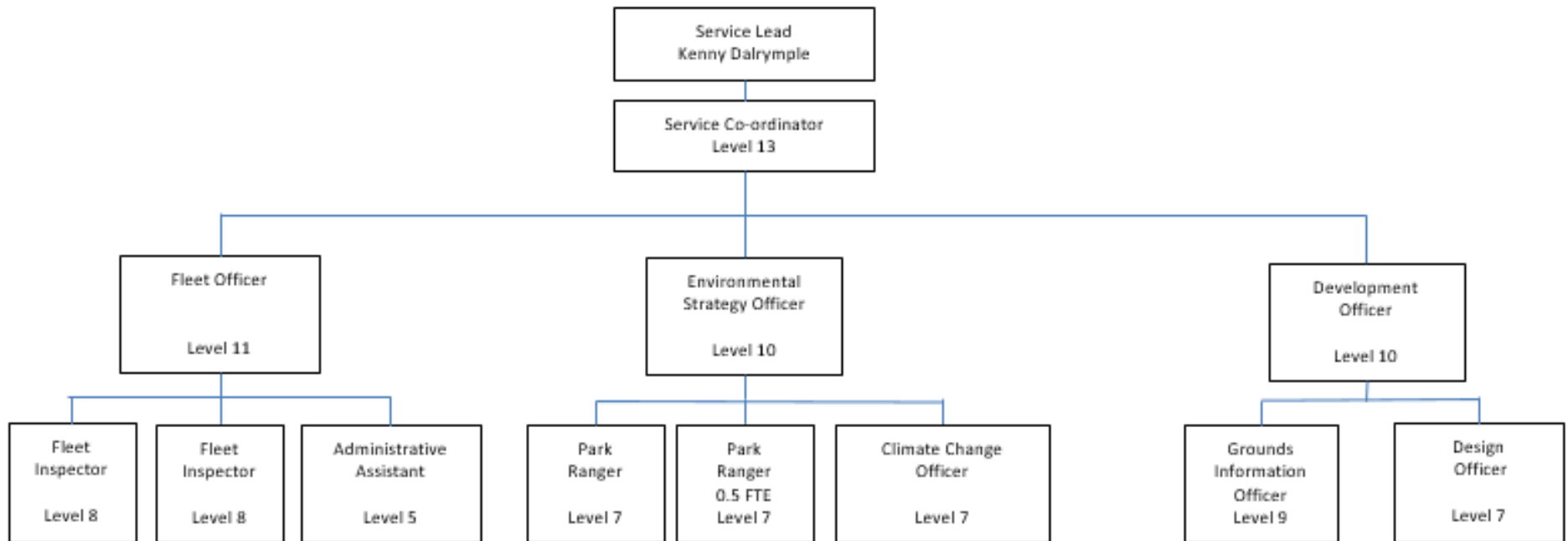
Appendix 2



Grounds Maintenance and Bereavement – Proposed Structure



Sustainability & Fleet – Proposed Structure



Waste Management

Appendix 3

| Current Operational Structure | | | | | | Proposed Operational Structure | | | |
|-------------------------------|--|-----------------|--------------|------------------|---------------------|--|--------------|------------------|---------------------|
| Grade | Job Title | Operational FTE | Budgeted FTE | Total Budget | Narrative | Job Title | FTE | Total Cost | Narrative |
| Level 13 | Service Co-ordinator | 1.0 | 1.0 | 63,374 | No Change | Service Co-ordinator | 1.0 | 63,374 | No Change |
| Level 10 | Team Leader Operations | 2.0 | 2.0 | 99,453 | No Change | Team Leader Operations | 2.0 | 99,453 | No Change |
| | Neighbourhood Services Development Officer | 1.0 | 1.0 | 49,726 | No Change | Neighbourhood Services Development Officer | 1.0 | 49,726 | No Change |
| | | | | | | Waste Management Strategy Team Leader | 1.0 | 49,726 | Amended Remit |
| Level 9 | Waste Management Strategy Team Leader | 1.0 | 1.0 | 45,334 | Amended Remit | | | | |
| | Systems Administrator | 1.0 | 1.0 | 45,334 | No Change | Systems Administrator | 1.0 | 45,334 | No Change |
| Level 8 | | | | | | Technical Officer | 1.0 | 40,218 | New Post |
| Level 7 | Foreperson | 6.0 | 6.0 | 237,576 | No Change | Foreperson | 6.0 | 237,576 | No Change |
| Level 6 | Commercial Waste Officer | 1.0 | 1.0 | 31,543 | No Change | Commercial Waste Officer | 1.0 | 31,543 | No Change |
| | | | | | | Project Assistant | 1.0 | 31,543 | New Post |
| Level 5 | Waste Awareness Officer | 2.0 | 2.0 | 55,835 | No Change | Waste Awareness Officer | 2.0 | 55,835 | No Change |
