

South Ayrshire Council

**Report by Depute Chief Executive and Director
of Housing, Operations and Development
to Cabinet
of 31 October 2023**

Subject: Neighbourhood Services Structure Changes

1. Purpose

- 1.1 The purpose of this report is to seek Cabinet approval for the new Neighbourhood Services Structure in line with the Council's approved budget for 2023/24.

2. Recommendation

- 2.1 **It is recommended that the Cabinet considers the proposals outlined within the report and approves the Neighbourhood Services employee structure as set out in the Addendum (confidential) to this report.**

3. Background

- 3.1 There have been a number of changes in service delivery within Neighbourhood Services over the last 3 years.
- 3.2 Fleet Management has seen the introduction of a new management system, a Fleet Strategy and an audit which raised a number of actions which require a change to how we work. The audit identified the need for a number of functions to be managed centrally by fleet management that will significantly reduce risk to the Council and enable more efficient management of the Council's fleet of vehicles moving forward.
- 3.3 There has also been technology advancement within Grounds Maintenance with the introduction of tablets to digitise the recording of frontline activities and assets. This has been piloted and introduced within the Forestry team with the service now in the position to move to a full roll out.
- 3.4 Waste Management has been operating with a Service Coordinator (Strategy) for the last 18 months. This is currently a temporary post with funding in place for a 2-year period. The main function of the post has been the development of the strategic side of Waste Management which has included implementing the Waste Strategy 2021-2031, the development of the contractual/commercial side of the business and delivering and closing strategic commitments. This post has been extremely successful and has principally been responsible for the procurement of the recycling and transfer station at

Heathfield in Ayr by Waste Management, renegotiation of contracts and growing commercial opportunities. The success of this post has enabled the spend to save proposals put forward in this report.

- 3.5 The Service Lead Neighbourhood Services has therefore undertaken a structural review of all the service areas that comprise Neighbourhood Services
- 3.6 The review has also taken cognisance of legacy issues in relation to discrepancies within the current operational structure. In 2020 the service deleted the post of Weighbridge Attendant and created a picking line operative post. This was undertaken due to the proposed automation of the weighbridge, however due to technical difficulties this has been unable to be achieved. This position needs to be formally reintroduced for the aforementioned operational reasons and aligns with operational requirements following the purchase of the household waste recycling centre at Heathfield, Ayr.

4. Proposals

- 4.1 It is proposed that Cabinet approves the staffing structure which enables Neighbourhood Services to deliver efficient service across its range of services by targeting resources in the areas that will provide effective delivery within the Council and across South Ayrshire.
- 4.2 There is a requirement for three new posts within Fleet Management to manage the Councils Fleet and deliver the legislative requirements around electric fleet, operator's license and identify efficiencies across the Council.
- 4.3 A new Fleet Coordinator post is being created to drive the requirements of the Council, ensure delivery of the Fleet Strategy and meet the timescales and requirements of the transition to an Ultra Low Emission Fleet (ULEV). This is a challenging role to deliver a full ULEV Fleet, including Large Goods Vehicles by 2030 given the technological and financial requirements.
- 4.4 A new post of Systems Administrator is being created in Fleet to manage Tranman, the Councils Fleet Management System. This post will keep all data up to date across the Council and provide reports for all services to be scrutinised with regards to fleet usage and efficiencies. It will also support the coordinator in the delivery of the Fleet Travel and Transport policy with regards to compliance of services across the Council.
- 4.5 An administrative post is also being created to enable the day to day delivery of the service and services across the Council. This post has been in place on a temporary basis for the past 18 months and is required for the hiring of vehicles for services, across the council on a daily basis, licence checks, vehicle inspection and distribution, alongside administrative duties for the Fleet Management system.
- 4.6 The introduction of digitisation for the Grounds Maintenance crews will see the operatives log data on tablets whilst on site, capturing asset information for the Council. The introduction of the new technology will result in the deletion of a current post within the structure which is identified on the addendum to this report.
- 4.7 Within Waste Management the proposed structure seeks to formalise the Service Coordinator Waste Strategy post which was previously a 2 year temporary position. This post is key in delivering the Councils Waste Strategy, identifying future efficiencies and increasing commercialisation streams within Waste Management. To date this post has identified and implemented a number of changes, including renegotiations on a number of contracts, redesigning the commercial waste business at Heathfield, business case for the Heathfield site and a street cleansing review . Based on current

