

**FALKIRK COUNCIL**

**SUBJECT: REFERRAL FROM ENVIRONMENT AND COMMUNITY  
SAFETY COMMITTEE**  
**MEETING: POLICY AND RESOURCES COMMITTEE**  
**DATE: 8<sup>th</sup> September 2009**  
**AUTHOR: DIRECTOR OF CORPORATE AND NEIGHBOURHOOD  
SERVICES**

**1. INTRODUCTION**

- 1.1 The following reports were submitted to the Environment and Community Safety Committee at its meeting on 18 August 2009. The purpose of this report is to refer recommendations made by the Environment and Community Safety Committee to Policy and Resources Committee for approval.

**2. Kinneil Kerse & Roughmute Waste Facilities**

- 2.1 Committee considered the report by the Director of Corporate and Neighbourhood Services on a review of the current operating practices at both Kinneil and Roughmute Waste Facilities.

- 2.2 Committee was invited to:-

- (1) agree to revised opening hours outlined in section 4.3 of the Report.
- (2) note the site usage criteria previously approved at Committee in February 2007.
- (3) agree to the proposed site usage and controls outlined in section 4.13 of the Report.
- (4) refer to Policy and Resources Committee for approval the change in establishment arising from revised working patterns and revised Small Traders Permit prices.
- (5) note that a further Report could be presented to Members in relation to Reuse at the Centres.

- 2.3 Councillor MacDonald, seconded by Councillor CR Martin moved the recommendations contained within the Report.

Discussion took place on the following:-

- The potential detrimental effect that the proposed requirement of pre-notification could have to small businesses
- That the requirement of pre-notification could exacerbate the problem of flytipping within the area
- The procedures currently in place to tackle the problem of flytipping
- The timescale for implementation of the revised operating practices
- The impact on staff of the new working arrangements

- 2.4 Following a short adjournment, Councillor MacDonald, with the consent of Councillor CR Martin, as seconder, altered the text of the Motion to the extent of adding after “agreed the proposed site usage and controls as outlined in section 4.13 of the Report” the following:-

“with the exception of the requirement for pre-notification”

- 2.5 Committee then agreed to:-

- (1) note the site usage criteria previously approved at the Environment and Heritage Committee on 20 February 2007.
- (2) approve the revised opening hours as outlined in section 4.3 of the Report;
- (3) approve the proposed site usage and controls as outlined in section 4.13 of the Report, with the exception of the requirement for pre-notification
- (4) refer the change in establishment arising from revised working patterns and revised Small Traders Permit prices to Policy and Resources Committee, for approval, and
- (5) note that further reports be submitted to a future meeting in relation to Reuse at the Centres.

- 2.6 **In accordance with paragraph 2.5(4) above, Policy and Resources Committee is therefore invited to approve the change in establishment arising from revised working patterns and revised Small Traders Permit prices.**

### **3. Review of Community Warden & Environmental Enforcement Services**

- 3.1 Committee considered the Report by the Director of Corporate and Neighbourhood Services detailing an organisational structure for the proposed Community Safety Team.

- 3.2 Committee was invited to:-

- (1) note the proposed integrated organisational structure, combining the Community Warden service and Environmental Enforcement Team.
- (2) refer the proposed organisational structure to Policy and Resources Committee for approval.

- 3.3 Councillor MacDonald, seconded by Councillor CR Martin moved the recommendations contained within the Report.

- 3.4 By way of an amendment, Councillor Meiklejohn, seconded by Councillor Thomson moved the following in substitution for the recommendations:-

“There are a number of concerns with regard to the proposed structure by staff as they believe it would be detrimental to their roles within the community. Officers are therefore requested to look at alternative structures that separates the enforcement and community warden roles and reports back to the (next Environment and Community Safety) Committee.”

3.5 On a division, 6 Members voted for the Motion and 4 voted for the Amendment.

3.6 Accordingly, Committee AGREED to:-

(1) the proposed integrated organisational structure combining the Community Warden Service and Environmental Enforcement Team.

(2) refer the proposed organisational structure, as detailed in paragraph 4.2 of the Report to the Policy and Resources Committee, for approval.