| | Administrative Assistant | 2.0 | 2.0 | 55,835 | No Change | Administrative Assistant | 2.0 | 55,835 | No Change |
| | Enforcement Officer | 2.0 | 2.0 | 55,835 | No Change | Enforcement Officer | 2.0 | 55,835 | No Change |
| | LGV Driver | 48.0 | 48.0 | 1,493,596 | Deletion of 2 posts | LGV Driver | 46.0 | 1,431,362 | Deletion of 2 posts |
| | | | | | | Depot Operative | 1.0 | 31,117 | New Post |
| Level 4 | Commercial Waste Assistant | 1.0 | 1.0 | 24,655 | Change to Job Title | Clerical Assistant | 1.0 | 24,655 | Change to Job Title |
| | Refuse Loader | 63.0 | 63.0 | 1,732,177 | No Change | Refuse Loader | 63.0 | 1,732,177 | No Change |
| | Non-LGV Driver | 22.0 | 22.0 | 604,887 | No Change | Non-LGV Driver | 22.0 | 604,887 | No Change |
| | Seasonal Non-LGV Driver | 2.5 | 2.5 | 68,737 | No Change | Seasonal Non-LGV Driver | 2.5 | 68,737 | No Change |
| | Seasonal Tractor Driver | 0.5 | 0.5 | 13,747 | No Change | Seasonal Tractor Driver | 0.5 | 13,747 | No Change |
| | Community Recycling Centre Attendant | 3.6 | 3.6 | 98,982 | No Change | Community Recycling Centre Attendant | 3.6 | 98,982 | No Change |
| Level 3 | Weighbridge Attendant | 2.0 | 2.0 | 48,666 | Delete Posts | | | | |
| | Picking Line Operative | 1.0 | 1.0 | 24,333 | No Change | Picking Line Operative | 1.0 | 24,333 | No Change |
| Level 2 | Litter Patrol Operative | 9.0 | 9.0 | 199,202 | No Change | Litter Patrol Operative | 9.0 | 199,202 | No Change |
| | Seasonal Litter Patrol Operative | 1.5 | 1.5 | 33,200 | No Change | Seasonal Litter Patrol Operative | 1.5 | 33,200 | No Change |
| Total | | 173.1 | 173.1 | 5,082,028 | | | 172.1 | 5,078,399 | |

