

Consultation Document October 2011 Part 1

Local Environment- Efficiency Review and Savings Proposals

Summary:

Carlisle City Council is undergoing a Transformation Programme in order to realise savings of £3Million over three years to bring the Council into a more balanced financial position.

In the first phase of transformation in 2010/11, firm foundations were laid in the introduction of 4 new service delivery teams and a service improvement team whilst finding savings across all of the services.

The current position is summarised below;

- £833K Local Environment, efficiency savings already contributed through savings
- £150K income split into revenue and capital receipts from the sale of the Trade Waste Round
- New realistic incomes targets in Environmental Health, CCTV, bulky collections and other minor income streams
- Total Corporate savings target of an estimated £5.5M by 2014/15
- Already committed to £100K savings in Neighbourhoods and Green Spaces

Reduced funding in Local Environment could result in a reduction in resources available to deliver some work programmes and some discretionary services may need to stop altogether. To minimise the need for reductions in services a new approach of service review has been introduced this year. Lean Systems Thinking is a way of reviewing our practises, processes and procedures. There are 5 steps to follow:

1. What is our purpose?
2. What matters? (to anyone who uses the service)
3. Current performance of the service?
4. Why does the service perform like this?
5. Re-design

Our services should be designed to meet customer demand. This process will help us to review our services, making sure they are "fit for purpose" in the current climate. Staff have already been involved with the Lean Systems Review in Bereavement Services and the on going Lean Systems review of Neighbourhoods and Green Spaces.

Environment is one of two corporate priorities. The following approach is proposed to meet savings targets;

- Lean Systems Review of key services to reduce waste in the system and find efficiencies, focusing on customer needs and delivering value for money
- Improve productivity in the recycling and refuse collection service.
- Focus resources on the provision of core services and reduce levels of discretionary services
- Move to area based working and revise levels of inspections, maintenance programmes and align service delivery to maximise impact of service delivery.

- Target resources in areas of the City Council's responsibility and ensure that partners and other responsible parties maintain areas within their own responsibility- (eg stop maintaining private land and instead address use multi-agency approaches)

The main priority for the review this year will be in Neighbourhoods and Green Spaces and Bereavement Services. The following areas of work will be considered in a Lean Systems Review;

- Management and Supervision
- Grounds Maintenance
- Country side Management and allotments
- Bereavement Services
- Play areas
- Park Patrols
- Street Cleaning
- Area Maintenance

Local Environment must refocus on priorities to minimise the impact of reducing resources on front line services that the public value. Workshop and public views continue to value the cleanliness of our streets, and reduction in anti-social behaviour such as dog fouling, fly-tipping and littering. The development of a new team to address environmental crime and co-ordinate other enforcement and education activities will be key in meeting these priorities.

A reduction in the Highways Claimed Rights budgets, particularly in the Capital Programme will mean that resources in this area must be reduced. This will be achieved through more effective recharging and a staff re-structure.

The next phase of change will include;

- | | |
|---------------------------------------|--------------------|
| • Changes in how we deliver services, | Processes |
| • Changes in staffing structures, | People |
| • Changes in what and how we spend | Procurement/ Spend |

In Phase 2, it is proposed to move towards area based working for Streetscene and grounds maintenance work and it will be key to have strong community engagement in the new area teams through a range of community engagement mechanisms including Neighbourhood Forums and Parish Councils.

The re-structure proposals within this report form the basis of formal consultation with staff, Unions, elected members and key stakeholders prior to final SMT approval in February 2012, with new structures and work programmes coming into place in 2012/2013.

Current Staffing levels

The Directorate has an establishment of around 240 FTE posts, of which more than two thirds are front line operational roles delivering service for the public. As all managers and staff spend significant proportions of their time on service delivery and operational activity, all reductions will impact in some way on front line services.

Review Process

1. Workshops with members
2. Area Based Working Task and Finish Group
3. Car Parking Task and Finish Group
4. Service Audit reports
5. Lean Systems Reviews
6. Consultation and briefings with all staff
7. Consultation with key stakeholders including members

Proposals for Change;

Further to recent savings proposals made during the budget process for 2012/13 to 2014/15, Senior Management Team was asked to consider the following recommendations for change to Local Environment services;

- Introduce a range of changes to the structure, establishment and management arrangements within the four service delivery areas, which contribute to necessary financial savings and efficiencies as set out by this report.
- Significant changes in how services are delivered to customers to reduce waste and to focus on services which matter most to customers by moving to a more programmed way of working
- To increase mechanisation of street cleansing
- Support changes to the frequency and standards of operational services together with the proposals to simplify structures into more generic broader roles to individuals encouraging a flexible approach to change across all the teams.

