



Council – 16 March 2023

CLEAN AND GREEN REVIEW

Report of Director of Community & Environmental Services

Report Author and Contact Details

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Wards Affected

All

Report Summary

The report outlines the work to date on the review of Council's Clean & Green service. This includes the review of the service by the Association of Public Service Excellence (APSE) and the involvement of staff, management and unions in that review.

Recommendations

1. That a supplementary revenue budget of £15,053 is approved for 2023/24, financed from the general reserve, and that the Medium Term Financial Plan is updated to reflect the subsequent ongoing costs to increase the staff revenue budget in respect of the proposed change in the management structure, allowing for the creation of an Operations Manager role and increasing the number of Team Leaders from two to four.
2. That a supplementary revenue budget of £61,658 is approved for 2023/24 financed from the general reserve, and that the Medium Term Financial Plan is updated to reflect the subsequent ongoing costs for the introduction of two additional staff for the Burials and Play Area Maintenance team.
3. That Council approves the new structure of the service set out in Appendix A and initiation of formal discussions with staff, in line with the Council's Change Management Policy.
4. That the proposed service standards and frequencies set out in Appendix C are introduced as outlined in the proposed timetable (Table 2.32).

5. That a limited reintroduction of the use of glyphosate, solely, at closed churchyards and access roads to cemeteries and leisure centres be approved.
6. That Council agrees to increase the level of biodiversity across the district by signing up to Derbyshire County Council's '*Pathfinders*' pilot scheme.
7. That the Project Group, along with a Members Sub-Group, remain in place for the first year of implementation to monitor performance and consider options for future benchmarking.

List of Appendices

Appendix A – Proposed staff structure
Appendix B – Current staff structure
Appendix C – Proposed Standards & Frequencies
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Appendix E – Sample Public Survey
Appendix F – Quality Management Audit (screenshot)
Appendix G – Team Values & Behaviours
Appendix H – Departmental questionnaire
Appendix I – APSE Weed Management Survey

Background Papers

None

Consideration of report by Council or other committee

None

Council Approval Required

Yes

Exempt from Press or Public

No

CLEAN AND GREEN REVIEW

Background

- 1.1 In 26 November 2020 Council approved a review of its Clean & Green service, including the outlined scope and formation of Project Team and an Elected Member Sub-Group.
- 1.2 In addition to the Project Team and Elected Members Sub-Group, Council approved the use of external consultants to bring wider industry knowledge to the review and help with benchmarking the performance of the service.
- 1.3 The project team is made up of officers from across different departments including HR, Finance, Clean and Green Team and senior management team. They were joined by two consultants *from the Association for Public Service Excellence (APSE)*.

1.4 The purpose of the Member sub-group is to support the core Project Team and provide feedback on its proposals and recommendations, whilst constructively inputting their own suggestions. The cross party Member sub-group consists of Councillors Matthew Buckler, Steve Flitter, Stuart Lees and Peter Slack.

1.5 Please see scope of the review:

- analysis of current performance (and against peers)
- analysis of resource and utilisation
- assess the service's costs and value for money
- expansion of biodiversity and use of clean energy
- explore current strengths and weaknesses
- explore customer base and engagement opportunities
- explore staff training and development opportunities
- identify best practice and benchmarking opportunities
- identify opportunities for developing commercial services
- Identify potential for service development
- Improved communication and promotion
- Introduction of improved performance management systems
- Review key processes, working patterns, structure, roles and deployment of teams
- Review the frequency and standards of work
- Review working practices, equipment and vehicles (greater environmental consideration)
- Transformation of the service (greater level of technology)

1.6 Due to the COVID-19 pandemic and the subsequent independent review of the waste collection service, several members of the Project Team were reassigned to leading on the Council's response to these issues, resulting in delays in the completion of this review.

2 Report

2.1 The appointment of APSE was intended to assist in assessing the finer detail of the workings and performance of the Clean & Green service, but there were also other aspects and opinions that would be used to help shape the final recommendations of the report. These include gaining feedback from the workforce and specific sections of the Clean & Green team, as well as the Elected Members and the Members Sub-Group, as well as areas identified by the management team, since taking on responsibility for the service in 2017.

2.2 The main body of the report covers the key points of the Review, highlighting areas for improvement, key tasks feedback and subsequent recommendations.

2.3 It should be noted that whilst the review was in progress, some operational improvements were already underway and have since been established. This is because a number of changes, especially around communication, improving biodiversity, staff development and better use of technology, had been already

been identified by the new management team. Unfortunately, some the amendments to service and/or working practices were delayed due key staff being assigned to the Council's response to the COVID-19 pandemic and dealing with the disruption to the waste collection contract. These will be identified within the report.

- 2.4 The first draft of the APSE report on the service standards and performance was received in July 2022 but, following a review of information, the Project Team felt there were a number of areas which needed further clarification and context.
- 2.5 It was agreed that members of the Project Team would work with the APSE consultants to address these points, in an attempt to provide greater clarity on the overall performance of the service and the possible options for improvement. The final draft of the report was issued in August 2022.
- 2.6 Below is a table (2.6) outlining the recommendations made by APSE and the relevant comments from the Project Group on each one:

	APSE Recommendation	Project Group Comment
1.	<i>Recommendations from the review reflect the need for Clean & Green to work more efficiently and productively within its budget parameters, although there will be some financial implications attached to some of the proposals which will need to be costed. They are intended to underpin a quality assured approach that aims to deliver continuous improvement in Clean & Green services. The first recommendation is to establish a quality management system such as the international quality standard ISO 9001 with appropriate processes and procedures embedded in it.</i>	<p>The Project Group support the recommendation, but would prefer to implement the proposed new staffing and service structure before adopting a new quality management system.</p> <p>This is ensure consistency in the results and also to prevent overloading an already stretched management and supervisory team.</p> <p>It is recommended this work commences after one full year of the new structure being in place.</p>
2.	<i>A series of performance measures needs to be introduced as part of the quality management system, including a formal inspection process and a selection of key performance indicators covering cost, quality and customer feedback from benchmarking like APSE's Performance Networks suite which should be regularly reported to the Corporate Director (Director of Community & Environmental Services).</i>	<p>The Project Group, along with colleagues from the Council's Finance and HR teams, have identified concerns with the collation and formatting of data, in order to take advantage of the APSE benchmarking service. This is covered in the Performance Management section of the report.</p> <p>Whilst the current data set do not enable the Council to provide data in the necessary format, the Project Group would still like to monitor and measure performance against peers, and have outlined a possible alternative in 2.19.</p>