**3.7 In accordance with paragraph 3.6(2) above, the Policy and Resources Committee is invited to approve the proposed organisational structure of the Community Safety Team as detailed in paragraph 4.2 of the Report by the Director of Corporate and Neighbourhood Services.**

#### **4. RECOMMENDATION**

Committee is invited to:-

**4.1 approve the change in establishment arising from revised working patterns and revised Small Traders Permit prices.**

**4.2 approve the proposed organisational structure of the Community Safety Team as detailed in paragraph 4.2 of the Report by Director of Corporate and Neighbourhood Services.**

.....  
**DIRECTOR OF CORPORATE & NEIGHBOURHOOD SERVICES**

Date: 1 September 2009

Ref: AAE0909

**FALKIRK COUNCIL**

**Subject: REVIEW OF COMMUNITY WARDEN & ENVIRONMENTAL ENFORCEMENT SERVICES**  
**Meeting: ENVIRONMENT AND COMMUNITY SAFETY COMMITTEE**  
**Date: 18 AUGUST 2009**  
**Author: DIRECTOR OF CORPORATE AND NEIGHBOURHOOD SERVICES**

**1. INTRODUCTION**

- 1.1 Members will recall the report to Community Health and Safety Committee in October 2008 regarding the review of the Community Wardens Service. At that meeting the proposal to combine the Environmental Enforcement Team and Community Warden Service was agreed. It was also agreed that a further report on the development of the proposal would be reported back to Members.
- 1.2 This report provides for Member consideration, details of the proposed organisational structures, operational arrangements and the human resources and financial implications associated with establishing an integrated team approach.

**2. BACKGROUND**

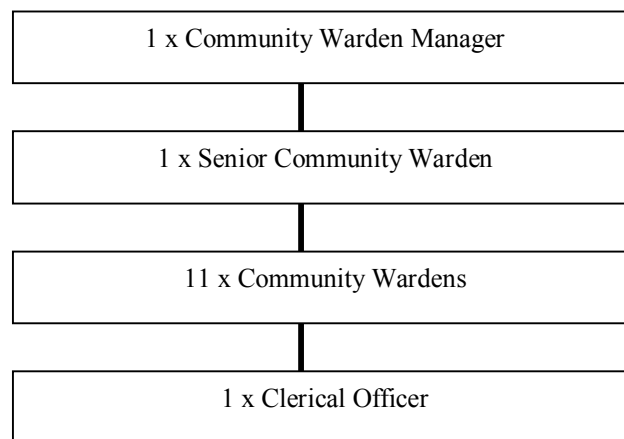
- 2.1 The Community Warden Service was funded through the Scottish Executive/Scottish Government's Anti Social Behaviour fund. The Community Health & Safety Committee approved the introduction of the service in January 2004 which was designed to offer a reporting and recording resource for anti social behaviour, whilst forming links to communities to establish greater community cohesion. The Community Warden Service was defined only to operate in 6 designated areas across the Council. There are two components to the service which consist of Community Wardens and Environmental Wardens. The Environmental wardens provide a responsive clean-up service, following requests and notification from Community Wardens.
- 2.2 The Environmental Enforcement Team was created in April 2005 by seconding Fieldwork Officers from Development Services (former Pest Control Officers/Dog Wardens) and former Litter Wardens from Corporate & Commercial Services. The team was supplemented by two additional Temporary Environmental Enforcement Officers which were also funded through the Anti Social Behaviour Fund.
- 2.3 Due to the nature of the external funding, the staff funded from the Anti Social Behaviour fund have been employed on a temporary basis since 2004.

- 2.4 In 2008, with the introduction of the Concordat, this ring-fenced funding was incorporated into the Council's budget for 2008/09. Members agreed to continue funding both services until March 2009 and requested a review of the Community Warden Service. The recommendation of the review was that the Community Warden Service and the Environmental Enforcement Team combine together to increase the pool of staff and geographical coverage of community engagement and environmental law enforcement. The objective of the integrated service would be to better meet service users' expectations and have a more clearly defined and visible role within the community.

