



# ENVIRONMENT AND ECONOMY OVERVIEW AND SCRUTINY PANEL

## *Panel Report*

**Public**

**Date of Meeting:** 22nd February 2012

**Title:** TRANSFORMATION PROGRAMME OF CARLISLE CITY COUNCIL

**Report of:** The Director of Local Environment

**Report reference:** LE05/12

**Summary:** The report provides an update on the latest staff consultation on proposals which will deliver phase 2 of the local environment transformation. Within the body of the report, there is a consultation timetable and brief outline of the approach being used.

**Questions for / input required from Scrutiny:** The Committee is asked to scrutinise the timetable for the consultation.

**Recommendations:** To note the report.

**Contact Officer:** Angela Culleton

**Ext:** 7325

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None

**Consultation Document for release 4<sup>th</sup> November 2011**  
**Local Environment- Efficiency Review and Savings Proposals Part 2**  
**Summary:**

In Part 1 reported to the Panel in October 2011, there was a summary of the current position and the approach proposed this year to achieve additional savings, with proposals for change in Highways, Waste Services, Environmental Health and Bereavement Services.

Part 2 makes further proposals for change following the Lean Systems review in Neighbourhoods and Green Spaces. The following areas of work were considered in the Lean Systems Review:-

- Management and Supervision
- Grounds Maintenance
- Countryside 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.

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.

## **Staff and establishment implications**

Savings and efficiencies, particularly in discretionary services have already taken place in Phase 1. Now in Phase 2 a wider and deeper review of the services in the Neighbourhoods and Green Spaces team has been undertaken over the Summer which has identified areas for improvement and change.

Formal consultation commenced at the beginning of November 2011 and this report forms the basis of that consultation.

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**

A final change in the CCTV service involves supervision and management of the service. It is proposed to delete the CCTV manager post and a vacant CCTV Shift Operator post. The funding released could then be used to create a full time CCTV Shift Supervisor position.

**It is proposed to move the CCTV team to sit within the new Enforcement and Education team discussed later in this report.**

## **Neighbourhoods and Green Spaces**

The Lean Systems review of Neighbourhoods and Green Spaces identified a number of areas for improvement. Increased mechanisation is needed in Street Cleaning, together with greater emphasis on planned work, standards and enforcement. This should reduce the amount of resources required for less efficient, reactive work.

Street cleaning operations will be re-designed. A new post of Neighbourhoods Manager will be created and the city divided into 'East' and 'West' for operational purposes. Each

area will have a Team Leader and operations staff will be given clear work programmes and standards to work to. A City Centre team, will be given the task of raising the quality of the public realm in the commercial centre of Carlisle.

The review proposes a different set of vehicles more suited to the requirements and increased the number of street-sweeping machines from 3 to 5 with more smaller machines to make cleaning footways, cycle ways and back lanes much more effective. During the review, the need for closer alignment of street cleansing with the refuse and recycling collections, as one of the contributory sources of litter was identified. Views are sought on the future position of the street cleansing team in terms of two possible options

- **Option1 – Street Cleansing to remain within Neighbourhoods and Green Spaces**
- **Option 2- Move Street Cleansing to sit within Waste Services**

In Green Spaces the standard of presentation of parks, floral displays and amenity green space has been consistently high, but other areas need improvement. Management of the Council's tree stock needs to be strengthened with greater control of risk. Safety of visitors generally needs higher emphasis and again, enforcement is needed to back up the work of the front-line staff.

There will be a Grounds Maintenance Team Leader, (Parks & Open Spaces) with two Senior Gardeners in both the East and West areas and a new post of Grounds Maintenance and Green Spaces Manager to oversee the unit. The Cemeteries Gardening and grave digging team will continue to have a Grounds Maintenance Team Leader (Cemeteries) and 4 Gravediggers, 3 Gardeners and 1 Assistant Gardener.

Two new posts of Site Management Team Leaders will be created to manage our major parks, countryside sites, woodlands, nature reserves and informal green space. They will be supported by Green Spaces Officers who will cover a range of specialism's; allotments, play areas, trees, events, planning matters, wildlife conservation, interpretation, education, community engagement etc. These posts will require some flexibility and may be asked to lead on more than one area of work.

The Grounds Maintenance and Green Spaces Team may have a role in enforcement activity. Greater use of technology will assist in both management of information and identifying priorities and will also enable closer working across all of the teams in Local Environment as well as with partner organisations such as Riverside and the Police.

New apprenticeships will be established in order to introduce a formal training pathway for local young people and bring some fresh ideas and extra enthusiasm into the organisation. Initial proposals are for 2 Green Spaces Apprentices.

Job roles will include a greater degree of flexibility and staff will be deployed according to priority tasks, while the service as a whole will retain a full range of skills. Closer working with enforcement and education teams will prevent problems from occurring.