A summary of the budget reductions proposed to deliver a balanced budget is provided in Table 1 below; Phase 2 proposed savings, if agreed, will be implemented by 1st April 2012.

Table 1

Service Area	Reduction
Discretionary services- Phase 2	
CCTV	60,000
TOTAL	60,000
Working more efficiently- Phase 2	
Waste Service	50,000
Neighbourhoods and Green Spaces	100,000
Bereavement Services	32,000
Highways	60,000
TOTAL	242,000
OVERALL TOTAL	302,000

A review of income targets was conducted last year and this has continued to be an area under review. Further unrealistic income targets have been identified and new achievable income levels will be established. See table 2

Table 2

Income Reduction	MTFP Income target 2012/13	New income target 2012/13	Proposed reduction
Car Parking	1,548,400	1,448,400	£100,000

The impact of delivering the savings outlined in Table 1 include

- Need to increase productivity on waste collection rounds and review bulky waste collection and equipment delivery resources.
- Reduced resources for capital works in Highways
- Reduce spend in discretionary areas of CCTV
- Design services to meet demand in Bereavement services
- Consequently remove 9.44 posts from the structure and reduce over-time budgets.

Organisational structure

The majority of Local Environment's revenue operating costs are staff related, therefore in order to achieve the significant savings required the directorates establishment must be reduced.

This will involve changes to staff numbers and roles, and needs to be managed sensitively to minimise the impact on the staff. It is intended to off set the severity of the reduction in staff numbers by a number of positive measures including;

- The management and removal of vacant and agency posts
- Where possible redeployment of staff to other vacant posts with Local Environment or the Council as a whole
- Migration of staff into the Service Support Team or the Contact Centre during service migration project process.

Implementation and Next steps

The proposals are for consultation. The intention is to undertake the following phases of work:

- Member workshop on "What matters" (10th October)
- Conduct formal consultation with Trades Unions, staff and key service users. (from 14th October, part 2 from 31st October)
- Amend proposals (15th February 2012)
- SMT approval for amended proposals (February 2012)
- Selection for redundancy and interviews (February/March 2012)

Proposed Implementation of staffing structure (April- June 2012)

Consultation arrangements.

Table 3

	Proposed consultation on LE transformation savings and efficiency review		
		start	finish
1	DMT workshop	3/10/11	3/10/11
2	SMT meeting to approve consultation document	4/10/11	4/10/11
	JMT meeting to consult on document	13/10/11	13/10/11
3	Staff consultations	14/10/11	31/01/12
a	Letters giving formal consultation period	14/10/11	
b	1 to 1 meetings with manager and HR	14/10/11	15/11/11
c	Letters to directly effected staff	14/10/11	
4	Cllr Bloxham consultation	14/10/11	31/01/12
5	JMT consultation	14/10/11	31/01/12
6	Union consultation	14/10/11	31/01/12
7	Key stakeholder consultation	14/10/11	31/01/12
9	Final SMT approval of amended proposals	Feb 2012	

Staff and establishment implications

Savings and efficiencies, particularly in discretionary services has already taken place in Phase 1. Now in Phase 2 a wider and deeper review of the services, particularly in the Neighbourhoods and Green Spaces team has been undertaken over the Summer, which has identified areas for improvement and change. This document is Part 1 of the consultation process and addresses proposals for changes in Bereavement Services, Waste Services, Environmental Health and Highways. Part 2 of the consultation document will address proposals for change in Neighbourhoods and Green Spaces and is due for release week commencing 30th October 2011.

Formal consultation begins in October 2011 and this report forms the basis of that consultation. The consultation timetable is set out in table 3 and will include consultation with Trade Unions to discuss the proposals in detail. Staff affected by the changes will be offered a 1 to 1 meeting with their manager and an HR advisor to discuss concerns and options for the future.

The new structure will be delivered through a range of options designed to reduce the need for compulsory redundancies.

- the disestablishment of posts which are vacant or filled with agency staff and deemed non essential for the service
- redundancies of posts from the current structure
- application of the Council's assimilation procedure
- serving employees in posts that are at risk with formal notice of redundancy.