### 3. EXISTING STRUCTURES

#### Community Wardens

- 3.1 This team are currently placed within the Housing Management Division of Corporate & Neighbourhood Services. The current Community Warden Service staffing structure is illustrated below:



- 3.2 The team are based in The Hedges, Camelon. They currently operate a two-team shift system covering the hours from Monday – Saturday 8.45 am – 10.00 pm (9.00 pm in the winter months). The staff have been employed on a temporary basis since 2004, with the Community Warden Manager currently seconded on a temporary basis from her substantive post.

- 3.3 At present, the areas covered by the Community Warden Service are:

- Bo'ness
- Camelon
- Denny
- Grangemouth
- Hallglen
- Stenhousemuir

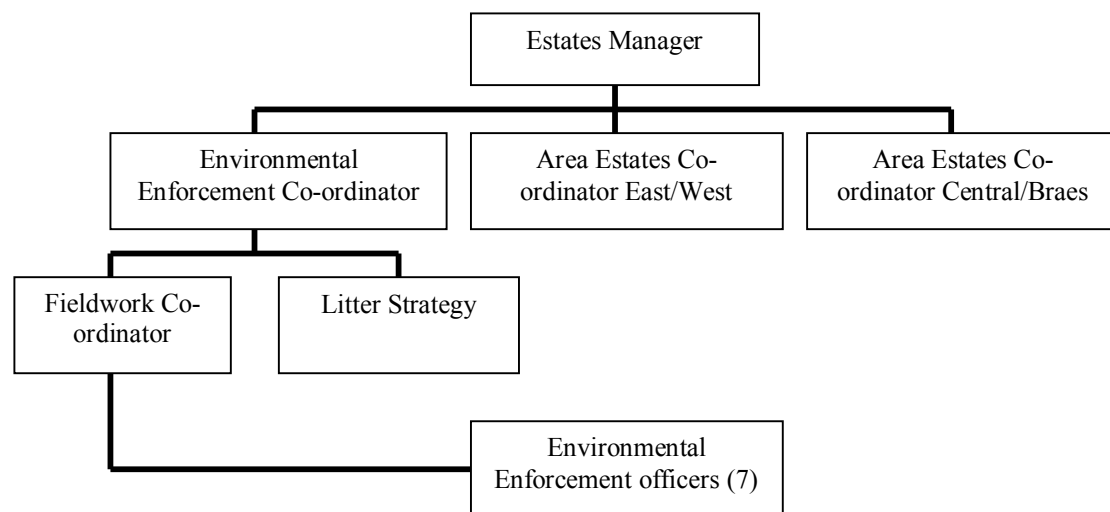
#### Environmental Wardens

- 3.4 The Environmental Wardens provide a reactive response cleaning and uplift service to the Community Wardens and are based within the Estates Management Division of Corporate & Neighbourhood Services.

- 3.5 There are 4 officers within this team and they have been recruited on similar terms and conditions to the Community Wardens and have also been employed on temporary contracts since 2004.

#### **Environmental Enforcement Team**

- 3.6 The team is based within the Estates Management Division of Corporate & Neighbourhood Services.
- 3.7 The current Environmental Enforcement Team structure is illustrated below:

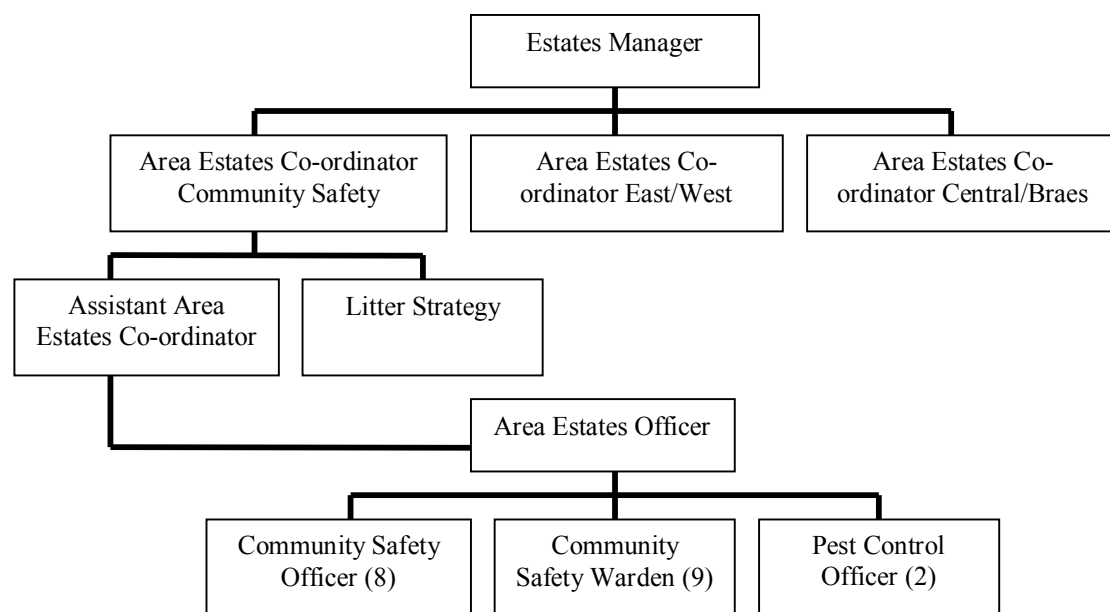


- 3.8 The majority of this team's funding comes from the Council's mainstream budget and therefore the majority of staff are employed on a permanent basis. Anti Social Behaviour budget funding is in place for two Environmental Enforcement Officers and the Co-ordinator's post. The Co-ordinator is currently on a temporary secondment from Development Services and the two Environmental Enforcement Officers are employed on temporary contracts.
- 3.9 The Enforcement Team are responsible for issuing warning letters and fixed penalty notices for dog fouling, litter and fly-tipping. As well as dealing with environmental issues the team also have responsibility for carrying out pest control duties. Their job descriptions are generic so that they can provide a flexible approach to both roles.
- 3.10 The Environmental Enforcement Team cover all Falkirk Council areas, however due to the nature of their work they tend to focus and work within highly populated areas e.g.: shopping areas and public parks.
- 3.11 This team currently work Monday – Friday 9 am – 5 pm. They undertake any additional hours out-with the core hours on an overtime basis.

## **4. PROPOSED STRUCTURE**

### **Community Safety Team**

- 4.1 It is proposed that the Community Warden Service and the Environmental Enforcement Team integrate to increase the pool of staff available and widen the geographical areas covered. It is further proposed that the integrated team be known as the **Community Safety Team** to reflect the wider community safety role that this team will be undertaking. In particular, the Team will play a key role in taking forward community reassurance and the objectives of the Council's Community Litter Plan.
- 4.2 The total operational staff resource within the Community Safety Team will be 20 and will integrate with the existing management structure of the Estates Management Division of Corporate and Neighbourhood Services. The proposed organisational structure is outlined below:



4.3 It is proposed that the Community Safety Team will provide a service across all the Council area, with coverage split into 3 distinct operational areas. Current knowledge and experience, together with analyst data will be used to focus and deploy resources on a daily basis within specific localities of the designated operational areas.

- EAST – including Grangemouth and Bo'ness areas
- WEST – including Denny/Bonnybridge and Larbert/Stenhousemuir areas
- CENTRAL – including Falkirk and Braes areas

- 4.4 A shift pattern will be introduced for the Team which covers the hours
- Monday – 7.00am to 8.30pm
  - Tuesday – Friday 7.00am to 10.00pm
  - Saturday – 9.00am to 10.00pm

All the Community Safety Officers and Wardens will participate in the shift pattern, with the exception of the Pest Control Officers.

- 4.5 Staff will be deployed into teams of two – a re-designated Community Safety Officer (previous Environmental Enforcement Officer) and a re-designated Community Safety Warden (previous Community Warden). The duties they will undertake will be to patrol a designated route carrying out similar duties as currently carried out by the Community Wardens. However, the team will also have the ability to issue fixed penalty notices as necessary. The re-designated Community Safety Officer will be responsible for issuing penalty notices, with the re-designated Community Safety Warden acting as a professional witness in such circumstances.
- 4.6 Deployment of the teams within prescribed geographical areas will be maintained as far as possible, in order to maximise their visibility and profile within the respective communities. This approach will also enable them to gain appropriate knowledge and operational intelligence about their area.