Grounds Maintenance & Bereavement

| Grade | Current Operational Structure | | | | Narrative | Proposed Operational Structure | | | Narrative |
|-----------------|---------------------------------|-----------------|---------------|------------------|-----------------------|----------------------------------|---------------|------------------|---------------------------|
| | Job Title | Operational FTE | Budgeted FTE | Total Budget £ | | Job Title | FTE | Total Budget £ | |
| Level 13 | Service Co-ordinator | 1.0 | 1.0 | 63,374 | | Service Co-ordinator | 1.0 | 63,374 | No Change |
| Level 11 | | | | | | Bereavement & Grounds Officer | 1.0 | 54,442 | New Post |
| Level 10 | Team Leader Operations | 3.0 | 3.0 | 149,179 | Delete 1 FTE | Team Leader Operations | 2.0 | 99,453 | Reduced by 1 FTE |
| | Bereavement Services Officer | 1.0 | 1.0 | 49,726 | Delete Post | | | | |
| Level 8 | | | | | | Parks Liaison Officer | 1.0 | 40,218 | New Post |
| Level 7 | Foreperson | 5.5 | 6.5 | 244,758 | Delete 0.5 FTE | Foreperson | 5.0 | 188,275 | Reduced by 0.5 FTE |
| | Senior Cemetery Technician | 1.0 | 1.0 | 35,557 | | Senior Cemetery Technician | 1.0 | 35,557 | Amended Remit |
| | Senior Crematorium Technician | 1.0 | 1.0 | 35,557 | | Senior Crematorium Technician | 1.0 | 35,557 | No Change |
| | Administrative Officer | 1.0 | 1.0 | 35,557 | | Administrative Officer | 1.0 | 35,557 | No Change |
| Level 6 | Cemetery Technician | 2.0 | 2.0 | 63,086 | | Cemetery Technician | 2.0 | 63,086 | No Change |
| | Crematorium Technician | 3.0 | 3.0 | 94,629 | | Crematorium Technician | 3.0 | 94,629 | No Change |
| | Headstone Stability Technician | 1.0 | 1.0 | 31,543 | | Headstone Stability Technician | 1.0 | 31,543 | No Change |
| | Administrative Officer | 1.0 | 1.0 | 31,543 | | Administrative Officer | 1.0 | 31,543 | No Change |
| | Chargehand Forester | 1.0 | 1.0 | 33,412 | | Chargehand Forester | 1.0 | 33,412 | No Change |
| | Chargehand Playground Operative | 1.0 | 1.0 | 33,412 | | Chargehand Playground Technician | 1.0 | 33,412 | Job Title Change |
| Level 5 | Administrative Assistant | 3.0 | 3.0 | 83,753 | | Administrative Assistant | 3.0 | 83,753 | No Change |
| | Forester | 2.0 | 2.0 | 59,159 | | Forester | 2.0 | 59,159 | No Change |
| | Chargehand Gardener | 11.0 | 10.0 | 295,795 | | Chargehand Gardener | 12.0 | 354,954 | Additional 1 FTE |
| | Cemetery Chargehand | 3.0 | 3.0 | 88,738 | | Cemetery Chargehand | 3.0 | 88,738 | No Change |
| | | | | | | Chargehand Landscapemaps | 1.0 | 29,579 | New Post |
| Level 4 | Tractor Driver | 8.0 | 8.0 | 209,042 | | Tractor Driver | 8.0 | 209,042 | No Change |
| | Gravedigger | 8.0 | 12.0 | 313,563 | | Gravedigger | 8.0 | 209,042 | No Change |
| | Headstone Stability Assistant | 1.0 | 1.0 | 26,130 | | Headstone Stability Assistant | 1.0 | 26,130 | No Change |
| | Seasonals | 3.08 | 3.08 | 80,481 | | Seasonals | 3.08 | 80,481 | No Change |
| Level 3 | Gardener | 31.0 | 28.0 | 647,332 | Delete 3 FTE | Gardener | 28.00 | 647,332 | Reduction of 3 FTE |
| | Seasonals | 1.00 | 1.00 | 23,119 | | Seasonals | 1.00 | 23,119 | No Change |
| Level 2 | Cemetery Worker | 1.0 | 0.00 | - | | Cemetery Worker | 1.00 | 22,134 | No Change |
| | Seasonals | 17.05 | 17.05 | 377,376 | | Seasonals | 17.05 | 377,376 | |
| Total | | 111.63 | 111.63 | 3,105,822 | | | 110.13 | 3,050,897 | |

