

North Lanarkshire Council Report

Environment and Climate Change Committee

Does this report require to be approved? Yes No

Ref LR Date 21/08/24

Land and Waste Service Review

From Lyall Rennie, Chief Officer (Community Operations)

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Executive Summary

The Policy and Strategy Committee approved a governance update to the Council's One Place One Plan approach on 1st December 2022, resulting in the creation of the Community Operations service. A further review was carried out and changes which included Land and Waste sitting under one Business Manager was reported to the Environment and Climate Change Committee on 1 November 2023.

The purpose of this report is to provide Members with an update on the service review now being undertaken across the Land and Waste services.

Recommendations

It is recommended that the Environment and Climate Change Committee:

- (1) Supports the progress made on the Land and Waste Service Review and the outcome from the employee consultation.
- (2) Agrees that a further report is submitted to Committee on 30 October 2024, providing further detail on the preferred operational change and outlining the associated efficiency saving.

The Plan for North Lanarkshire

Priority	Improve the health and wellbeing of our communities
Ambition statement	(17) Ensure we keep our environment clean, safe, and attractive
Programme of Work	Sustainable Futures

1. Background

- 1.1 On 1st December 2022, the Policy and Strategy Committee approved a governance update to the Council's One Place One Plan approach which resulted in the majority of the services previously retained within the Environmental Services team (Street

Cleaning, Grounds Maintenance, Cemetery Services, Roads Maintenance Operations, Greenspace and Country Parks for the Future) being merged with those within Regulatory Services and Waste Solutions, resulting in the creation of the Community Operations service. There then followed a review of the overall deployment of these service areas and their line management allocation, and an update was reported to Environment and Climate Change Committee on 1st November 2023 which included Land Services and Waste Services sitting under a single business manager.

- 1.2 Following changes to the reporting structure, a review is underway into the working areas across Land and Waste services, the outcome of which will be to deliver operational efficiencies and improved outcomes.

2. Report

- 2.1 The initial stages of the review have identified inefficiencies in service delivery, including staffing levels and vehicles.
- 2.2 These inefficiencies can be attributed, in part, to current shift patterns. A preliminary review has indicated that a change will deliver significant improvements, ensuring more efficient use of resources, fully optimised routes and reduction in costs related to the current working arrangements.
- 2.3 The initial stages of the review will focus on waste collection routes with phase two of the review focussing on the overall structure across Land and Waste services. This report focuses exclusively on the waste collection routes.
- 2.4 A full options appraisal was carried out in respect of waste service delivery models with the most feasible options being taken forward for consultation with trade union representatives and employees.
- 2.5 The service engaged with trade union representatives early in the process. Initially weekly meetings were implemented, and the frequency reduced as negotiations progressed. Further, trade union representatives and human resource managers were invited to attend the consultation events for employees to allow any employee to seek advice in relation to their personal circumstances.
- 2.6 Consultation with employees was carried out on a one-to-one basis. In advance of meetings all employees were provided with notification of meetings, option forms and a question-and-answer sheet.
- 2.7 Meetings took place throughout June and out of 231 employees only 13 employees were unable to attend in person due to sickness absence. These individuals were contacted by telephone and the proposals explained. The paperwork was posted out with a return envelope for their completed option form.
- 2.8 Of the 231 employees affected, 90% of employees returned completed option forms. From this feedback, 78% have indicated a preference to move to a 4-day week. Table 1 below provides a breakdown of the outcome of the employee consultation exercise.

Table 1 – Employee Consultation Outcome

Proposed Shift Pattern	No. of responses	%
Tuesday to Friday	117	51
Monday to Thursday	47	20

Monday to Friday	14	6
Monday to Friday or Tuesday to Friday	1	0
Monday to Thursday or Tuesday to Friday	1	0
Monday to Friday or Monday to Thursday	1	0
All 3 options	5	2
No change	23	10
Nil return	22	10
TOTAL	231	100

- 2.9 From the table above, it is clear that there is a definite preference for a move to a four-day working week. This option (irrespective of the 4-day pattern) aligns with the preferred option by the management team of the service. Initial projections on this option have demonstrated that this could deliver a more efficient service and release an annual revenue saving of circa £1million.
- 2.10 It should be noted that the potential impact on residents, will be minimal. There will be no change to current waste streams or collection frequencies and the only change will be the day of collection for a proportion of properties. The service will endeavour to keep this to a minimum; however it is likely a high number of properties will be affected.
- 2.11 It is fully recognised that should it be agreed to change the collection schedule, then a full communications strategy will require be developed to ensure all key stakeholders are fully informed and engaged.
- 2.12 The service will now prepare a more detailed report for Committee fully outlining its final proposal and including details of the level of efficiency saving together with details on the revised collection routes etc. This update report will be submitted to Committee on 30 October 2024.

3. Measures of success

- 3.1 Improvement in the efficiency of waste collection routes.

4. Supporting documentation

No supporting documents.



Lyall Rennie
Chief Officer (Community Operations)

5. Impacts

<p>5.1 Public Sector Equality Duty and Fairer Scotland Duty Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact?</p> <p>If Yes, has an assessment been carried out and published on the council's website? https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<p>5.2 Financial impact Does the report contain any financial impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p> <p>Although there are no impacts with this report, it is fully expected that a revenue saving in the region of £1 million could be achieved if the service was to move to a four day working week.</p>
<p>5.3 HR policy impact Does the report contain any HR policy or procedure impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p> <p>Not at present but colleagues within HR will continue to be fully engaged with this process when drafting the final proposal for a move to a different shift pattern.</p>
<p>5.4 Legal impact Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p>5.5 Data protection impact Does the report / project / practice contain or involve the processing of personal data? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, is the processing of this personal data likely to result in a high risk to the data subject? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to dataprotection@northlan.gov.uk</p>

	Yes <input type="checkbox"/>	No <input type="checkbox"/>
5.6 Technology / Digital impact	Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi?	
	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
	If Yes, please provide a brief summary of the impact?	
	Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?	
	Yes <input type="checkbox"/>	No <input type="checkbox"/>
5.7 Environmental / Carbon impact	Does the report / project / practice contain information that has an impact on any environmental or carbon matters?	
	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
	If Yes, please provide a brief summary of the impact?	
5.8 Communications impact	Does the report contain any information that has an impact on the council's communications activities?	
	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
	If Yes, please provide a brief summary of the impact?	
5.9 Risk impact	Is there a risk impact?	
	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
	If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?	
5.10 Armed Forces Covenant Duty	Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?	
	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
	If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.	
5.11 Children's rights and wellbeing impact	Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these?	
	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
	If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC).	
	If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?	
	Yes <input type="checkbox"/>	No <input type="checkbox"/>