#### **Pest Control/Dog Warden Service**

- 4.7 The Pest Control and Dog Warden Services were integrated with the Environmental Enforcement Service some years ago in order to increase law enforcement activity potential. These services are however considered to be separate operational functions from those provided by the proposed Community Safety Team outlined above. Therefore, it is proposed that the Pest Control and Dog Warden Services will now operate as distinct functions, but under the same management and supervisory arrangements as the Community Safety Team. It is also proposed that two Pest Control Officers will operate a working week of 39 hours in the summer and 35 hours in the winter to accommodate the varying seasonal demand for the service.

#### **Environmental Wardens**

- 4.8 It is proposed that the Environmental Wardens merge with the Council's Street Cleansing Team and that their job function is mainstreamed into the current Street Cleansing service provision.
- 4.9 It is further proposed that the Clerical Officer post which currently supports the Community Wardens will join the Estates Management administration support team, in order to provide a more flexible and comprehensive support role to the Community Safety Team.

### **5. HR IMPLICATIONS**

- 5.1 A series of working groups were established with staff to consider various issues associated with the integration. On the basis of these discussions, revised job descriptions have been prepared and evaluated in accordance with Council grading procedures in order to reflect the changes in duties of the respective posts. It is proposed that all posts within the integrated service structure above will be appointed on a permanent basis. This will provide security of employment for those staff currently employed on a temporary basis.

#### **Community Wardens**

- 5.2 The revised job description for the re-designated post of Community Safety Warden is graded as E which would represent an increase from their current grade of D. This staff group will relocate to Earls Road Depot, Grangemouth. The relocation will enable the full Community Safety Team to be co-located within the same premises,



facilitating more effective team working. The teams will however continue to be deployed and operate within prescribed geographical areas. The proposed integration also offers the Community Wardens a progression structure that wasn't previously available. There will also be some change to the current shift patterns operated by these staff.

#### **Environmental Enforcement Officers**

- 5.3 There are no grading impacts for the Environmental Enforcement Officers arising from the re-designation of their posts to Community Safety Officers and they will remain on Grade F.
- 5.4 Currently this staff group work conventional day shifts, Monday to Friday. The introduction of a shift pattern will vary the hours and days that they currently work.
- 5.5 There will also be a training requirement for both staff groups in order to familiarise and enable them to undertake the different duties and responsibilities associated with the current Community Warden and Environmental Enforcement posts.

#### **Pest Control Officers/Dog Wardens**

- 5.6 Some officers within the Environmental Enforcement Team have the necessary skills and experience to undertake the above role.
- 5.7 This team will not operate a shift pattern although their hours will be varied during the summer and winter months.

#### **Environmental Wardens**

- 5.8 It is proposed that the posts of Environmental Warden be integrated into the permanent Street Cleansing establishment as Driver/Sweepers. Their terms and conditions will remain the same and there are no other significant HR implications, other than that they will benefit from a permanent contract.
- 5.9 The revised structure will also change the role of the current Environmental Enforcement Co-ordinator, Community Warden Manager and Fieldwork Co-ordinator. Revised job descriptions for these posts have been established, resulting in new re-designated posts of Area Estates Co-ordinator (Community Safety); Assistant Area Estates Co-ordinator and Area Estates Officer. The grading review of these posts has resulted in an increase of one grade for each post. There will be no grading change to the Clerical Officer role which currently supports the Community Wardens.
- 5.10 Given the period of time that some staff have been in post, it is anticipated that current staff (both operational and supervisory/management) will be matched to posts within the integrated service as far as possible. Vacancies after matching will be filled through normal recruitment and selection procedures.

## **6. FINANCIAL IMPLICATIONS**

- 6.1 The objective of the review has been to expand and increase the scope of the Community Warden and Environmental Enforcement services, within the existing budgetary provision.
- 6.2 Based on the revised gradings and associated on-costs, the proposed structure is estimated to cost £875,000. This cost can be accommodated within the current 2009/10 revenue budget for these Services.