	APSE Recommendation	Project Group Comment
3.	<p><i>As a priority, Clean & Green need to arrange to survey a sample of public opinion on their perception of how well the service is performing and how satisfied they are with the services being provided. This will provide a baseline to measure improvement against once changes have been implemented following the review.</i></p>	<p>The Project Group support the recommendation.</p> <p>The Project Team, in conjunction with APSE, have drafted a public survey as shown in Appendix E.</p> <p>It is proposed that the survey is undertaken on a bi-annual basis, with the support of the Council's Policy Officer (consultation resources).</p>
4.	<p><i>It is recommended that the inspection processes incorporate regular random cleanliness and quality audits on a range of streets and grounds maintenance sites within the district, in line with APSE's Land Audit Management System (LAMS) or similar.</i></p> <p><i>Other final inspections should be recorded for other work performed by Clean & Green, such as cleaning public conveniences (APSE's CLAMS system or similar). In-process inspections should also be recorded on a regular basis to monitor work methods and health & safety compliance on site.</i></p>	<p>The Project Group support the recommendation.</p> <p>Whilst initial trials of the LAMS system have proved successful, it is proposed that an internal auditing system is developed and introduced to the service.</p> <p>The reason for this recommendation is that the audits and inspections can then be recorded and accessed via the Council's Customer Relationship Management system. This will help reduce costs for purchase, software maintenance and also avoid duplication of data collection and reporting.</p> <p>Please see Appendix F.</p>
5.	<p><i>The most appropriate members of staff to undertake this inspection role are the Area Supervisors, who should already be informally carrying these out in the course of their day-to-day duties but appear to be hampered by the amount of paperwork that keeps them too often office bound.</i></p>	<p>The Project Group support the recommendation.</p> <p>The proposed new structure provides additional capacity for this work to take place. This point is also directly related to APSE recommendations 6 and 8.</p>
6.	<p><i>This is just one of the areas around the roles and responsibilities of staff that were highlighted as requiring improvement and it is recommended that changes to the organisational structure take place to facilitate the necessary improvements. Firstly, the Clean & Green Manager role needs additional support to overcome obvious capacity issues within the role and the amount of work involved at both operational and strategic levels. A supporting post of Assistant Manager should be</i></p>	<p>The Project Group support the recommendation.</p> <p>The Job Description and Person Specification for an Operations Manager has been prepared.</p> <p>Should the structure be approved, it will be subject to the District Council Job Evaluation process for graded, before being advertised and appointed to.</p> <p>Further detail on this post is covered in the main body of the report.</p>

	APSE Recommendation	Project Group Comment
	<i>created to oversee the operational side more directly, but also to provide strategic support to the Manager when needed.</i>	
7.	<i>The Clean & Green Manager's role requires working closely with the head of service (Director of Community & Environmental Services) in reviewing the performance and development of the service, including the introduction of improved technology and better use/development of skills and resources, liaising and proactively working with council staff, elected members, and other partners to develop corporate working and facilitate "joined up" solutions in relation to enquiries and complaints from members of the public and any other stakeholder groups, as well as trying to raise the profile of the service (particularly with an eye towards realising future commercial opportunities).</i>	<p>The Project Group support the recommendation, with much of the work already introduced before the review was finalised.</p> <p>All Clean and Green staff were issued with mobile devices with data capacity in August to improve communications and record before and after images for customer feedback.</p> <p>It is the intention of the Project Team to further develop this area of work, which includes the work outlined in recommendation 4 of the table.</p>
8.	<i>The functions of the Clean & Green service requires a significant amount of administration, which should not be entirely the remit of the Supervisors, especially to the detriment of their own basic supervisory roles. It is therefore recommended that an Administrative Assistant post be added to the establishment, reporting to the Assistant Manager</i>	<p>The Project Group support the recommendation.</p> <p>The Job Description and Person Specification for an administration support post has been prepared.</p> <p>Should the structure be approved, it will be subject to the District Council Job Evaluation process for graded, before being advertised and appointed to.</p> <p>Further detail on this post is covered in the main body of the report.</p>
9.	<i>In addition to reducing paperwork, the three Area Supervisors and the Reactive Supervisor should all have the support of a working Team Leader, as currently operates in the south area. This would also provide better career path steps and progression opportunities within the organisation</i>	<p>The Project Group support the recommendation.</p> <p>The new structure requires a total of four Team Leaders. This will help improve communication and standards of work, as well as provide an increased level of support to the workforce and Supervisory team.</p> <p>Two Team Leaders are already established within the current structure, it is proposed that a</p>

	APSE Recommendation	Project Group Comment
		<p>further two are internally added as development opportunities.</p> <p>Further detail on this included in the Staff & Structure section.</p>
10.	<p><i>The additional four Team Leader posts outlined above should come from the current pool of Chargehands on the service if there are appropriate candidates. These changes need to be designed with the appropriate duties and responsibilities to enable workloads to be better planned and resourced to increase productivity levels. The Chargehand posts would need to be reduced by the number of new Team Leader posts created</i></p>	<p>The Project Group support the recommendation.</p> <p>It proposed in the new structure and intended that new post of Operations Manager is part funded by the supervisor post being removed.</p> <p>An opportunity for one of the Supervisory team to be promoted, via a competitive recruitment process, will be offered in the first instance.</p>
11.	<p><i>The Supervisors need to be empowered and trusted to make decisions on day to-day operational issues, supported as required by the Assistant Manager and the Clean & Green Manager when appropriate</i></p>	<p>The Project Group support the recommendation.</p> <p>The Director of Community & Environmental Services and the Interim HR Manager have been working closely with the C&G management team to help identify and improve understanding of roles, responsibilities and lines of communication.</p>
12.	<p><i>Working time arrangements need to be amended to ensure that there are appropriate levels of supervisory support for staff at both ends of the day and at weekends, as required. A rotating shift rota can be put in place that provides a single supervisor at weekends based on examples within this report</i></p>	<p>The Project Group support the recommendation.</p> <p>A rota has been developed by the Project Team to ensure that all weekend working staff have a point of contact, who is available at all times during the shift.</p> <p>There is however, a financial cost pressure to consider in this option, as staff will need to be remunerated.</p>
13.	<p><i>This is linked to a larger piece of work around establishing true demand for the service that needs to be undertaken in order to establish precisely when and how much labour resource is required to meet that demand.</i></p> <p><i>Until that has been established, it is unclear whether the current size of the workforce is under-resourced as has been anecdotally suggested.</i></p>	<p>There are mixed views on this recommendation. The data suggests some of the teams are over resourced but, as noted in 2.11 of the report, the data sets do not offer a true reflection of the service.</p> <p>The staff throughout the workforce, as well as the Supervisory team, feel the service is under-resourced. This is a view also shared by the Clean & Green Manager.</p>

	APSE Recommendation	Project Group Comment
	<p><i>The completed demand analysis will also show when the resource is needed and is likely to require a continuation of seasonal working arrangements, albeit suitably amended to where the evidence points</i></p>	<p>As the Project Group feel that the new structure will go some way to addressing this issue, it is proposed that the situation is reviewed after one full year of the new structure being implemented, should it be approved.</p>
14.	<p><i>The true demand for the service needs to take account of any improvements to standards that are implemented following this review. It is recommended that some of the higher profile locations receive increased mowing and other general maintenance to improve their appearance.</i></p> <p><i>This may be offset by reducing maintenance in other areas, allowing them to grow wilder or to be planted with wild flowers. A review of grass areas should be undertaken to determine the status of each parcel of land</i></p>	<p>The Project Group support the recommendations and are confident that the new structure will be able to accommodate this.</p> <p>An example of this would be the increased mowing at cemeteries due to a designated team. This will also allow the separate mowing teams to incorporate the additional work required at the 30+ biodiversity areas.</p> <p>With the structure being District wide; this will regulate standards.</p>
15.	<p><i>The role of the 'Reactive' team needs to be clarified. It is recommended that this team be prioritised for the function that it was intended rather than providing a pool of cover for other tasks. Again, working hours should be assessed to ensure early and late coverage</i></p>	<p>This recommendation will be addressed with the introduction of the new structure, should it be approved.</p>
16.	<p>As part of the quality assurance process, a skills matrix needs to be established that matches the skill and competency requirements for Clean & Green tasks against the training that staff have received. There should also be minimum competency requirements linked to the roles at each level. Identification of any gaps between the two should form the basis of the training and development programme</p>	<p>The Project Group support the recommendation.</p> <p>Once staff have been allocated to their new team, should the structure be approved, then the Clean & Green Manager will produce a training and development plan for the teams. This work will include a skill gaps analysis.</p>
17.	<p>Standards of maintenance across all Clean & Green functions should be consistent across all three areas and be relayed to staff as part of their competency training. Supervisors should be allocated specific areas of responsibility based</p>	<p>The Project Group support the recommendation, and have factored this into the new structure.</p>

	APSE Recommendation	Project Group Comment
	<i>on function (such as grounds maintenance, horticulture, street cleansing etc.) for the whole district in addition to their area duties</i>	
18.	<i>Clean & Green need to increase the amount of commercial work undertaken in order to bring in more income, although the importance of getting the in house model right first cannot be overstated. There is also a requirement to accurately establish the correct fees and charges to be made to the private sector. However, there are opportunities that can be more quickly realised, particularly around mechanical sweeping and these should be investigated</i>	<p>The Project Group support the recommendation.</p> <p>Should the recommendations be approved, it is anticipated that this work could start before the end of 2023, once staff are settled in their new roles and the management team have the necessary data to manage the performance effectively.</p>
19.	<i>There needs to be an increase in technology within the service to replace outdated paper-based systems, such as timesheets, driver checks, inspections, job tickets/schedules. To achieve this, all appropriate staff will need to be provided with smartphone or tablet as appropriate, and software purchased or developed that increases their mobile working capability and reduces the amount of ineffective time spent on travelling back and to from the depot</i>	<p>The Project Group support the recommendation.</p> <p>The transformation project is already underway, as noted within the main body of the report.</p>
20.	<i>A Litter Bin Strategy should be formulated and agreed to standardise the types of bin used and inform on policy for future requirements.</i>	<p>The Project Group support this recommendation as an extension of work that is already underway.</p> <p>The first matter to be addressed has been the health and safety issues presented by the locations of certain bins. Any bins identified as having a health and safety issue, were communicated to the relevant Town or Parish Council and relocated accordingly.</p>
21.	<i>Litter bin sensors should be obtained and used to monitor and inform whether the councils litter bins have been correctly sited and whether some need to be removed or relocated for greater efficiency and to improve cleanliness levels</i>	<p>The Project Group support this recommendation as an extension of a piece of work already underway.</p> <p>This forms the second element of the Litter Bin Strategy discussed above.</p>

	APSE Recommendation	Project Group Comment
22.	<i>Sweeping schedules need to be reviewed and optimised to increase the use of the mechanical sweepers</i>	<p>The Project Group support the recommendation.</p> <p>These adjustments are outlined in Appendix C.</p>
23.	<i>The council needs to try and change people's behaviour with regard to littering, dog fouling and fly tipping through targeted innovative campaigns, not just to educate but also to 'nudge' behaviour change through such things as 'ballot bins' and 'talking litter bins'</i>	<p>The Project Group support this recommendation.</p> <p>In previous years, the Clean and Green Team have held campaigns around foul fouling and litter picking in partnership with the Community Development Team and the Neighbourhood Safety Team. We will continue this in 2023.</p>
24.	<i>In conjunction with education campaigns, Fixed Penalty Notices for littering and dog fouling offences should be issued and publicised to act as a deterrent and start to reduce the demand for street cleansing services</i>	<p>The Project Group support this recommendation.</p> <p>The Clean and Green Team have previously worked with the Neighbourhoods Safety Team to ensure hotspot areas have notices and camera support.</p>
25.	<i>As part of the council's commitment to climate change, an investigation should take place into how the arising from Clean & Green operations can be increasingly recycled</i>	<p>The Project Group support the recommendation.</p> <p>This work is currently underway.</p>
26.	<i>It is recommended that Clean & Green begin trials of alternative weed control methods, in conjunction with stakeholders, to minimise the use of chemicals, particularly glyphosate</i>	<p>The Project Group support this recommendation as an extension of work that has already underway.</p> <p>In 2020, the Clean and Green Team partook in trialling several alternatives to glyphosate and reported back to Members. Members agreed the use of a new weed ripper and hand weeding. This outcome and further recommendations are identified in this report.</p>
27.	<i>The council should look to replace its seasonal bedding with sustainable and pollen rich planting schemes, which at the same time could offset some of the expenditure required in some of the recommendations above</i>	<p>The Project Group support the recommendation.</p> <p>Work was already underway to address this, the latest contract replaces bedding plants with pollen rich plants on a 25% reduction per year over the next 3 years.</p>

- 2.7 In addition to the table above, further recommendations, as well as an expansion on detail on the ASPE recommendations is included below. Along with ideas and alternative options identified by the Project Group via feedback from Members, residents and staff over the last few years. This work is outlined in five separate key themes below, this includes:
- Performance Management – 2.8
 - Staffing & Staff Structure – 2.23
 - Technology – 2.68
 - Environmental – 2.77
 - Communication – 2.107

Performance Management

- 2.8 A key piece of work required by the Director of Community & Environmental Services was the development and adoption of a performance management system to help monitor and manage standards and frequencies of work.
- 2.8 Whilst standards of work are inspected by the Clean & Green Supervisory team, there is currently no agreed or consistent method of monitoring and recording the performance of the work delivered. Nor is there provision of management information to help drive improvement.
- 2.9 The introduction of benchmarking was required to work in conjunction with internal monitoring by reviewing the performance of the service against our peers. Benchmarking also helps to identify the areas of best practice and areas for improvement.
- 2.10 However, one of the main areas for concern in the report is the benchmarking data and its relationship to the services provided. There have been significant challenges in collating and applying accurate data, due to some of this information being held by other agencies or not being collated in a compatible or amendable format.
- 2.11 In order to achieve accurate benchmarking data sets, the process relies heavily on 3 key factors:
- HR & Payroll systems for staffing being split into two separate services: Grounds Maintenance & Street Cleansing
 - Financial data also being split into two separate service areas (as above)
 - All data for land maintained by the service being measured in hectares. The Council has information on land maintained using a mix of hectares, mileage, metres and square foot. Some land (such as road sweeping) is managed on behalf of partners and the data required would be provided by them.
- 2.12 Currently, the Council does not separate employees into two separate areas of work. The staff are simply allocated to the Clean & Green team. This is mainly due to the workforce covering a variety of responsibilities across the service area, which cover duties in both grounds maintenance and street cleansing.
- 2.13 It was initially proposed that the Council used a percentage split (50% Grounds Maintenance and 50% Street Cleansing) for the APSE data set.

This is however, not a clear reflection of how the service works and performs.

- 2.14 Whilst some of the results in the APSE report offered the Project Group a useful insight into the performance of specific service areas and also raised further questions about operational performance, work patterns, allocation of teams, etc., the group are aware that due to lack of compatibility in the data, this may not be a fair reflection on actual performance. For example, where data was unavailable or incompatible, the result would be determined as 'poor'.
- 2.15 Should the Council wish achieve accurate and meaningful benchmarking figures, in line with APSE Benchmarking Service, it would be required to make a number of system changes to amend the reporting structure. These would include:
- Amending the HR & Payroll system to identify Grounds Maintenance & Street Cleansing employees, rather than operating as one service. The Payroll and HR team would also be required to input the data separately, which will have a significant impact on capacity. In addition, it would require a change in how Clean & Green employees record timesheets, holidays and absences and also require staff to be separated into two spate teams.
 - The Finance team would need to prepare budgets and accounts with an additional code or detail code in order to separate costs across the two sections rather than one service. This would place an increased demand on the Finance team, even if only in the short term. The process would also require the Clean & Green team to spate costs when making purchases, which will present further inaccuracies, as some equipment is shared across teams.
 - The Council would have to identify the width of roads, pavements and footpaths in order to calculate hectares, alternatively use mapping tools for each individual area maintained which would be extremely time consuming considering the amount of land managed by the Clean & Green Team.
- 2.16 As result of the challenges and necessary amendments required to internal systems, the Project Group recommend the Council looks at alternative options to benchmarking service performance.
- 2.17 It is proposed the Project Group, along with the Members Sub-Group, remain in place for the first year of implementation to monitor performance and consider options for future benchmarking.
- 2.18 One current option being explored, is the formation of a countywide group, with representation from each of the Derbyshire Local Authorities, to identify a series of performance indicators which can be benchmarked. This will also help in the sharing of information, best practice and possible joint working/procuring of services and products.

- 2.19 The current Core Standards and Frequencies for the Clean and Green Service were established in 2012 (Appendix D). The feedback from the Clean and Green team to both the Project Group and APSE is that they are, and always have been, 'unachievable' and 'unrealistic'.
- 2.20 The recommendation for new frequencies and standards, though aren't changing drastically, will better reflect the capacity of the Clean and Green Team. They will also represent a more realistic target based on the Derbyshire County Council Agency Agreement that finances a proportion of the work.
- 2.21 For example, the verge mowing frequency was set at 9 cuts a year in 2012. Derbyshire County Council requires, and finances, 6 cuts to maintain highway safety and the District Council agreed to an additional 3 cuts per annum – totalling 9.
- 2.22 It is proposed that the 9 cuts is amended to 9 inspections with a minimum of 6 cuts but possible further cuts, if there are safety/visibility issues.
- 2.23 In terms of parks (excl. Green Flag parks), open spaces and closed churchyards, the number of cuts and inspections already matches those proposed in 2.23. It is not recommended that this changes.
- 2.24 With regards to open cemeteries, initially the Project Group had hoped to introduce grass collection equipment. However, due to the size and limited manoeuvrability this equipment could cause damage to head stones and kerb edges. Therefore, it is recommended that instead the frequency of cuts remaining at 6 it is doubled to improve aesthetics and reduce the size of clippings, preventing unsightly clumps of grass.
- 2.25 It is unlikely that points 2.23 and 2.25 can be achieved in the current staff and management structure, and is reliant on the proposed structure being approved.
- 2.26 Currently, each town and village should receive 2 pavement sweeps a year (mechanical where possible), 2 road sweeps a year and 1 leaf clearance a year via a schedule. However, the team constantly receive requests for additional visits, which places a significant drain on resources and disrupts the cleaning schedule.
- 2.27 Therefore, it is recommended that a minimum of 4 inspections a year take place in each village and town. The inspections will be recorded with photographic evidence and used to determine a whether any additional visits are required, beyond the proposed 2 visits.
- 2.28 This process currently takes place when safety concerns arise, for example areas prone to flooding or traffic safety issue. When a standard of 'safe' is not met, the Supervisor or Team Leader will request an additional sweep; determining whether it needs to be a hand crew or mechanical sweeper and whether it needs to be with 24 or 72hours.
- 2.29 It is recommended that the maintenance of sport pitches, car parks and leisure centre remain the same. However, there will be Service Level Agreements (SLAs) set up with local sport clubs, Freedom Leisure and the

car park team ensure this work is agreeable. This recommendation will require the involvement of the Community Development Manager and Neighbourhoods Manager.

- 2.30 In order to help understand the level of internal demand on the Clean & Green team, the Project Group produced a questionnaire for colleagues across the Council.
- 2.31 The responses to the questionnaire are shown in Appendix H. It is recommended that the Clean and Green Manager use the responses to align future training opportunity with internal demand. This recommendations has the opportunity to reduce the cost of external contractors across the departments of the Derbyshire Dales District Council by upskilling and utilising the Clean and Green team.

Staffing and Staff Structures

- 2.32 Concerns relating to capacity and consistency have been a theme throughout the Project Group's meetings with the management team, the consultants and the workforce.
- 2.33 As a result of the feedback, the Project Group have developed a proposed new structure for the service, which will provide greater resilience and efficiency of the teams. This can be seen in Appendix A, and compared to the current structure which is illustrated in Appendix B.
- 2.34 The current set-up is an area based structure, where individuals are allocated to an area supervisor within North, South, Central or to a Reactive or Waste Supervisors.
- 2.35 Each of the area teams are required to provide most of the necessary functions of the service in the areas they represent. Whilst the Reactive and Waste Teams work across the district with other services such as, countryside management, burials, play area inspections and toilets.
- 2.36 The current structure has numerous challenges; it offers limited resilience to deal with absences or the introduction of larger projects, it inhibits specialist skill sets and staff development and also hinders the application of a consistent approach to service delivery and standards of work.
- 2.37 In addition to the concerns raised above, there has been clear and consistent feedback from the Clean & Green team regarding the limitations presented by the last restructure and the multi skilling of the workforce, as a result of the 2012 review.
- 2.38 In meetings with both APSE and the Director of Community & Environmental Services, staff have raised concerns that the multi-skilling of the teams has resulting in the loss of 'specialists' or 'expertise' within the teams, and ultimately a loss of pride in certain areas of work.
- 2.39 Feedback from Members, Parish and Town Councils and the local community express an appeal for consistency in service delivery across the

Derbyshire Dales. The Project Group believe that a service led structure will be better equipped to deliver a more consistent service across the district.

- 2.40 The proposed new structure of the service, along with new job descriptions and person specifications, have been developed. Should Members approve the restructure, formal consultation with the relevant staff and unions will commence, in line with the Council's Change Management Policy.
- 2.41 One of the main changes to current operations is the centralising of the teams. Currently, each of the teams start and report into Northwood depot, with the exception of the south team who are based at Ashbourne depot.
- 2.42 Whilst some individuals may remain in a particular locality, the proposal will mean that all teams will be based at Northwood depot. This will help increase levels of consistency, provide clearer lines of communication, improve flexibility of the workforce and address concerns of silo working.
- 2.43 There are currently 11 employees in the south team, with 4 of them living in the local area. The proposed change is likely to cause concern for some of those employees, therefore early and considered consultations will be required.
- 2.44 In addition to the amendments to current job roles and responsibilities, APSE have identified a need for additional support with the management team, both in the form of administration support and in the operational management of the service. The report states that:
- The Clean and Green Manager role needs additional support to overcome obvious capacity issues within the role and the amount of work involved at both operational and strategic levels. A supporting Assistant Manager should be created to oversee the operational side more directly; but also to provide strategic support to the Manager when needed.*
- 2.45 The Operation Manager's post will provide much needed support to both the Clean & Green Manager and the Supervisors. The post holder will oversee operations on a day to day basis, ensuring structured and co-ordinated allocation of works, as well as monitor and report on service performance.
- 2.46 This role is necessary to ensuring the improvements that have been put in place over the last 3 years are maintained and continue to improve, for example: PPE records, Health and Safety records including checks on Hand Arm Vibration Syndrome (HAVS) and audit preparation, as well as inspection trends, training needs and apprenticeship management. These are all essential and time consuming responsibilities that currently place a significant amount of additional pressure on an already stretched management team.
- 2.47 In addition, the Operations Manager will be responsible for managing and maintaining the statutory requirements of the Council's fleet. There are currently 46 vehicles in the fleet, ranging from Ford Rangers, Ford Transits and Flatbeds, Ford Tippers, Land Rovers, sweepers, tractors, excavators and refuge vehicles.

- 2.48 The fleet consists of heavy goods vehicles (HGVs), and by law the Council is required to hold an Operator Licence and two employees that hold the qualification of Transport Manager Certificate of Professional Competence (CPC).
- 2.49 The expected salary for this post is likely to range between £46,746 - £50,074 (Grade 9, projected salary inc. current pay offer for April 2023 and on costs). The cost of the post will be offset by reducing the number of Supervisors from five to four, providing a potential promotion opportunity for one of the Supervisory team in the first instance. This is in line with the recommendations set out in the APSE report.
- 2.50 Whilst some of the cost is offset by the structural change, there is a shortfall of £4,551. It is requested that Members approve increasing the annual staff revenue budget by this amount to help fund the post.
- 2.51 An administration support post is also required to relieve the Clean & Green management team of office based tasks, this includes:
- daily timesheets
 - daily vehicle inspection sheets
 - annual leave and attendance calendars
 - creating purchase orders
 - obtaining quotes
 - driving licence checks
 - uploading KPI data to the Government website
- 2.52 Administration support was previously provided at the depot but was removed as part of the centralisation/rationalisation of the admin team in September 2018. This work is currently undertaken by the Supervisory team.
- 2.53 The removal of this post placed an extra demand on the management team and has resulted in a reduction in service, mainly in time previously available to undertake site inspections, day to day contract and supplier management (CSM), community engagement (inc Parish and Town Councils), as well as much needed visibility for the wider workforce.
- 2.54 It is a post that has been identified by the staff, the manager of the service and APSE, as key role in the development and effectiveness of the service. The report states that:
- The functions of the Clean and Green services require a significant amount of administration, which should not be entirely the remit of the Supervisors, especially to the detriment of their own basic supervisory role. It is therefore recommended that an Administrative Assistant post be added to the establishment, reporting to the Assistant Manager.*
- 2.55 The total cost of this post is £29,783 to £30,829. This can however, be funded via the reassignment of current vacant posts.

- 2.56 The final amendment to the structure recommends is that Team Leaders are introduced to all teams. The purpose of the Team Leaders is to provide additional support and cover for the Supervisors during annual leave, sickness, training and meetings.
- 2.57 Team Leaders will also cover sickness and absences within the team, working alongside colleagues to help continually develop skills and understanding of roles and responsibilities.
- 2.58 Creating formal Team Leader positions will also contributes to a defined career path for Clean & Green employees, something which is currently quite limited.
- 2.59 There are currently two Team Leaders, one in the Burials Team and one in the South Team. It is proposed that the additional two Team Leaders are created by offering a promotion opportunity within the current team and redistributing the posts accordingly. Whilst this will cover the majority of the funds required, there is a shortfall of £10,502. This again will need to be funded from the General Reserve.
- 2.60 Initially, it was hoped that some of these costs could have been offset by changes to working practices, such as moving from bedding plants to a greater level of perennials and pollenating plants. However, costs across the service have increased significantly since the review begun. This includes fuel, inflation, indexation on contracts, as well as increased staffing costs as a result of the cost of living pay award.
- 2.61 It is proposed that 2 additional operatives join the burials and play area inspection team; these are considered essential areas of work which have daily deadlines. The current structure consists of one dedicated Grave Digger, even though other team members have grave preparation skills utilising these staff impacts other areas of work. This is a similar situation within play area inspections.
- 2.62 In order to achieve the structural changes in 2.23 to 2.52 an additional £76,711 is required to the budget. This figure is based on an employee being at the top of the grade, includes the proposed pay award for April 2023 and on costs.
- 2.63 The current staff budget for Clean & Green Team is £1,763,921 per annum, which will increase from April 2023 once the pay award has been confirmed along with the additional contribution to employee's pension.
- 2.64 Throughout the engagement activities with the workforce and Trade Union Representatives it has been made clear that the project is about increasing effectiveness, enhancing and developing what we do, and not merely a cost cutting exercise. This was important because many members of the workforce remember the previous ASPE Review that centred on cutting costs.
- 2.65 Many of the workforce still hold very negative perceptions of the changes that were derived from the previous review and have a perception that the project had negative overall effects upon the team's ability to provide a

sustainable and cost effective service. The workforce have however, commented throughout that the engagement implemented to date through this review has been well considered and effective.

- 2.66 The Project Team have used the opportunity to work with the team to elicit a list of seven core team values with corresponding underpinning behaviours. It is planned that this work will be embedded into day to day practices. Primarily, it will be used to reinforce individual and team performance standards through team 1:1, Performance Development Reviews and introduce to recruitment and selection practices. This can be seen in Appendix G.

Technology

- 2.67 The introduction of better technology to the service, such as mobile devices linking the technology to the Council's Customer Relationship Management System (CRM), will enable residents and Elected Members to report issues online - directly to the relevant team, and in real time. This will also support the management team in monitoring and reviewing performance and the allocation of resources.
- 2.68 All Clean and Green staff have been issued with mobile devices with data capacity. This has helped with the introduction of real time 'before and after' pictures and better communication. This has successfully been trialled in the last few months.
- 2.69 It is the intention of the Project Team to utilise the access to smart phones and data as much as possible to improve service efficiencies for example by adding real time inspection and reporting systems. This would be a significant improvement in service and communications.
- 2.70 As part of the work with APSE, the service has trialled the Land Audit Management System, a phone application referred to as LAMS that randomly selects areas for inspection and allows data and images to form a grading. The cost of the application is £3,652.00 plus VAT. This amount has already been incorporated into the 2023/2024 budget, which was approved on 2 March 2023.
- 2.71 During the review however, an alternative option was presented by the Council's Transformation Manager, who can create a similar inspection App which connects to the current CRM system. Along with offering smoother integration, reduces the duplication of data and reporting systems, it also offers a better value for money option and enables a saving to help offset the some of the increased structure costs.
- 2.72 In response to points raised by Members in the APSE consultation session as well as requests received from Parish and Town Councils, the mowing and street cleansing schedules will be made available on the Council's website.
- 2.73 The Project Team have worked with the Council's Technical Services team to design the schedules within the new 2023 GIS mapping system. This will allow residents and Members to access specific detail and schedule information via the Council's website by road names.

- 2.74 If the restructure of the service is approved, the schedules will be optimised to suit the new formation of the workforce. Following this, the schedules will be published on the website.
- 2.75 It should be noted that the scheduled dates may be subject to change, due to road closures, limited access to areas or adverse weather.

Environmental

- 2.76 Members are already well aware of the work the Clean & Green team have done in establishing a successful biodiversity project for our verges, parks, green spaces, cemeteries and closed churchyards. That project continues to grow and also feeds into this review. The last report on the project was presented to the Community & Environment Committee on 29 November 2022.
- 2.77 Due to the success of the biodiversity project, Officers have continued to engage with colleagues at Derbyshire County Council to explore options to further develop the levels of biodiversity across the district.
- 2.78 In light of these discussions, Derbyshire County Council have appointed a Project Officer to set up a 'Pathfinder' Project. This project will explore the practical implications of changing the grass verge maintenance schedule by working closely and collaboratively with two District authorities (the 'pathfinders'). The pathfinders are not intended to trial different verge management techniques, but to explore the practicality of and barriers to implementation of wildlife friendly verge management in Derbyshire. DDDC has been invited to partake in the project as a pathfinder.
- 2.79 The Project Officer states that:
- "The Pathfinder Project is a trial to provide recommendations to County Councillors on grass verge management that are reasonable, achievable, and fundable while meeting accelerated biodiversity and climate change policy objectives. The project will require only a sample of verges in the District to be brought in, full control of which verges would sit with your officers. The work should not be onerous for the nominated officers, and I hope that it will have immediate value to you by feeding into other climate change, biodiversity or community improvement priorities that you are already committed to"*
- 2.80 It is recommended that the Council agrees to become a *Pathfinder* and continue its work on increasing the levels of biodiversity across the district.
- 2.81 As part of the *Pathfinders* project, the Council will be asked to identify 100km of verge to partake in a more conservative management scheme which will include the removal of clippings, options for composting and the use of alternative machinery.