In summary:-

- Increased mechanisation
- Sticking to new programmes of street cleansing
- Closer alignment between street cleaning and waste and recycling collections
- Clearer offer of services for customers
- Reduced reliance on reactive work
- Improved enforcement and education
- Greater emphasis on safety and preventative work
- Building capacity and flexibility across the team and voluntary groups
- Improved management of information and customer requests

The overall aims of the transformation will be to retain front-line operational jobs, improve planning and programmes of work and reduce additional time and resources spent on reactive work so that Carlisle's public realm will become a safer, cleaner and more welcoming environment for citizens and our visitors.

Additional work was carried out during the consultation period to identify proposals for more efficient use of resources at Talkin Tarn which could bring the proposed Site Management teams and Talkin Tarn team together to work more closely with greater flexibility. As a result Talk Tarn is now included in the proposals for change.

### **Enforcement and Education team**

During workshop consultations and the overview and scrutiny process in 2010 and 2011 and the recent customer survey on waste, the need for a more robust approach to addressing issues such as fly tipping and keeping private land, including private back lanes, clear of rubbish has been highlighted.

The reduced Clean Neighbourhoods and Environment Team has continued to undertake enforcement activity in the form of the issue of Fixed Penalty Notices for littering, dog fouling and fly posting. The reduced team has targeted areas of highest need through a more planned approach to patrols, unfortunately productivity remains low. It is planned to

authorise a wider range of operational officers in the issue of Fixed Penalty Notices to enhance this service.

However, the issue of Fixed Penalty Notices does not address the more complex issues such as fly tipping, side waste and untidy back lanes all highlighted during this process. It is therefore proposed to develop the team to have a wider remit to enable stronger and more co-ordinated enforcement action bringing together the enforcement activities across the service. This will be combined with education activities to improve participation in the legitimate waste and recycling services and reduction in littering and dog fouling. The proposed new team will be the Enforcement and Education Team. It is proposed that the team sit either :-

- **Option 1: within the Environmental Health team or**
- **Options 2: within Neighbourhoods and Green Spaces.**

Views are sought as part of the consultation as to where the new team should sit within Local Environment.

Transformation of the service will involve changes to jobs and processes as well as reductions in resources. As part of this process it is proposed to delete the following posts in Phase 2, however, posts will also be created to replace many of the posts listed to facilitate the new ways of working;

**Table 9 – Part 2**

<b>Job title</b>	<b>Posts</b>
CCTV Shift Operator (Vacant)	0.58
CCTV Manager	1
Operational Support Assistant (Grade B)	0.54
Operational Support Assistant (Grade D) (0.5 vacant)	0.89
Green Spaces Operations Manager	1
Senior Grounds Supervisor (Open Spaces)	1
Grounds Supervisor (Parks)	1
Grounds Supervisor (Cemeteries)	1
Team Leader Gardener (1 Vacant)	3
Chargehand Gardener (1 vacant)	5
Area Maintenance Gardeners (Grade C) (1 Vacant)	5
Assistant Gardeners (2.2 Vacant)	2.2
Countryside Officer	1
People and Places Officer	1
Tarn Attendant (Vacant)	0.41
Talkin Tarn Manager	1
Talkin Tarn Supervisor	1
Assistant Countryside Officer	1
Senior Park Ranger	1
Park Ranger	1
Technical Officer (Allotments)	1
Area maintenance Team Leaders (1 Vacant)	4
Area Maintenance Street Cleaning Chargehand (Vacant)	1
Street Cleaning Operative (3 Vacant)	3
<b>TOTAL Posts to be disestablished</b>	<b>38.62</b>

The following posts in Table 10 are proposed to be created in Phase 2

**Table 10 - Part 2**

<b>Proposed Job Title</b>	<b>Posts</b>
CCTV Shift Supervisor	1
Enforcement and Education Team Leader	2
Local Environment Enforcement and Education Officer	1
Clean Neighbourhood and Environment Officer (permanent funding from 1 May 2012)	1.22
Technical Clerk	1.5
Grounds Maintenance and Green Spaces Manager	1
Grounds Maintenance Team Leader (Parks and Open Spaces)	1
Grounds Maintenance Team Leader (Cemeteries)	1
Senior Gardener	4
Gardener	6
Site Management Team Leader	2
Green Spaces Officer	4
Neighbourhood Manager	1
Neighbourhood Team Leader	2
City Centre Supervisor	1
Street Cleaning Operative Mechanical Sweeper	2
<b>TOTAL posts to be created</b>	<b>31.72</b>

There will be a net reduction of 6.9 posts. Some of the savings released from the proposals will be used to fund 2 new Apprenticeships.

The consultation period began on 4<sup>th</sup> November 2011 continued until 31<sup>st</sup> January 2012.

See Appendix 1 for the proposed structure

**Impact assessments**

**Does the change have an impact on the following?**

<b>Equality Impact Screening</b>	<b>Impact Yes/No?</b>	<b>Is the impact positive or negative?</b>
Does the policy/service impact on the following?		
Age	no	
Disability	no	
Race	no	
Gender/ Transgender	no	
Sexual Orientation	no	
Religion or belief	no	
Human Rights	no	
Health inequalities	no	
Rurality	no	

**If you consider there is either no impact or no negative impact, please give reasons:**

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**If an equality Impact is necessary, please contact the P&P team.**