



Council – 27 July 2023

CLEAN AND GREEN REVIEW

Report of Director of Community & Environmental Services

Report Author and Contact Details

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Wards Affected

District-wide

Report Summary

The report outlines the work to date on the review of Council's Clean & Green service and the recommendation which were deferred by Council on the 16 March 2023.

Recommendations

1. That a supplementary revenue budget of £41,100 is approved for 2023/24, financed from the general reserve, and that £61,658 is included in the next update of the Medium-Term Financial Plan to reflect the subsequent ongoing costs for the introduction of two additional staff for the Burials and Play Area Maintenance team.
2. That the proposed service standards and frequencies set out in Appendix C are introduced as outlined in the proposed timetable (Table 2.58).
3. That officers discuss the feasibility of using an alternative weed control methods on land included on the highways contract in the Derbyshire Dales with Derbyshire County Council and provide an update to Members.
4. 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 – APSE Recommendations
Appendix B – Proposed Staff Structure
Appendix C – Current Staff Structure
Appendix D – Current Standards & Frequencies
Appendix E – Proposed Standards & Frequencies
Appendix F – Quality Management Audit (screenshot)
Appendix G – Team Values & Behaviours
Appendix H – Departmental Questionnaire

Background Papers

Clean & Green Service Review (Council report - 16 March 2023)

Consideration of report by Council or another committee

None

Council Approval Required

Yes

Exempt from Press or Public

No

Clean and Green Review

Background

- 1.1 On 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 and the 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 The scope of the review comprised:
 - 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.
- 1.7 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.

- 1.8 This included gaining feedback from the workforce and specific sections of the Clean & Green team, 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.
- 1.9 It should be noted that whilst the review was in progress, various operational improvements were already underway and have since been established by the Clean and Green Management Team. This is because several changes, especially around communication, improving biodiversity, staff development and better use of technology, had already been identified by the new management team.
- 1.10 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 several areas which needed further clarification and context.
- 1.11 It was agreed that members of the Project Team would work with the APSE consultants to address these points, to provide greater clarity on the overall performance of the service and the feasible options for improvement. The final draft of the report was issued in August 2022.
- 1.12 Appendix A outlines the recommendations made by APSE, comments from the Project Group and current progress to date.
- 1.13 On the 16 March 2023, a report outlining the findings and recommendations of the review was presented to Members (see background papers).
- 1.14 Prior to the meeting, however, the former Leaders Advisory Group (LAG) agreed that only recommendations 1, 3 and 6 be considered, as they were viewed to either be time sensitive or offer an opportunity to address current capacity pressures. These were as follows:
 - 1.14..1 *Recommendation One: 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.*
 - 1.14..2 *Recommendation Three: 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.*
 - 1.14..3 *Recommendation Six: That Council agrees to increase the level of biodiversity across the district by signing up to Derbyshire County Council's 'Pathfinders' pilot scheme.*
- 1.15 Each of the recommendations (1.14.1, 1.14.2 and 1.14.3) were approved and have since been progressed by the Project Team.

- 1.16 The remaining recommendations were deferred to a later meeting of Council, as the former LAG believed new Members were best placed to decide on the future impact of the service.
- 1.17 Following a competitive interview process, an Operations Manager has been appointed (June 2023) and a formal consultation has taken place to transfer the Supervisory Team into new roles, as outlined in the new structure.
- 1.18 The two current Team Leaders have been consulted through the Change Management Process to be assigned to two out of the four Team Leader roles within the new structure. The remaining two posts will be selected via an internal appointment process: providing career progression within the Clean and Green Team.
- 1.19 The new structure will be completed by the appointment of an Administrative Assistant. The initial recruitment process proved unsuccessful, and a second recruitment attempt is currently at the interview stages.
- 1.20 Due to the success of the biodiversity project, officers continued to engage with colleagues at Derbyshire County Council to explore options to further develop the levels of biodiversity across the district.
- 1.21 In considering these discussions, Derbyshire County Council has appointed a Project Officer to lead the *'Pathfinder'* Project. This project explores the practical implications of changing the grass verge maintenance schedule by working closely and collaboratively with two District authorities (DDDC and South Derbyshire).
- 1.22 The Pathfinders are to explore the practicality of, and barriers to, implementing wildlife friendly verge management in Derbyshire. This includes reduced mowing and surveying the growth, then collecting and weighing the arising at the end of the season.
- 1.23 Following the approval from Council on 16th March, the Project Team has worked with the Pathfinders Project Officer in selecting areas to be included in the project through defining a specification. These areas have been left uncut unless visibility has been compromised.
- 1.24 The Pathfinders project has identified 72 areas across the district that will be subject to a 'cut and collect' schedule at the end of the season. The areas will continually be monitored by DCC Highway Inspectors, who advise on cuts for highway safety throughout the project. Adding these areas to our internal Biodiversity Project, mean that the District Council now has 101 sites that are managed for wildflower enhancement.
- 1.25 The Pathfinders Project will continue until the end of the calendar year. As stated, the areas specified under the project will be mown at the end of the growing season. The data provided to the DCC Project Officer will form part of a DCC conference at the end of the year and a concluding report.
- 1.26 In addition to highway verges, the conference and the report will cover law and policy on new developments, public responses, planting for biodiversity, and pesticides and herbicides. The inclusion of pesticides and herbicides to

this report was initiated by the District Council's Project Group who will be attending and contributing to the conference as well as the report.

2 Key Issues

Staffing and Staff Structures

- 2.1 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.
- 2.2 Whilst the change of structure (Appendices B and C) and the addition of the Operations Manager and Administrative Support are key to the effective management of the service, there is still a need for two additional posts in the Burials & Play Area Maintenance Team for the proposed frequencies and standards to be achieved.
- 2.3 Therefore, it is proposed that two additional operatives join the Burials and Play Area Team. These are essential areas of work which have timely deadlines, and when challenges occur, require immediate attention.
- 2.4 The current structure consists of only one dedicated Grave Digger. While other team members have grave preparation skills, using these staff impacts other areas of work. There is a comparable situation within play area inspections, leaving limited resilience in key areas and continually affecting performance across the other services like, street cleaning, mowing and parks maintenance. By adding resources to this team, the whole service benefits.
- 2.5 The cost of the proposed two additional operatives is £61,658 per annum. 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.
- 2.6 Following the approved changes to the structure in March 2023 the current staff budget for Clean & Green Team is £1.81m per annum.

Standards & Frequencies

- 2.7 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.'
- 2.8 Although the standard and frequencies are not changing drastically, the real change will be behind the scenes with an initiative-taking approach to scheduling, monitoring, and reporting with the use of specialist equipment and skills to formally deliver and evolve the service. Once more, the changes better reflect the capacity of the Clean and Green Team and incorporate key stakeholders like the DCC Agency Agreement that finances a proportion of the work specifically verge mowing, street cleansing and gritting.
- 2.9 For example, the verge mowing frequency was set at 9 cuts a year in 2012. Derbyshire County Council requires, and finances, six cuts to maintain highway safety and the District Council agreed to an additional three cuts per annum – totalling nine.