## **7. CONSULTATION TO DATE**

- 7.1 Consultation meetings have been held with the staff and 3 specific Staff Working Groups were set up to consider the following issues:
- Operational Issues (including scope and nature of service provision)
  - Resources (including vehicles, PPE and service branding)
  - Shift Patterns
- 7.2 These discussions with staff have assisted in informing the proposals contained in the report. It is however recognised that the integration represents a significant change to current methods of service provision and the associated implications for staff providing the new service. As such, these discussions will be continued with staff and the trade unions in order to effectively manage the integration process and ensure appropriate working practices and processes are established and implemented, particularly in relation to shift rotas; supervisory cover and training and guidance.

## **8. OTHER FACTORS/IMPLICATIONS**

### **Branding**

- 8.1 It is proposed that the integrated service be renamed as the Community Safety Team. With the current posts of Community Wardens being renamed as Community Safety Wardens and the posts of Environmental Enforcement Officers renamed Community Safety Officers.
- 8.2 It is proposed that there is a service launch, with an appropriate publicity campaign to promote and advertise the service.

### **Vehicles**

- 8.3 It is proposed that 5 vehicles are purchased on long term lease to replace the current hired Community Warden vehicles and Environmental Enforcement Officers will no longer be required to use their own vehicles.
- 8.4 These vehicles will have highly visual livery to ensure that the new service is continuously promoted and in the public eye. One vehicle will be unmarked to enable covert operations to be undertaken.

### **Recording Apparatus**

- 8.5 In order to improve the quality of evidence gathered for enforcement action and also to protect officers against complaints with regard to their behaviour or actions, it is proposed that personal/body cameras are available for use by each area team.

- 8.6 This equipment has been trialled and found to be effective in enhancing the quality of evidence available, particularly when investigating complaints relating to the appropriateness of enforcement action.
- 8.7 The camera recordings will also provide a valuable training aid for officers to ensure consistency and standards of approach.

## **9. CONCLUSIONS**

- 9.1 The proposed integration of the Community Wardens and Environmental Enforcement Teams, provides an opportunity to better utilise staff resources, skills and vehicles, enabling a more comprehensive service to be provided to the community.
- 9.2 The proposed establishment of the area based Community Safety Teams will enable service coverage to be increased to cover the full Council area. Patrols by the Community Wardens are currently carried out on the basis of set routes. The new Community Safety Teams will use gathered intelligence to allocate officers into areas of highest need and will be focussed to specific areas and known “hot-spots” based on data gathered from reported incidents and general experience and knowledge gathered over time.
- 9.3 The proposals will also allow extended periods of coverage, particularly in the mornings and early evenings. These times are currently out with the working days of the Enforcement Team. The extended coverage will therefore enable the Teams to respond and tackle public feedback and concerns, particularly regarding dog-fouling, which predominantly occurs at these times.
- 9.4 The Community Safety Team will have a dual role, combining both the community engagement and support role of the current Community Warden service, together with enforcement powers, which can be utilised where necessary. The operational duties and responsibilities of the Team will be clearly defined to ensure that the appropriate balance between these roles is in place. Appropriate guidance and training will be provided to the Team to enable the dual role to be effectively undertaken.
- 9.5 Consultation has taken place with staff via the various working groups and trade unions. In order to effectively manage the change process for staff, a programme of training will be carried out to support staff during the integration process. It is also proposed that dialogue continues with staff and the trade unions in order to ensure that their feedback is incorporated into the finalised operational model.

## **10. RECOMMENDATIONS**

**Members are invited to:**

- 10.1 **Note the proposed integrated organisational structure, combining the Community Warden service and Environmental Enforcement Team;**
- 10.2 **Refer the proposed organisational structure to Policy and Resources Committee for approval**

.....  
**DIRECTOR OF CORPORATE & NEIGHBOURHOOD SERVICES**

Date: 23 July 2009

Ref: ABB0809

Contact Officer: David McGhee, Ext: 0788

**LIST OF BACKGROUND PAPERS**

NONE