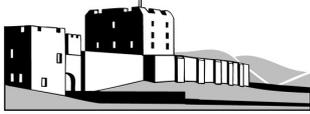


**CARLISLE
CITY COUNCIL**



www.carlisle.gov.uk

**ENVIRONMENT AND ECONOMY OVERVIEW AND
SCRUTINY PANEL**

Panel Report

Public

Date of Meeting: 20th October 2011

Title: TRANSFORMATION PROGRAMME OF CARLISLE CITY COUNCIL

Report of: The Assistant Director (Local Environment)

Report reference: LE.25/11

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

October 2011

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.
- Increase mechanisation of street cleansing
- Target resources in areas of the City Council's responsibility and ensure that partners and other responsible parties maintain areas within their own responsibility- (e.g. 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
- 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 proposal to develop a new team to address environmental crime and co-ordinate other enforcement and education activities will be key in meeting these priorities.

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.

Proposals for Change;

Local Environment has identified nearly £200,000 savings for next year in addition to £100,000 already committed to finding in neighbourhoods and green spaces. That brings the total to £300,000 to be achieved by April 2012. The £300,000 savings will be achieved in the following areas:

- Waste Services: Plastic and Card Round review
- Highways: A review of the resources needed to deliver highways work
- CCTV: The completion of new shift rota
- Bereavement Services: Completion of the Lean Systems Review
- Neighbourhoods and Green Spaces: Completion of current Lean Systems Review

Other transformation work will include;

- A review of car parking charges
- The introduction of a database to improve delivery of services for customers across local environment
- The movement of stored equipment from Willowholme to Bousteads Grassing depot.

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	31/10/11
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	

Impact assessments

Does the change have an impact on the following?

Equality Impact Screening	Impact Yes/No?	Is the impact positive or negative?
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:

.....
.....
.....

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