Sustainability & Fleet

| Current Operational Structure | | | | | Proposed Operational Structure | | | | |
|-------------------------------|---------------------------------------|-------------|--------------|----------------|---|---------------------------------------|-------------|---------------------|---|
| Grade | Job Title | FTE | Budgeted FTE | Total Cost | Narrative | Job Title | FTE | Total Cost | Narrative |
| Level 16 | Service Lead - Neighbourhood Services | 1.0 | 1.0 | 78,292 | No Change | Service Lead - Neighbourhood Services | 1.0 | 78,292 | No Change |
| Level 13 | Service Co-ordinator | 1.0 | 1.0 | 63,374 | No Change | Service Co-ordinator | 1.0 | 63,374 | No Change |
| Level 11 | Fleet Officer | 1.0 | 1.0 | 54,442 | No Change | Fleet Officer | 1.0 | 54,442 | No Change |
| Level 10 | Environmental Strategy Officer | 1.0 | 1.0 | 49,726 | No Change | Environmental Strategy Officer | 1.0 | 49,726 | No Change |
| | Development Officer | 1.0 | 1.0 | 52,051 | Surplus in employee budget with the deletion of Senior Officer Parks & Landscape Strategy | Development Officer | 1.0 | 49,726 | No change to post, surplus budget removed |
| Level 9 | Grounds Information Officer | 1.0 | 1.0 | 45,334 | No Change | Grounds Information Officer | 1.0 | 45,334 | No Change |
| | Belleisle Project Officer | 1.0 | 0.0 | | Temp Contract until 31 March 2020 | | | | |
| Level 8 | Fleet Inspector | 2.0 | 2.0 | 80,436 | No Change | Fleet Inspector | 2.0 | 80,436 | No Change |
| Level 7 | Climate Change Officer | 1.0 | 1.0 | 35,557 | No Change | Climate Change Officer | 1.0 | 35,557 | No Change |
| | Design Officer | 1.0 | 1.0 | 35,557 | No Change | Design Officer | 1.0 | 35,557 | No Change |
| | Park Rangers | 1.5 | 0.0 | - | - | Park Rangers | 1.5 | 56,483 | Formalising Posts on a permanent basis |
| Level 5 | | | | | Administrative Assistant | 1.0 | 27,918 | Change to job remit | |
| Level 4 | Administrative Assistant | 1.0 | 1.0 | 24,655 | Change to job remit | | | | |
| Total | | 13.5 | 11.0 | 519,423 | | | 12.5 | 576,844 | |

| | Current | | Proposed | | Proposed v Current | |
|-----------------------------------|------------------|---------------|------------------|---------------|-----------------------------|---------------|
| | Budget (£) | FTE | Budget (£) | FTE | Additional/ (Saving) (£) | FTE |
| Sub-service | | | | | | |
| Grounds Maintenance & Bereavement | 3,105,822 | 111.63 | 3,050,897 | 110.13 | (54,924.89) | (1.50) |
| Sustainability & Fleet | 519,423 | 11.00 | 576,844 | 12.50 | 57,421 | 1.50 |
| Waste Management | 5,082,028 | 173.10 | 5,078,399 | 172.10 | (3,629) | (1.00) |
| Total | 8,707,273 | 295.73 | 8,706,140 | 294.73 | (1,133) | (1.00) |

1. Policy details

| | |
|---|--|
| Policy Title Neighbourhood Services Structure Changes | Lead Officer Kenny Dalrymple |
|---|--|

2. Which communities, groups of people, employees or thematic groups do you think will be, or potentially could be, impacted upon by the implementation of this policy? Please indicate whether these would be positive or negative impacts

| Community, Groups of People or Themes | Negative Impacts | Positive impacts |
|---|-------------------------|-------------------------|
| The whole community of South Ayrshire | No | No |
| People from different racial groups, ethnic or national origin. | No | No |
| Women and/or men (boys and girls) | No | No |
| People with disabilities | No | No |
| People from particular age groups for example Older people, children and young people | No | No |
| Lesbian, gay, bisexual and heterosexual people | No | No |
| People who are proposing to undergo, are undergoing or have undergone a process to change sex | No | No |
| Pregnant women and new mothers | No | No |
| People who are married or in a civil partnership | No | No |
| People who share a particular religion or belief | No | No |
| Thematic Groups: Health, Human Rights, Rurality and Deprivation. | No | No |

3. Do you have evidence or reason to believe that the policy will support the Council to:

| General Duty and other Equality Themes | Level of Negative and/or Positive Impact (high, medium or low) |
|---|---|
| Eliminate discrimination and harassment faced by particular communities or groups | Low |
| Promote equality of opportunity between particular communities or groups | Low |
| Foster good relations between particular communities or groups | Low |
| Promote positive attitudes towards different communities or groups | Low |
| Increase participation of particular communities or groups in public life | Low |
| Improve the health and wellbeing of particular communities or groups | Low |
| Promote the human rights of particular communities or groups | Low |
| Tackle deprivation faced by particular communities or groups | Low |

4. Summary Assessment

| | | | |
|--|-----------------|--|--|
| Is a full Equality Impact Assessment required? (A full EIA must be carried out on all high and medium impact policies) | | YES <input type="checkbox"/> | NO <input checked="" type="checkbox"/> |
| Rationale for decision: It is not anticipated that any structure changes will impact on equalities considerations. | | | |
| Signed : | Donald Gillies | Director | |
| Date: | 24 October 2019 | Copy to equalities@south-ayrshire.gov.uk | |