

**Forest Heath District Council  
St Edmundsbury Borough Council**

**WEST SUFFOLK WASTE  
AND STREET SCENE  
SERVICES JOINT  
COMMITTEE**

**23 MARCH 2012**

**REPORT NO**

**C402**

**Report of the Strategic Director (Services) (FHDC)  
and the Corporate Director (Economy & Environment)  
(SEBC)**

**Progress on delivering the 2011/2012 Joint Waste Service Plan and review of performance.**

**Synopsis:**

This report updates the Joint Committee on progress made against the key tasks in the 2011/2012 Joint Service Plan and the related key performance indicators for the period 1 April 2011 to 31 December 2011.

**Background**

1. The Joint Service Plan is intended to aid the integration of service delivery and enable the Joint Committee to manage the delivery of services in accordance with the Partnering Agreement. The service plan is supported with a range of performance indicators in order to determine if progress is on target and to determine where further action is needed.
2. This report is intended to update the Joint Committee on the following:-
  - (a) progress against the service plan actions; and
  - (b) cumulative progress with the service indicator dataset.

**Progress to date**

3. Performance of the Joint Waste Partnership is monitored and measured in relation to the following:-
  - (a) the Service Plan actions and milestones; and
  - (b) performance against the agreed performance indicators and targets.

***The Service Plan actions and milestones***

4. Table 1 below provides a summary of the interim progress (up to end of December 2011) against the service plan actions adopted for 2011/2012.

**Table 1: Summary of progress against the 2011/12 Service Plan**

	<b>ACTION</b>	<b>TARGET</b>	<b>PROGRESS</b>
WSS T1	Further progression of the joint partnership including work towards developing a more unified management structure and integrated ways of working.	March 2011	<ul style="list-style-type: none"> <li>• Interim Team structure progressed.</li> <li>• Full integration subject to progression of the shared services review.</li> </ul>
WSS T2	Investigate opportunities for efficiency savings across all WSS service areas. <ul style="list-style-type: none"> <li>• Implement the findings from the review of Street Cleansing.</li> <li>• Review Recycling Centre efficiency and contracts</li> </ul> <ul style="list-style-type: none"> <li>• Review options for glass recycling</li> </ul>	30 Sept 2011	<ul style="list-style-type: none"> <li>• Project ongoing including implementation of revised cleansing rounds and a review of litter and dog bins.</li> <li>• Reviewed options for glass and textiles and continuing with present arrangements for duration of blue bin contract.</li> <li>• Undertaking a project on glass recycling in Haverhill and on USAF Lakenheath.</li> <li>• Completed. At this stage glass recycling is to not to be extended to the blue bin scheme.</li> </ul>
WSS T3	Review of procurement activities and implementation of a joint process for the procurement and management of goods and services.	31 March 2012	<ul style="list-style-type: none"> <li>• Joint procurement being utilised for refuse vehicles, refuse bins and staff uniform.</li> </ul>
WSS T4	Develop an action plan to increase income in relation to: <ul style="list-style-type: none"> <li>• Schedule 2 and Commercial Waste</li> <li>• Recycling Performance Payments</li> </ul>	31 March 2012	<ul style="list-style-type: none"> <li>• Completed. New Regulations have been delayed so charging policy is unchanged.</li> <li>• Part of current IAA negotiations with SCC. For 2012/13 and 2013/14, the RPP will remain unchanged.</li> </ul>

WSS T5	Coordinate the delivery of the individual trade waste services and the opportunities to increase service demand.	31 March 2012	<ul style="list-style-type: none"> <li>• Project commenced with interim merging of trade waste documentation.</li> <li>• Started the joint promotion of West Suffolk services e.g. skip hire etc.</li> <li>• Aiming to secure joint pricing and single identify from April 2013 onwards.</li> </ul>
WSS T6	Development and delivery of a targeted marketing and enforcement strategy to improve waste diversion and reduce environmental crime.	31 March 2012	<ul style="list-style-type: none"> <li>• Commenced. In December, a survey to residents across Suffolk was undertaken to determine behaviours and their reasons. The results and implications for future marketing campaigns will be reported at the next committee.</li> </ul>
WSS T7	Introduce food waste collections from municipal waste.	31 Dec 2011	<ul style="list-style-type: none"> <li>• Project completed presented to Joint Waste Committee.</li> <li>• Working with the SWP to refine modelling and determine opportunity for future implementation.</li> </ul>
WSS T8	Develop joint performance management arrangements for the service and/or partnership.	31 March 2012	<ul style="list-style-type: none"> <li>• Agreed a single set of service performance indicators for 2012/13.</li> </ul>
WSS T9	Develop and implement a unified process to procure and manage the vehicle fleet.	31 March 2012	<ul style="list-style-type: none"> <li>• Vehicle procurement progressed and tender quotes received.</li> <li>• Slight delay due to implications of Food Waste project.</li> </ul>
WSS T10	Develop a single approach to service identity and marketing including: <ul style="list-style-type: none"> <li>• Staff appearance</li> <li>• Vehicle livery</li> <li>• Service marketing tools</li> </ul>	31 March 2012	<ul style="list-style-type: none"> <li>• Commenced and ongoing.</li> <li>• Commenced and ongoing.</li> <li>• Commenced with single branding now used for leaflets.</li> </ul>
WSS T11	Support and influence the Suffolk Waste Partnership.	31 March 2012	<ul style="list-style-type: none"> <li>• Ongoing. Representation on all working groups</li> </ul>
WSS T12	Identify, review and align WSS service policies.	31 March 2012	<ul style="list-style-type: none"> <li>• