

Appendix A – APSE Recommendations

	APSE Recommendation	Project Group Comment	Progress
1.	<p><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>	<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 ensured consistency in the results and 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>	To commence in 2024
2.	<p><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>	<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, 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 feasible alternative in 2.19.</p>	To commence in 2024
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>	To commence in 2024
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</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</p>	The internal app is currently being developed and will be ready to trial winter 2023

	<i>similar). In-process inspections should also be recorded on a regular basis to monitor work methods and health & safety compliance on site.</i>	system. This will help reduce costs for purchase, software maintenance and avoid duplication of data collection and reporting. Please see Appendix F.	
5.	<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>	The Project Group support the recommendation. The proposed new structure provides additional capacity for this work to take place. This point is also related to APSE recommendations 6 and 8.	To commence in August 2023
6.	<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 created to oversee the operational side more directly, but also to provide strategic support to the Manager when needed.</i>	The Project Group support the recommendation. The Job Description and Person Specification for an Operations Manager has been prepared. Should the structure be approved, it will be subject to the District Council Job Evaluation process for graded, before being advertised and appointed to. Further detail on this post is covered in the main body of the report.	The Operations Manager has been appointed.
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>	The Project Group support the recommendation, with much of the work already introduced before the review was finalised. 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. It is the intention of the Project Team to further develop this area of work, which includes the work outlined in recommendation four of the table.	The CRM App and service apps are being more widely used. An interactive mowing map has been added to the website.
8.	<i>The functions of the Clean & Green service 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 roles. It is therefore recommended that an Administrative Assistant post be added to the establishment, reporting to the Assistant Manager</i>	The Project Group support the recommendation. The Job Description and Person Specification for an administration support post has been prepared. Should the structure be approved, it will be subject to the District Council Job Evaluation process for graded, before being advertised and appointed to. Further	The Admin Assistant is at the interview stages of recruitment.

		detail on this post is covered in the main body of the report.	
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 further two are internally added as development opportunities.</p> <p>Further detail on this included in the Staff & Structure section.</p>	The Team Leader posts are out for internal recruitment.
10.	<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>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>	The Team Leader posts are out for internal recruitment.
11.	<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>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>	New job descriptions have been written and aligned with this action.
12.	<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>The Project Group support the recommendation.</p> <p>The Project Team has developed a rota to ensure that all weekend working staff have a point of contact, who is always available 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>	HR will be writing an 'on-call' Policy to support a weekend rota appointment.
13.	<i>This is linked to a larger piece of work around establishing true demand for the service that needs to be undertaken to</i>	There are mixed views on this recommendation. The data suggests some of the teams are over resourced but, as	To commence in 2024

	<p><i>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><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>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> <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 wildflowers. 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>	The Pathfinder's Project has begun.
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>	The recommendation for two additional staff, if approved, will address this issue.
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>	To commence in 2024
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 on function (such as grounds maintenance, horticulture, street cleansing etc.) for the whole district in addition to their area duties</p>	<p>The Project Group support the recommendation and have factored this into the new structure.</p>	Moving to service based working arrangements addresses this.
18.	<p>Clean & Green need to increase the amount of commercial work undertaken to bring in more income, although the</p>	<p>The Project Group support the recommendation.</p>	To commence in 2024

	<i>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>	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.	
19.	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	The Project Group support the recommendation. The transformation project is already underway, as noted within the main body of the report.	Mobile phone Apps have begun.
20.	A Litter Bin Strategy should be formulated and agreed to standardise the types of bins used and inform on policy for future requirements.	The Project Group support this recommendation as an extension of work that is already underway. 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.	To commence in 2024
21.	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	The Project Group support this recommendation as an extension of a piece of work already underway. This forms the second element of the Litter Bin Strategy discussed above.	To commence in 2024
22.	Sweeping schedules need to be reviewed and optimised to increase the use of the mechanical sweepers	The Project Group support the recommendation. These adjustments are outlined in Appendix C.	To commence in 2024
23.	The council needs to try and change people's behaviour about 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'	The Project Group support this recommendation. 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.	
24.	In conjunction with education campaigns, Fixed Penalty Notices for littering and dog fouling offences should be issued	The Project Group support this recommendation.	

	<i>and publicised to act as a deterrent and start to reduce the demand for street cleansing services</i>	The Clean and Green Team have previously collaborated with the Neighbourhoods Safety Team to ensure hotspot areas have notices and camera support.	
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>	The Project Group support the recommendation.	The Pathfinder's Project has begun.
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>	The Project Group support this recommendation as an extension of work that has already underway. 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.	The team are currently trialling a hot foam alternative, for a whole season in one location.
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>	The Project Group support the recommendation. 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.	