projections the service is hopeful there will be a full year saving in the region of [REDACTED] however this will be dependent on the outcome of a contract that is due for renewal in April 2024. There is therefore confidence of a recurring saving/income of [REDACTED] in financial year 2024/25 based on current contractual prices.

- 4.8 The proposals also seek to formalize one Level 5 Chargehand position and three Level 4 Neighbourhood Operatives who are currently part of the successful hit squads. Two of these operatives will be utilised in the street cleansing of the main pedestrian areas in four of our major towns. One will be deployed between Girvan and Maybole with the other deployed between Prestwick and Troon.
- 4.9 Following an operational review, the post of picking line operative has been deleted with the re-introduction of a weighbridge operator at a level 4 to meet the requirements of the change in service following the procurement of the Heathfield Household Waste Recycling Centre.
- 4.10 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.
- 4.11 The proposed structure will ensure the appropriate level of service provision within approved budgets for 2023/2024.
- 4.12 The current and proposed structures are set out in Appendix 1 of the Addendum (confidential) to this report, with associated employee costs in Appendix 2.

5. Legal and Procurement Implications

- 5.1 There are no legal implications at the time of this report.
- 5.2 There are no procurement implications at the time of this report.

6. Financial Implications

- 6.1 Based on Appendix 2 of the Addendum (confidential) to this report, the proposed Neighbourhood Services Structure will require an additional budget of £288,304 as per table 1 below:

Table 1

	<u>Current</u>		<u>Proposed</u>		<u>Proposed v Current</u>	
	<u>Budget (£)</u>	<u>FTE</u>	<u>Budget (£)</u>	<u>FTE</u>	<u>Additional/ (Saving) (£)</u>	<u>FTE</u>
Sub-service						
Grounds & Bereavement	[REDACTED]	113.13	[REDACTED]	112.13	[REDACTED]	(1.00)
Sustainability & Fleet	[REDACTED]	4.00	[REDACTED]	7.00	[REDACTED]	3.00
Waste Management	[REDACTED]	188.60	[REDACTED]	193.60	[REDACTED]	5.00
Total	[REDACTED]	305.73	[REDACTED]	312.73	[REDACTED]	7.00

- 6.2 The funding gap will be met utilising the increased income/savings identified at 4.7 which still leaves a potential future saving of between [REDACTED] and [REDACTED] in financial year 2024/25, depending on the outcome of a contract renewal due in April 2024.

6.3 Funding for VER costs for the post deleted as set out in 7.1 will be met within the 2-year payback period.

7. Human Resources Implications

7.1 The post of Grounds Information officer will be deleted and managed through the Framework for Managing Workforce Change Policy. The employee has requested figures for VER.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There is a risk that the contract due for renewal in April 2024 comes out at a higher level than anticipated.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 There is a risk that in rejecting the recommendations that Fleet Management will not be able to meet the legislative requirements for the Council with regards to the transition to ULEV vehicles.

8.2.2 There is also a risk that Fleet will not be able to meet the needs of services across the Council which could result in service disruption and/or failure to departments across the Council.

8.2.3 There is a risk that rejecting the recommendation that Waste Management will not be able to meet legislative requirements such as Persistent Organic Pollutants (POPs), deliver the Waste Strategy 2021-2031 or deliver further commercialisation opportunities and additional income to the Council.

9. Equalities

9.1 The proposals in this report have been assessed through the Equality Impact Assessment Scoping process. There are no significant potential 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 attached as [Annex 1](#).