- 2.10 It is proposed that the nine cuts are amended to nine inspections with a minimum of six cuts and only further cuts if there are safety/visibility issues.
- 2.11 In terms of parks (excl. Green Flag parks), open spaces and closed churchyards, the number of cuts and inspections already matches those proposed in appendix E. It is not recommended that this changes.
- 2.12 With regards to open cemeteries, initially the Project Group had hoped to introduce grass collection equipment as this has been a fundamental area for improvement. However, due to the size and limited manoeuvrability the equipment could cause damage to head stones and kerb edges. The new equipment and methods are currently being trialled as part of the Pathfinder Project. So, it is recommended, at least for now, that the frequency of cuts within cemeteries increases from 6 to 12 a year to improve aesthetics and reduce the size of clippings, preventing unsightly clumps of grass.
- 2.13 It is unlikely that points 2.10 and 2.12 can be achieved in the current staff numbers; therefore, the proposed standards and frequencies are reliant on the additional two operatives that form part of the recommendations.
- 2.14 The team will not just increase mowing to improve the appearance of the cemeteries, hedge cutting and edging the grassed areas will be able to be completed through the summer, whereas now this is only completed in winter. Finally, the expertise needed for digging a burial plot will be better protected in the development of specific individuals tasked with this duty. This will enable the Clean and Green Manager and Burial Supervisor to offer a wider service to Funeral Directors.
- 2.15 With regards to street cleansing, currently, each town and village receive two pavement sweeps a year (mechanical where possible), two road sweeps a year and one 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.
- 2.16 It is, therefore, recommended that a minimum of four inspections a year take place in each village and town. The inspections will be recorded with photographic evidence and used to determine whether any additional visits are required, beyond the proposed two visits.
- 2.17 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 within 24 or 72 hours.
- 2.18 It is recommended that the maintenance of sport pitches, car parks and leisure centre remain the same. However, there will be internal Service Level Agreements (SLAs) set up with internal stakeholders including the Events Team, Community Development and Neighbourhoods and Car Parks Team to ensure this work is agreeable.

- 2.19 This work responds to a wider departmental survey (appendix H). This was distributed to create a realistic programme that facilitate the expected functions of the Clean and Green services by DDDC colleagues.

Environmental

- 2.20 On 14th October 2020 a report was presented to the Community & Environment Committee regarding weed management across the District. Since then, the Clean and Green Team have not used glyphosate on Council owned land, apart from on invasive species like Japanese Knotweed, as approved during the meeting. Instead, the team use hand weeding and a weed ripper as approved.
- 2.21 The Clean and Green team have collaborated with the Derbyshire County Council on the use of glyphosate on highways. This has led to the commitment of the County Council to review the position of glyphosate within the end of year conference and report, as stated in the background of this report, as noted above.
- 2.22 Glyphosate use in the EU had initially been extended until 15th December 2023. As the UK left the EU at the end of 2020, the UK Government have approved the use of glyphosate for another 5 years, until December 2025. In this time, they will evaluate other options and fund more effective research.
- 2.23 The Project Group have, however, removed the recommendation to reintroduce glyphosate in certain areas, following further discussions with staff and elected Members. Therefore, negating the need to explore the APSE feedback on the use of glyphosate, and the benchmarking that was done as part of the review.
- 2.24 Although the reintroduction of glyphosate is no longer being considered, work was undertaken to review its effectiveness in comparison to alternative methods, which is covered below.
- 2.25 Overall, the team have given mixed feedback on the removal of glyphosate. An unexpected positive point, regarding the use of a weed ripper, is that it also acts as an edging off tool whilst pulling out the weeds. This is specifically for shrub and path borders that are neatened up with a clear maintenance line. The accuracy has been reported across numerous areas.
- 2.26 Most of the feedback on the alternative methods highlighted the extra time required for both hand weeding and the weed ripper. Table 2.27 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.

2.27

Date	Location	By Hand	Weed ripper	Spraying
24 th & 25 th May	Town Hall	Two operatives 2 days	Two operatives, ½-1 day	2-3 hours, one operative
6 th June	Public footpath at Stark Holmes	One operative, 2 days	Two operatives, ½ day	1-2 hours, one operative
5 th July & 2 nd August	ARC Leisure Centre	Two operatives, 1 day	Two operatives, ½ day	2-3 hours, one operative

25 th ,26 th ,27 th July	Derwent Gardens	One 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, one operative
26 th July	Darley Dale Cemetery	One operative, 2 days	Three operatives, all day but also edged up paths	2 hours, one operative