Subject to the consultation about the proposals, the new structure will be implemented as early as possible in the new financial year. The new area based structure in neighbourhoods and green spaces will address the identified gaps in the current structure in addition to finding savings and efficiencies.

Highways Team

On the termination of the Agency Agreement with the County Council back in 2001, Carlisle City Council "Claimed the Right" to carry out Highways maintenance functions on 260km of roads in the main urban area under section 42 of the Highways Act 1980. Since then Carlisle City Council has maintained roads in the Main urban area and in other urban areas, footpaths and bridleways. Each year the City Council submits a bid detailing the maintenance work it proposes to be carried out in the following financial year. In 2011, the County has notified the City Council that the allocated funding for maintenance work is reduced and that there is significantly reduced Capital funding allocated for specific improvements.

This reduction in allocation has serious implications for the budget in 2011/12 and future years and it is therefore necessary to undertake a reduction in resources in the Highways team, particularly in Capital works. Further to the re-structure last year and reduction in area maintenance team leaders, it is also necessary to introduce two new posts of Highways Inspector to undertake the necessary inspection work to deliver the highways maintenance work where it is needed.

Waste Services Efficiency Work

The Waste Services strategy to deliver the required efficiencies is based on increasing the productivity of its household waste and recycling collection services. A larger collection vehicle is proposed to increase efficiency of the existing Plastic and Card collection rounds. The existing rounds will be re-designed with the overall aim of reducing revenue costs. The number of vehicles dedicated to the collection of plastics and card will be reduced by 1 vehicle and the associated crew.

Bereavement Services

A Lean Systems review has been undertaken in Bereavement Services which has identified a wide range of short, medium and longer terms changes. The Review involved both staff and key stakeholders such as the Funeral Directors to identify what matters to our customers and to make the most of staff experience and expertise. It is proposed to increase efficiency of the work of the team by locating the bereavement services offices with the crematorium team on one site. The review found that there was spare capacity within the service. If this capacity was reduced this would allow improved efficiency of the cremation service, without a reduction in the quality of the service. Therefore to test how this can be done without reducing quality of services, a pilot reduction in the number of cremation services will be undertaken for 3 months over the Summer of 2012. It is likely that flexibility will be retained within the service to increase capacity during times of higher demand from December to February. See the full report on Bereavement Services Lean Systems Review for further information on the proposals.

Environmental Health Team

Following the formation of one Environmental Health team last year, the team is developing increasing flexibility across the two former teams and the officers and technical support are working more closely together. A number of the posts in the team are temporary posts and funding ceases for one of the environmental health officer posts next year. The temporary Environmental Health Officer post will be made permanent and the two specialist Health and Safety Officers posts will be replaced by two Environmental Health Officer posts to allow greater opportunities for introducing new ways of working and greater flexibility in the allocation of workloads in the preparation for the Service Review next year.

Funding for these officer posts will come from the recent early release of a part time Environmental Health Officer post and the deletion of two part time technical clerks.

The Part 1 of Phase 2 changes in establishment are summarised below;

Table 4

Local Environment Structure- Phase 2	Posts
Vacant posts to be disestablished	-8.04
Redundant posts	-6
Posts where post holder has agreed early release	-0.4
Posts created	5
Proposed reduction in posts	9.44

Transformation of the service will involve changes to jobs and processes as well as reductions in resources. As part of this process the following posts would be deleted in Part 1 of Phase 2, however, posts have been created to replace some of the posts to meet changing demands;

Table 5 – Posts to be Deleted

Job title	Posts
Driver Loader (Vacant)	1
Loader (2 Vacant)	2
Highways Operative (Responsive) (2 Vacant)	2
Highways Operative (Planned) (1 Vacant)	3
Charge-hand Road Worker	1
Cremation Technician (Vacant)	1
Technical Clerk (EQ) (Vacant)	0.5
Technical Clerk (FS) (Vacant)	0.54
Temporary EHO	1
Health and Safety Officer	1
Temporary Health and Safety Officer	1
Part time EHO (early release agreed)	0.4
TOTAL Posts to be disestablished	14.44

The following posts would be created in Part 1 of Phase 2

Table 6 –

Proposed Job Title	Expected Grade (Subject to JE)	Posts
Highways Inspector	E	2
Environmental Health Officer	I	3
TOTAL posts to be created		5

There will be a net reduction of 9.44 posts. The consultation period will continue for 3 months until 31st January 2012.