Glyphosate

- 2.82 A report was presented to Members on 14th October 2020 regarding Weed Management across the District. Since then, the Clean and Green Team have not used glyphosate on Council owned land, with the exception of invasion species like Japanese Knotweed, as approved during the meeting.
- 2.83 As agreed at the 2020 meeting, the Clean and Green Team have collaborated with the Derbyshire County Council on the use of glyphosate on highways; reviewed the use of glyphosate with other councils by utilising the APSE membership surveys, trailed the mechanical alternative across the district and reviewed the national position.
- 2.84 Glyphosate use in the EU had initially been approved until December 2022, however this approval was extended until 15th December 2023. Since the UK left the EU at the end of 2020, the UK Government have approved the use of glyphosate for another 5 years; in this time they will evaluate other options and fund more effective research.
- 2.85 Recent discussions within the agricultural industry were highlighted following the COP27. Mr Freestone won the 2020 Soil Farmer of the Year, and the 2021 Environmental Champion of the Year. When used correctly, Mr Freestone advocates that, without glyphosate, farmers would need to return to cultivation which disturbs the biological activity in the soil, harming earthworms that naturally rotate the fungi and bacteria and requires no cultivation. Reduced cultivation has been escalated in this years' discussion as an important factor for the biodiversity debate.
- 2.86 As agreed with the Elected Members Sub-Group, and stated in the original report; the future use of glyphosate was to be considered as part of the review due to benchmarking opportunities available with APSE. The Clean and Green Manager, along with the consultants from APSE, have reviewed the use of glyphosate and also compared its performance to alternative options.
- 2.87 Since 2020, the service has trailed a number of alternative options, such as natural vinegars, glyphosate-free Round-Up and Hot Foam. This was reported to the Community & Environment Committee on 14th October 2020. Therefore, as per the approved recommendation the service have used a weed ripper and hand weeding as the chosen alternative to glyphosate.
- 2.88 Overall, the team have given positive feedback on the use of a weed ripper, as it also acts as an edging off tool whilst pulling out the weeds. This is shrub or path borders that are neatened up with a clear maintenance line. The accuracy has been reported across numerous areas.
- 2.89 The feedback on the alternative methods highlighted the extra time required for both hand weeding and the weed ripper and for hand weeding; the physical strain involved. Table 2.79 highlights the difference in time spent and the labour required between hand weeding, using the weed ripper and spraying glyphosate. As noted the time in labour moves from hours to days when using a manual alternative to spraying glyphosate.
- 2.90

Date	Location	By Hand	Weedripper	Spraying
24 th & 25 th May	Town Hall	2 operatives 2 days	2 operatives, ½-1 day	2-3 hours, 1 operative
6 th June	Public footpath at Starkholmes	1 operative, 2 days	2 operatives, ½ day	1-2 hours, 1 operative
5 th July & 2 nd August	ARC Leisure Centre	2 operatives, 1 day	2 operatives, ½ day	2-3 hours, 1 operative
25 th , 26 th , 27 th July	Derwent Gardens	1 operative, 2 hours each night to do area around bandstand (this was completed outside of normal working hours.	Weed ripper not suitable as gravel paths	3-4 hours to do entire gardens, 1 operative
26 th July	Darley Dale Cemetery	1 operative, 2 days	3 operatives, all day but also edged up paths	2 hours, 1 operative

2.91 This has also created an impact to other services within the Clean and Green Team, as the need for additional vehicles and cause an increase in fuel costs due to the repeated visits.

2.92 It is also important to note that when a weed is removed by hand or by a weed ripper, growth is evident again within 1 – 2 weeks as the root is unable to be removed. Where glyphosate is used; it is systemic which means it will successfully kill the root so new growth should not be evident for 6 months.

2.93 The feedback, results and impact noted by the Clean and Green Team were comparable to those that were shared by the APSE consultants. Appendix I are quotes from anonymous members of APSE membership who provided feedback.

2.94 The APSE consultants shared a briefing note that was produced by APSE and can be found on their website;

[APSE briefing note](#)

2.95 The paper concludes:

“It appears the only realistic option at the moment, until affordable and effective alternatives can be found, is to use glyphosate products as sparingly as possible and away from high footfall areas. The adoption of more integrated weed control approaches is clearly the way to go as this reduces exposure to chemicals and can also improve levels of biodiversity. Obviously, there may be a need for the public to accept higher levels of weeds as a result, but perhaps this a price they would be willing to accept if it means the potential threat from chemical spraying can be avoided.”

2.96 An additional consideration that transpired during the review was that using manual alternatives at access roads to leisure centres and cemeteries creates an increased level of risks to operatives, as they will be working close to moving traffic for longer periods of time.

2.97 Following the suspension of use of glyphosate, some Members have raised concerns about the increase in weeds around the Town Hall. It is however,

important to understand that approving a reduction or ceasing to use glyphosate will result in increased weed growth.

- 2.98 With regards to closed churchyards, of which there are 19 across the district, the Council receives no additional funding when responsibility for maintenance is handed over. These areas are often subject to more invasive species. The paths are often very old and in order to prolong their life and avoid any plants growing through them; glyphosate is a suitable option. Using a weed ripper damages the paths further and will not kill the root.
- 2.99 Nevertheless, the Project Group support the reduction of glyphosate and will continue to use the weed ripper on play areas, tennis courts, cemeteries, parks and recreational grounds. It is recommended that the service continue to monitor the situation and trial alternative options, with the aim of ceasing the use of glyphosate when an effective and suitable alternative is developed/sourced.
- 2.100 It is however, recommended that glyphosate be that glyphosate is reintroduced but limited to closed churchyards and access roads to cemeteries and Leisure Centres for the reasons outlined above. This will be done in a tightly controlled manner and at times when footfall is low (i.e.: before 07:00).
- 2.101 Whilst discussions and recommendations regarding glyphosate relate to land that the District Council owns, the Clean and Green service also coordinate the weed management across highway roads on behalf of Derbyshire County Council (DCC). Currently, there is a contract in place to spray the highway roads twice a year.
- 2.102 The County Council are unable to provide extra funding to cover the costs for additional operatives or methods away from the current use of glyphosate on their land. Therefore, should Members wish to fund an alternative like Foamstream for example; it would be in addition of £26000 for each unit. Each unit works for 5 hours which would invite discussion to purchase more than one. With this, the Clean and Green Team would increase safety measures for staff working on highways, including the use and training for traffic management systems.
- 2.103 In recent discussion with colleagues at the County Council, Officers were informed that no other Council within Derbyshire has requested they consider a reduction or ceasing to use glyphosate.
- 2.104 Following discussions with Town and Parish Councils, some requested that glyphosate is not used within their wards and weeds be removed by hand. In these areas, there are community groups who also undertake hand weed removal, which the Clean and Green team collect and dispose of - and will continue to do so to support 'no spray areas'.
- 2.105 Officers have been in regular contact with the DCC and following a Verge Conference held in December 2021 by the Leader of the County Council, Barry Lewis, The Derbyshire Road Verge Project has been launched. This will focus on increasing the biodiversity of all Derbyshire verges, connecting the work of

individual Councils like the Derbyshire Dales to identify areas of best practice. Weed management on the verges will be part of this project.

