

Report

Report to:	Community Resources Committee
Date of Meeting:	31 March 2009
Report by:	Executive Director (Community Resources) Executive Director (Corporate Resources)

Subject:	Review of Service Delivery – Land and Fleet Services
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ outline the action required within Land and Fleet Services to address service provision issues, realign roles to service delivery and establish clear management support for effective service delivery.

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the proposed changes as detailed in paragraph 5.5 for Land and Fleet Services within Community Resources, be approved.

3. Background

3.1. Refuse Collection, Street Cleansing and Grounds Maintenance exist in a climate of continual external challenges and in response require to adapt their delivery methods and procedures continually to ensure that they meet the needs of the service. The principal challenges and issues which require to be addressed include:-

- ◆ introduction of new, and changes to existing legislation
- ◆ impact of continued growth in households
- ◆ impact of national and European waste targets
- ◆ utilising resources available to maintain service levels
- ◆ addressing environmental crime (eg litter, graffiti, dog fouling, fly tipping)
- ◆ high levels of overtime to deliver increased workload
- ◆ realignment of roles to meet service delivery
- ◆ provide clarity for career progression
- ◆ clear management/supervisory responsibilities

3.2 The number of households has increased from 134,611 in 2003/2004 to 142,364 in 2007/2008, an increase of 7,753 properties (5.8%). This has resulted in additional workload in refuse collection, street cleansing and grounds maintenance.

- 3.3 There has also been an increase in service requests for bulky and green waste uplifts. In 2003/2004, 176,940 requests were received and 348,435 in 2007/2008, an increase of 171,495 (96.9%). Duties have been reprioritised to meet additional demands.
- 3.4 The Waste Awareness Unit was established in 2003/2004 to provide awareness raising, education and support to the householders during the introduction of the new recycling services. This approach has contributed to the recycling rate increasing from 17.2% in 2003/2004 to 36.9% in 2007/2008.
- 3.5 The context in which Refuse Collection, Street Cleansing and Grounds Maintenance now operate has changed over the years, therefore, a Best Value Review of all three services was undertaken as part of the 2008/2009 Best Value Programme.
- 3.6 One of the recommendations of the Review was to undertake a review of the structure to meet the demands of current and future service delivery.

4. Current Position

- 4.1. There are 414 full-time equivalent (FTE) employees engaged in delivering the Refuse and Street Cleansing Services. The service is currently managed by the Land Services Manager (Waste) with a team of 9 Land Services Officers (LSOs) providing day to day management of frontline employees and other resources.
- 4.2 The Grounds Maintenance service currently has 342 permanent FTEs. From March to September each year, the core workforce is supplemented by approximately 125 temporary FTEs. The service is currently managed by the Land Services Manager (Grounds Maintenance and Bereavement Services) with a team of 12 LSOs providing day to day management of frontline employees and other resources.
- 4.3 A diagram of the existing structure is attached as Appendix 1.

5. Proposals

- 5.1 The structure required to deliver the frontline services was identified as part of the Best Value Reviews undertaken in 2008/2009. This entailed identifying the number of employees required to deliver the frontline services and reviewing the tasks carried out by employees in the existing structure.
- 5.2 The outcome of the Review was to integrate Street Cleansing and Grounds Maintenance and one Land Services Manager to take responsibility of both. The remaining Land Services Manager will assume responsibility for both the Refuse Collection function and delivery of the Waste Strategy.
- 5.3 The existing structure does not reflect the challenges which have affected the service to date or those which will have an effect on future service delivery. There is a requirement to introduce a front line manager level to undertake the day to day supervision of frontline employees and also introduce Advisers to develop, implement and manage change within the service.

- 5.4 In 2005, two posts of Technical Officer were transferred from Environmental and Strategic Services to Land and Fleet Services as part of the Litter Action Plan Initiative. In order to support the initiative to tackle Environmental Crime, a number of employees have been trained to undertake enforcement duties and work in partnership with the Enforcement Officers within Environmental and Strategic Services.
- 5.5 It is proposed that four Technical Officers should be dedicated to tackling the issues and transferred to Environmental and Strategic Services to tackle Environmental Crime.

The proposed structure is tabled below:-

Job Title	Grade	Current No of Posts	Current Costs	Proposed No of Posts	Proposed Costs
Land Services Manager	Grade 5 Level 1 – 8	2	129,029	2	129,029
Land Services Adviser	Grade 4 Level 2 – 5	1	44,882	3	134,647
Land Services Officer	Grade 3 Level 1 – 4	21	677,376	11	354,816
Land Services Operatives (Waste Awareness)	Grade 2 Level 1	4	70,080	7	122,640
Land Services Operatives (Waste Awareness)	Grade 1 Level 3	8	197,971	0	0
Technical Officer (Enforcement)	Grade 2 Level 1 – Grade 3 Level 2	2	49,492	0	0
Land Services Assistants	Grade 2 Level 1 - 4	0	0	18	322,898
Land Services Operatives	Grade 1 Level 1 – 4	756	13,561,733	749	13,436,161
Total		794	14,730,563	790	14,500,191

The salary points are based on the mid-point of the scale and on-costs of 20% have been included.

- 5.6 Street Cleansing and Grounds Maintenance will continue to be delivered from the four geographical locations and Refuse Collection from their two operational depots.

6. Employee Implications

- 6.1 The proposed operational structure has been developed and is attached as Appendix 2.
- 6.2 Job roles and task matrices have been reviewed and graded in line with the Job Evaluation and Competence Initiative Scheme. Training needs will be identified and addressed via the PDR process.
- 6.3 Appointment to all posts, except those of Land Services Managers and Land Services Adviser (Environmental), will be in accordance with the Council's Conditions of Service and Collective Agreement and Matching Process.
- 6.4 The creation of the new Land Services Assistant role may impact on some of the duties currently undertaken at Land Services Operative level. Further analysis will be required following implementation of the revised structure.

7. Financial Implications

- 7.1 The proposed structure has been costed relative to the current structure and will result in a full year saving of £95,000. This consists of a reduction in the level of overtime which is currently undertaken to cover front-line supervisory tasks. It is expected that further savings will be made as a result of the implementation of this structure but these figures will not be available until the outcome of the Matching Process is finalised.

8. Other Implications

- 8.1 None

9. Equality Impact Assessment and Consultation Arrangements

- 9.1 This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.
- 9.2 Consultation with the Trade Unions has satisfactorily concluded and the proposals agreed.

Norrie Anderson
Executive Director (Community Resources)

Robert McIlwain
Executive Director (Corporate Resources)

6 March 2009

Link(s) to Council Objectives and Values

- ◆ People Focused
- ◆ Accountable, Effective and Efficient Resource Management
- ◆ Sustainable Development
- ◆ Improve the Quality of the Physical Environment

Previous References

None

List of Background Papers

None

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

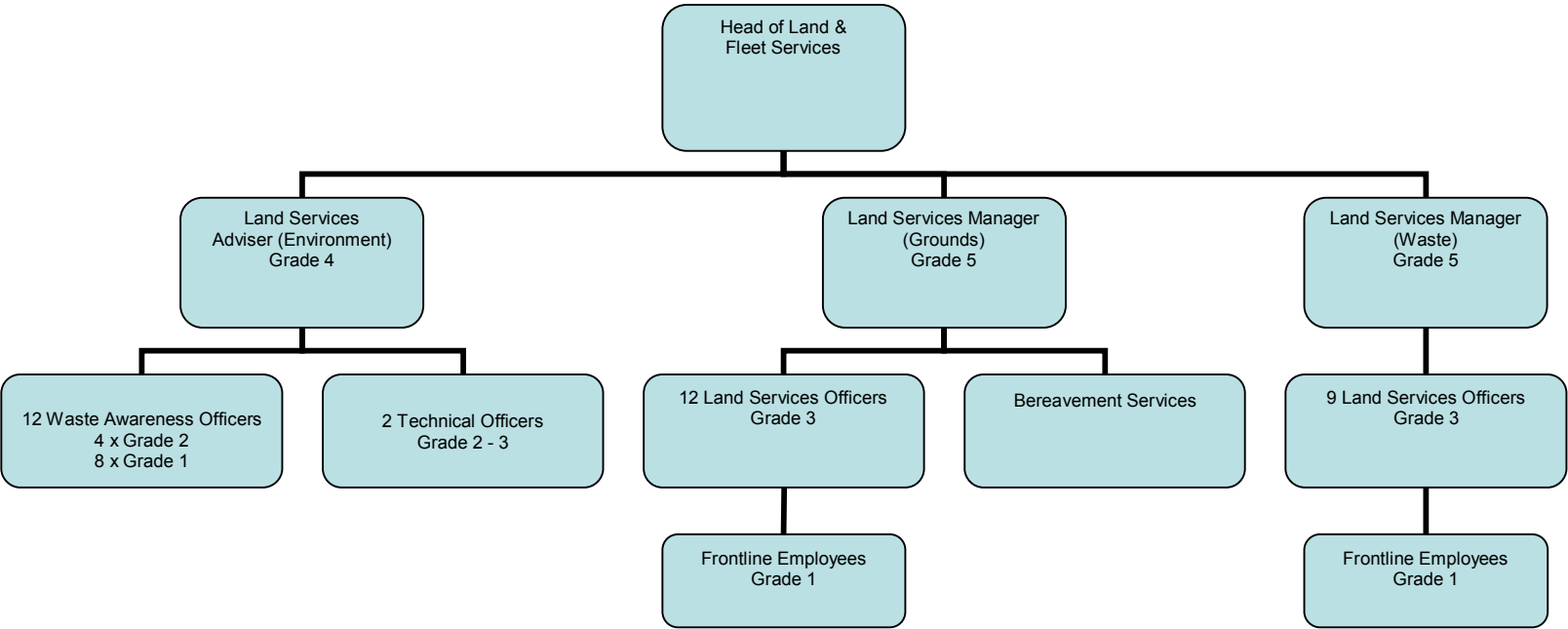
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Appendix 1

Existing Structure



Appendix 2

Proposed Structure

