

ENVIRONMENTAL SERVICES ACTION PLAN FOLLOWING INVESTIGATION

RECOMMENDATION	ACTION	BY WHOM	BY WHEN
General			
1. Review of all services delivered by the Lufton depot is undertaken to include all practices and processes that support each area of delivery	We are designing and agreeing service standards / Frameworks, reviewed risk assessments/tool box talks/ method statements and service health checks for all service areas and products/activities. These documents will not only form an operating model but also performance frameworks moving forward. We also using these documents as detailed dives into working practises for the LGR workstreams too.	Assistant Director – Strategy, Support Services & Environmental Services (S, SS & ES)	End June 22
2. Training and awareness should be provided to all staff to ensure they understand the importance of compliance with practices and processes and the risk to themselves and the Council if these are not followed.	<p>Training matrix completed, letter to all staff reminding them of code of conduct and whistle blowing policy. Finance training provided to budget holders/authorisers by – Lead Specialist, Finance S&C team considering induction process and annual reviews of key policies</p> <p>The new Fleet Specialist role established within the service provides a point of focus on Fleet and driver compliance – drivers / operators will be reminded of duties and responsibilities and actions will be taken if not compliant.</p> <p>Reviewed risk assessments and service health checks are also highlighted new training needs – these are being booked and logged into the training log and matrix</p> <p>Corporate training introduced to teams and individuals. Attendance and completed training is very high and will continue to be delivered by service management.</p>	Assistant Director – S, SS & ES / People Manager	<p>Completed</p> <p>Role in place: Complete</p> <p>Compliance enforcement: ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
3. The culture at the depot was also identified as a concern and work to develop and promote a more positive culture is also needed.	<ul style="list-style-type: none"> • Move Environmental Services Team reporting to the Director of Strategy & Support Services, via the Assistant Director post put in place to support. • Recruit a new Environmental Services Manager • People Manager support 	Assistant Director – S, SS & ES / People Manager / People Specialist (HRBP)	23/04/2023 Complete

RECOMMENDATION	ACTION	BY WHOM	BY WHEN
	<ul style="list-style-type: none"> • Open, transparent conversations • Consistent approach to people management including regular 1:1s • 1:1 training completed for anyone carrying out 1:1s • 1:1 audit to be conducted to ensure they are being done consistently • Wellbeing training with MIND in progress • Management training – investigations (June 2022) and Sickness absence (tbc) • Team meetings are booked on a regular basis (2-way feedback) • Union representatives have a regular slot to meet staff & are in regular conversation with site management. • ‘You Said, so we did boards’ in place to support staff consultation and feedback (creating a culture of listening to our staff and support a grass roots shaped service) 		Support now mainstreamed into service (ongoing)
Annual Leave			
4. All leave is booked and approved through the Councils i-Trent, as a single record. Training, support and relevant technology should be provided to staff to ensure they are clear on expectations and are comfortable in using the system.	Now in place and all leave being booked electronically	People Manager	Complete
5. Consideration should be given to revisiting the amount of leave taken by staff in the current period through reconciliation between the records. Any adjustments to leave should then be made in line with the allocation stated in the employee’s contract of employment.	No anomalies identified in terms of extra leave being taken. Some leave carry forwards have been actioned (with Director approval) where individual situations required it	People Manager	Complete

RECOMMENDATION	ACTION	BY WHOM	BY WHEN
Vehicle Records and Tracking			
<p>6. The processes for vehicle checks and key sign-out should be enforced more strongly at Lufton. This should apply to all fleet vehicles so that there is adequate audit trail on driver history in the event of issues arising.</p>	<ul style="list-style-type: none"> • Specialist Transport checking & enforcing walk around checks (driver user checks) & liaising with admin team to identify & chase through team leader missing driver user check sheets. • Minimise time taken for operatives to hand in completed driver user checks. • New telematics is in the process of procurement (this will provide management data for transparency & compliance) to support app tech for daily vehicle checks (delay due to potential alignment with county wide approach). <p>Key cabinets moved to team leader office for more visible control. Sign out sheets to be completed and monitored. Completed sign out sheets to be stored for 15 months.</p> <p>Identify procedures for Teams using plant off site (i.e. Countryside/Localities/Yeovil Recreation Ground) Centralise records with Specialist Transport.</p> <p>After consultation, all vehicles will be based at the Lufton operating centre. Increased gate spot checks to monitor documentation against signing out sheets</p>	<p>Specialist – Transport</p> <p>Service Manager</p>	<p>DUC actioned and in place</p> <p>Compliance/ procurement ongoing (target June 22)</p> <p>Completed</p> <p>End June 2022</p> <p>In place & monitoring on-going</p>
<p>7. Vehicle tracking should be consistently applied across the department to ensure good tone is set from the top at Lufton and to ensure that there is adequate audit trail on driver history in the event of issues arising.</p>	<p>Trackers now in all vehicles and new trackers (included within the new telematics procurement work stream) being procured which will provide enhanced management information.</p>	<p>Specialist - Transport</p>	<p>All vehicles now tracked. Procurement process for upgraded system (target end of June 22)</p>