10. Sustainable Development Implications

10.1 ***Considering Strategic Environmental Assessment (SEA)*** - The proposals in this report do not represent a qualifying plan, programme, policy or strategy for consideration for SEA. There exists therefore no obligation to contact the Scottish Government Gateway and no further action is necessary. An SEA has not been undertaken.

11. Options Appraisal

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to Priority 2 Live, Work, Learn.

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 Martin Kilbride, Portfolio Holder for Buildings, Housing and Environment, and Councillor Ian Davis, Portfolio Holder for Finance, Human Resources and ICT, and the contents of this report reflect any feedback provided.

14. Next Steps for Decision Tracking Purposes

- 14.1 If the recommendations above are approved by Members, the Depute Chief Executive and Director of Housing, Operations and Development 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 Cabinet in the 'Council and Cabinet Decision Log' at each of its meetings until such time as the decision is fully implemented:

Implementation	Due date	Managed by
Implement structures	31 January 2024	Service Lead – Neighbourhood Services

Background Papers None

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Date: 25 October 2023

South Ayrshire Council Equality Impact Assessment Scoping Template

Equality Impact Assessment is a legal requirement under the Public Sector Duty to promote equality of the Equality Act 2010. Separate guidance has been developed on Equality Impact Assessment's which will guide you through the process and is available to view here: <https://www.south-ayrshire.gov.uk/equalities/impact-assessment.aspx>

Further guidance is available here: <https://www.equalityhumanrights.com/en/publication-download/assessing-impact-and-public-sector-equality-duty-guide-public-authorities/>

The Fairer Scotland Duty ('the Duty'), Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on Councils to actively consider ('pay due regard to') how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. [FSD Guidance for Public Bodies](#) in respect of the Duty, was published by the Scottish Government in March 2018 and revised in October 2021. See information here: <https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/>

1. Policy details

Policy Title	Neighbourhood Services Structure Review
Lead Officer (Name/Position/Email)	Fiona Ross, Service Lead – Neighbourhood Services fiona.ross@south-ayrshire.gov.uk

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 or Groups of People	Negative Impacts	Positive impacts
Age – men and women, girls & boys	No	No
Disability	No	No
Gender Reassignment (Trans/Transgender Identity)	No	No
Marriage or Civil Partnership	No	No
Pregnancy and Maternity	No	No
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	No	No
Religion or Belief (including lack of belief)	No	No
Sex – (issues specific to women & men or girls & boys)	No	No
Sexual Orientation – person's sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	No	No
Thematic Groups: Health, Human Rights & Children's Rights	No	No

3. What likely impact will this policy have on people experiencing different kinds of social disadvantage i.e. The Fairer Scotland Duty (This section to be completed for any Strategic Decisions). Consideration must be given particularly to children and families.

Socio-Economic Disadvantage	Negative Impacts	Positive impacts
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	No	No
Low and/or no wealth – enough money to meet Basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	No	No
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies	No	No
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	No	No
Socio-economic Background – social class i.e. parent’s education, employment and income	No	No

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

General Duty and other Equality Themes Consider the ‘Three Key Needs’ of the Equality Duty	Level of Negative and/or Positive Impact (High, Medium or Low)
Eliminate unlawful discrimination, harassment and victimisation	Low impact
Advance equality of opportunity between people who share a protected characteristic and those who do not	Low impact
Foster good relations between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	Low impact
Increase participation of particular communities or groups in public life	Low impact
Improve the health and wellbeing of particular communities or groups	Low impact
Promote the human rights of particular communities or groups	Low impact
Tackle deprivation faced by particular communities or groups	Low impact

5. Summary Assessment

Is a full Equality Impact Assessment required? (A full Equality Impact Assessment must be carried out if impacts identified as Medium and/or High)	YES
	NO
Rationale for decision: The proposal does not have significant positive or negative impact with regards to equality therefore an EQI is not required.	

Signed: Kenneth Dalrymple – Assistant Director Housing & Operations

Date: 10 October 2023