- 2.28 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 note that when a weed is removed by hand or by a weed ripper, growth can be evident again within 2 – 3 weeks; the root is often unable to be removed as such methods are not considered systemic. This is a substantial change for the team, Members, and residents alike and requires an element of adjustment and understanding while the service continues to adjust to the situation.
- 2.29 Throughout the review, Officers have considered a number of alternative methods of weed management. In January 2023, a hot foam alternative became available to hire for the first time, so the Project Group set about holding a full area trial in Eyam. This covers an area of weed management under the DDC Agency Agreement with the Clean and Green team.
- 2.30 Hot foam is a popular alternative to glyphosate-based products with a growing number of councils, such as Fareham, Hammersmith and Fulham, Glastonbury, and Denbighshire. Whilst no alternative competes with glyphosate in terms of effectiveness, the concern surrounding its impact on the environment is the key drier in the choice of a new weed management process.
- 2.31 Hot foam is pesticide free, requires no additional PPE and has multi functionality to be used for graffiti and gum removal, urban cleaning of benches and monuments and can be used in the rain.
- 2.32 The Clean and Green team will conclude their findings at the end of September, when they will be able to provide a fuller update. The County Council have also asked that this trial be presented at the conference at the end of the year and feature in the report under the heading of pesticides and herbicides.
- 2.33 Although the County Council have not received any requests from other district or borough councils, they are keen to explore the work that has been completed by District Council to inform their future decisions.
- 2.34 It is too early to tell if the County Council will change Agency Agreements or policies relating to the use of glyphosate across Derbyshire, however, the Project Group will continue working with them to review the requirements for the Dales; specifically, the funds and resources available to the Council for the use of weed management.

Performance Management

- 2.35 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 the standards and frequencies of work.
- 2.36 Whilst the Clean & Green Supervisory Team inspects standards of work, there is currently no agreed or consistent method of monitoring and recording performance. Nor is there a provision of performance data to help drive improvement.
- 2.37 Benchmarking is a tool used to identify areas of best practice and areas for improvement. APSE have their own internal benchmarking process in which over three hundred local authorities input performance information. It was anticipated that this would work in conjunction with internal monitoring by reviewing the performance of the service against our peers.
- 2.38 Some of the results in the APSE report offered the Project Group a useful insight into the performance of specific service areas. It also raised further questions about operational performance, work patterns, allocation of teams, etc. that have been reflected in their recommendation in appendix A.
- 2.39 An area of concern in the report is the relationship between the services provided and the methods of benchmarking collection. 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. It also became apparent that this may not create a fair reflection on actual performance. For example, where data was unavailable or incompatible, the result would be determined as 'poor.'
- 2.40 To achieve accurate benchmarking data sets, the process relies heavily on three key factors:
- 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 require staff to be separated into two separate teams.
 - The Finance team would need to prepare budgets and accounts with an additional code or detail code 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 separate 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 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 is

managed on behalf of partners and the data required would be provided by them.

- 2.41 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.
- 2.42 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 due to the workforce covering a variety of responsibilities across the service area, which cover duties in both grounds' maintenance and street cleansing.
- 2.43 As result of the challenges and necessary amendments required to internal systems, the Project Group recommend the Council looks at alternative options to benchmarking the Clean and Green service performance.
- 2.44 It is proposed that 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.
- 2.45 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.

Technology

- 2.46 The introduction of better technology to the service, such as mobile devices linking 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 support the management team in monitoring and reviewing performance as well as reducing the amount of time each service requests takes it being processed.
- 2.47 All Clean and Green staff have been issued with smart mobile devices with data capacity. This has helped with the introduction of real time 'before and after' pictures and better communication. The CRM App has successfully been trialled in the last few months and the relevant service apps have been uploaded to the service providers. For example, the mobile application for play area inspections and the mobile application for the DDDC smart bins that monitor capacity.
- 2.48 It is the intention of the Project Team to use 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.
- 2.49 The Clean and Green Management Team are currently working with the DDDC Transformation Team to design an internal inspection application that will link the CRM (appendix F)

- 2.50 Finally, 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. The Clean and Green Management Team are currently working with the DDDC Technical Support Team to upload the verge mowing frequencies to an interactive mapping system on the website.
- 2.51 The verge mowing routes and frequencies will be available on the DDDC website in August. The Service Supervisors and the Technical Support Team will then develop the street cleansing routes.