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8. Vehicle tracking information should be reviewed by a designated resource at an agreed interval. Journeys that fall outside of normal working parameters should be brought to the attention of a senior manager and further enquiries then made	<ul style="list-style-type: none"> Produce tracking report (weekly by admin). Analyse with team leader &/or Operations Manager. Independent quarterly review (Monthly) by Service Manager post <p>This will be an easy reporting process with the new telematics being procured.</p>	Specialist - Transport	Commenced Feb 2022. Ongoing action as part of procurement of tech
9. Any breaches to working practices in relation to vehicle use, including unauthorised journeys and corrected odometers should be reported to the Director for Strategy and Support Services immediately.	<p>Specialist – Transport now appointed and monitoring usage regularly alongside the Specialist – Fleet Services. Trackers now in all vehicles and new trackers being procured which will provide enhanced management information.</p> <p>Driver policy document being updated (this will be easily available on new telematics app for all staff). The policy will re-iterate the rules and regulations regarding vehicle usage.</p>	Environmental Services Manager / People Manager	<p>Initial actions completed.</p> <p>Ongoing monitoring taking place</p> <p>Policy target for completion End of May 2022</p>
Use of Council Vehicles for Private Use			
10. The Council should agree on a policy for taking work vehicles home overnight. Consideration should be given to the perceived advantages to the Council, any insurance implications and the responsibility for the safety of staff.	<p>Business case being put together to propose a change to terms and conditions of employment, due to longevity of personal use, we will need to work with the unions to do this through a period of consultation.</p> <p>Details also to be detailed within the Driver Policy.</p>	People Specialist/ Environmental Services Manager	<p>End of June 22</p> <p>End of May'22</p>
11. Vehicles should not be used for private use during and outside of working hours. This should be reiterated to all staff and where breaches occur, these should be reported to the Director for Strategy and Support Services immediately.	<p>Consultation and actions to address are currently being delivered by the people specialist.</p> <p>Intention to bring all vehicles back to yard to act as fleet pooled vehicles (here at start of day and end of day)</p> <p>Details to be highlighted within Driver Policy</p>	Environmental Services Manager / Specialist - Transport	<p>End of June 22</p> <p>End of May 22</p>

RECOMMENDATION	ACTION	BY WHOM	BY WHEN
Use of Council buying power / card / account for Personal Purchases			
<p>12. Employees at Lufton should be reminded that only goods and services that are a valid liability of the Council should be purchased through Council methods of payment and Council trade accounts.</p> <p>Consideration should be given to refresher training with regards to this area.</p> <p>Noncompliance with the above should be reported to the Director for Strategy and Support immediately.</p>	<p>Code of Conduct reminder</p> <p>Financial Regulations guidance</p>	<p>Assistant Director – S, SS & ES</p>	<p>Completed</p>
Using Council owned or hired items or services for non-Council work			
<p>13. Staff should be reminded that property of the Council or hired equipment is not to be removed or used without prior approval from the Director for Strategy and Support Services. Communications or a written policy for staff guidance may be beneficial. Breaches to the above should be reported immediately to the Director for Strategy and Support.</p>	<p>Controls around purchasing / buying are being improved included better store controls and inventory updates / documentation – linked to Fleetmaster upgrade (requires procurement)</p> <p>Budget monitoring tracking responsibilities now at Team Leader upwards so shared responsibilities and awareness.</p>	<p>Assistant Director – S, SS & ES</p>	<p>Commencing April, Target date June 2022</p> <p>Completed and ongoing monitoring</p>
Sale of Council Items			
<p>14. It should be ensured that Financial Regulations are complied with regarding disposals. This should include, where necessary, documented rationale, i.e., value for money and evidence of discussion with the Procurement and Risk Manager.</p>	<p>Disposal documentation training</p> <p>Documentation shared on SharePoint, disposal through auction (with documentation shared with capital financial specialist) - examples as of 26/01/2022</p>	<p>Assistant Director – S, SS & ES</p>	<p>Completed</p> <p>Ongoing - Disposal form being used and all work completed in collaboration with finance capital specialist</p>
Declarations			

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15. Personal Relationships - Staff should be reminded to declare any personal/family relationships, and these should be routinely assessed by a relevant manager who can consider the relationship for operational and reporting purposes.	<i>Linked to wider organisational change from other investigation</i>		Mandatory training sessions completed
16. Gifts and Hospitality - Staff should be reminded on the rules around declaration of gifts and hospitality and provided with the necessary training and access to do so.	<i>Linked to wider organisational change from other investigation</i>		Mandatory training sessions completed
17. Private works - The Council should decide on a stance regarding private works. Should these be allowed to continue, they must be declared and approved, where necessary by the Director for Strategy and Support Services, and not conflict with working arrangements or be done using work equipment, plant or vehicles.	<i>Linked to wider organisational change from other investigation</i> <i>All Lufton staff have been informed.</i>		Complete
18. Employment contracts will also need to be reviewed and amended in line with the agreed approach.	<i>Linked to wider organisational change from other investigation</i>		
Recruitment Processes			
19. The Council should review the arrangement with the agency and consider its own Fair Recruitment Policy in this. Future posts should be filled using the correct process to ensure fairness and to avoid accusation and risk of favouritism.	All recruitment now follows the same process as the rest of the organisation, independent external assessor used for recent high-level recruit robust process was undertaken. Agency agreement reviewed by Solicitor to the Council who has confirmed no tie in. People Specialist and People Manager met with the agency to discuss future arrangements. All agency bookings need to go through People Manager and People Team from now onwards though plan in place to eliminate/drastically reduce agency.	People Manager / People Specialist(s)	Complete
Access to Personal Data			

RECOMMENDATION	ACTION	BY WHOM	BY WHEN
20. A data cleansing exercise should be undertaken on the shared and local drives to remove any personnel files which would, if found, constitute a breach of Data Protection Regulations.	Paper files to be removed from locked office spaces and either stored appropriately or securely destroyed J:Drive cleansing to be completed by People manager and team leader administration.	People Manager / People Specialist	End June 2022
Compliance with the employee Code of Conduct and Financial Procedure Rules			
21. All staff should be reminded of their individual responsibility to comply with the employee Code of Conduct and the Financial Procedure Rules. Training should also be provided to all staff on both.	Linked to completion of actions above.	N/A	N/A