Communication & Engagement

- 2.106 Throughout the review process the Clean & Green team have been kept up-to-date by the Project Team via a series of emails, in-person briefings and workshops.
- 2.107 Representation from both GMB and Unison has been encouraged throughout, with the relevant union representatives being provided regular updates and invitations to briefings and workshops.
- 2.108 Mick Coppin, the Regional Representative for GMB, has attended a number of the workshops and briefings, including the most recent ones held at the Agricultural Business Centre in Bakewell on 9 September, 13 December and most recently on 8 March.
- 2.109 Mr Coppin also attended several of the staff 1:1 and group consultation sessions hosted by APSE.
- 2.110 After a recent staff briefing Mr Coppin remarked upon the commitment of the District Council and its employees in respect to the levels of positive interactions and engagements that have been fostered throughout the project to date.

I am the Full Time GMB Trade Union Officer with responsibility for GMB Members employed at Derbyshire Dales District Council. I was invited and attended all local consultation workshops at the ABC facility in Bakewell. I am very pleased to report all the meetings and communications I have supported and been involved with have been inclusive and supportive, ensuring all staff had a voice and opportunity to contribute to the consultations. From my perspective I do believe the authority and this staff group are exemplary in the region and probably one of the most forward-thinking organisations should all the recommendations be implemented; my only caveat is that because of serious implications which can occur I believe a measured pilot approach would reward best results and give greatest security to the Council. I would like to thank everyone for their help and engagement especially Samantha Grisman, Chrissie Symons, Dave Turvey and Ashley Watts.

- 2.111 The Interim HR Manager has also been involved throughout the review and has been present at most of the staff and full workforce sessions and has reported the following:

When initial discussions were held to review the Clean & Green Service, we knew that we had to draw clear distinctions from the review that took place approximately 10 years ago. The former review took place on the basis that costs needed to be reduced and, although this objective was met, decisions that were necessary at the time still have a clear impact on the operations of the Service to the present day.

We knew that this review needed to focus upon developing and adding value to the Service. In addition we were clear that good focused communications with the team needed to be prioritised and delivered in a supportive way.

The Director of Communities and Environmental Services has addressed this by ensuring that the whole workforce has been involved in information gathering workshops and held regular meetings to brief the teams on the projects progression. Employees have been given the opportunity to share their views and feedback their concerns. In addition Trade Union Representatives have been invited to briefing meetings and a questions and answers process has been set up. Staff concerns have been addressed directly at the meetings, on a one to one basis and via the questions and answer process.

Employees have commented that this review feels different. They have felt more included, communication has been better and they have felt more secure in the knowledge that this review is about adding value to the Service. Indeed this sentiment has also been echoed by one of our Trade Union Representatives.

It is imperative that good communication continues throughout the second stage of the project and I believe that the Director of Communities and Environmental Service, with the support of the Project Team are focused upon this goal.

On the Wednesday 8 March 2023 a draft of this report, along with the finalised proposals for change were share and discussed with all staff within the Clean & Green service. All relevant Trade Union representatives were invited to attend this meeting.

Timeline

2.112 Should Members approve the recommendations put forward in the report, below is a proposed timeline for implementation:

Action	Date
Seek Member approval	March 2023
Job Evaluation for Operation Manager role	March 2023
Advertise Operation Manager role	March 2023
Advertise Administration Support role	March 2023
Initiate Change Management process with Supervisory team	March 2023
Sign agreement to join DCC's <i>Pathfinder</i> pilot scheme	March 2023
Formal consultation with staff and unions on allocation of teams and subsequent changes to Job Descriptions	April – May 2023
Appointment of Team Leaders	April – May 2023
Develop rota for weekend support	April 2023
Finalise restructuring and aligning of new mowing, street cleansing schedules to new structure	April 2023

Action	Date
Publicise new schedules on website and signpost Parish and Town Council's to pages	May – June 2023
Develop new inspection policy and protocol with Supervisory team	May 2023
Training for staff on new schedules and standards of work	May 2023
Training for Team Leaders and Supervisors on inspection App	June 2023
Implement new schedules, standards and working arrangements	July 2023
Report first year findings and performance to Members	TBC (2024)

3 Options Considered and Recommended Proposal

3.1 See main body of report.

4 Consultation

4.1 The whole Clean & Green Team have been invited to two rounds of project briefings which took place on 1st April 2021 and 12th September 2022. In addition, various members of the Clean & Green Team have been involved in workshops and consultations with APSE in the preparation of the report.

4.2 An FAQ document has been generated and updates have been made and circulated on 1st April 2021, 12th April 2021, 23rd July 2021, 2nd September 2021 and 27th January 2022.

5 Timetable for Implementation

5.1 See Table 2.32

6 Policy Implications

6.1 None at this stage

7 Financial and Resource Implications

7.1 The recommendations in this report include requests for approval of two supplementary revenue budgets for 2023/24 totalling £76,711 in respect of changes to employee costs, and for the ongoing costs to be built into the Medium Term Financial Plan. The supplementary revenue budgets will have to be financed from the General Reserve as the service has not been able to identify further savings to offset these additional costs.

7.2 As the Council currently has a savings target of £286,000 to meet for 2024/25, and these supplementary revenue budgets will increase that around £77,000, the financial risk has been assessed as Medium.

7.3 Should the recommendations be approved, the main demand on resources will be on the Clean & Green Manager and Director of Community & Environmental Services. There will also be need for ongoing support for the

Council's Human Resource team during staff and union discussions and the implementation of the Change Management Policy.

8 Legal Advice and Implications

- 8.1 The report outlines the work to date on the review of Council's Clean & Green service. There are 7 recommended decisions contained within this report. The Legal risk associated with this report has been assessed as low.

9 Equalities Implications

- 9.1 An Equality Impact Assessment is currently being formed and a verbal update will be given on the 16th March.

10 Climate Change Implications

- 10.1 While there are no direct climate change implications as a result of the recommendations of the report the review seeks to make operational efficiencies which overall could lead to reduced travel and therefore emissions associated with vehicle use. Vehicle utilisation will be recorded as part of the update report to be presented in 2024.
- 10.2 The biodiversity project and glyphosate use have environmental impacts but these are well covered so nothing to add.

11. Risk Management

- 11.1 None at this stage

Report Authorisation

Approvals obtained from:-

	Named Officer	Date
Chief Executive		
Director of Resources/ S.151 Officer (or Financial Services Manager)	Karen Henriksen	08/03/2023
Monitoring Officer (or Legal Services Manager)	Kerry France	08/03/2023