Communication & Engagement

- 2.52 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. This includes an interactive session of team values and behaviours (appendix G).
- 2.53 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.
- 2.54 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.
- 2.55 Mr Coppin also attended several of the staff 1:1 and group consultation sessions hosted by APSE.
- 2.56 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 incredibly 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 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.

- 2.57 Chrissie Symons, the Interim HR Manager at the time, 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 project's 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 effective 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

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

Action	Date	Progress
Seek Member approval	March 2023	Completed
Job Evaluation for Operation Manager role	March 2023	Completed
Advertise Operation Manager role	March 2023	Completed
Advertise Administration Support role	March 2023	Completed
Initiate Change Management process with Supervisory team	March 2023	Completed
Sign agreement to join DCC's <i>Pathfinder</i> pilot scheme	March 2023	Completed
Appointment of Team Leaders	July 2023	Completed

Action	Date	Progress
Formal consultation with staff and unions on allocation of teams and subsequent changes to Job Descriptions	August 2023	Pending Council Approval
Finalise restructuring and aligning of new mowing, street cleansing schedules to new structure	August 2023	Pending Council Approval
Publicise new schedules on website and signpost Parish and Town Councils to pages	August 2023	Pending Council Approval
Develop new inspection policy and protocol with Supervisory team	September 2023	Pending Council Approval
Implement new schedules, standards and working arrangements	September 2023	Pending Council Approval
Training for staff on new schedules and standards of work	September 2023	Pending Council Approval
Training for Team Leaders and Supervisors on inspection App	September 2023	Pending Council Approval
Report first year findings and performance to Members	TBC (2024)	Pending Council Approval

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 2.62 under Timeline

6 Policy Implications

6.1 None at this stage

7 Financial and Resource Implications

7.1 The recommendations in this report include a request for approval of two additional operatives for the Burials and Play Area Team. The associated

cost is estimated as £61,658 per annum, including an estimated pay award and oncosts.

- 7.2 Subject to the approval of the recommendations of this report, it is expected that the new employees might be appointed from August. Therefore, in 2023/24 the estimated additional cost would be £41,100. There is no current budget for this, and the service has not been able to identify further savings to offset these additional costs. Therefore, a supplementary revenue budget of £41,100 is requested for 2023/24, to be financed from the General Reserve.
- 7.3 The additional annual cost of £61,658 from 2024/25 would be reflected in the next update of the Medium-Term Financial Plan and taken into account when setting the budget and council tax for 2024/25.
- 7.4 As the Council currently has a savings target of £286,000 to meet for 2024/25, and the additional employees will increase that around by £61,658 per annum, the financial risk has been assessed as Medium.
- 7.5 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 four recommended decisions contained within this report. The Legal risk associated with this report has been assessed as low.

9 Equalities Implications

- 9.1 An Equalities Impact Assessment (EIA) has been carried out and no significant equalities impacts on protected groups have been noted at this time. Equalities issues have been raised in relation to staff relocation, with mitigating actions proposed. Any future changes in service delivery, practices and procedures following completion of the review will need a further EIA to consider the impact upon these protected groups, staff, residents and stakeholders at that time.

10 Climate Change Implications

- 10.1 While there are no direct climate change implications because 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	Paul Wilson	19/07/2023
Director of Resources/ S.151 Officer	Karen Henriksen	18/07/2023
Monitoring Officer (or Legal Services Manager)	James McLaughlin	18/07/2023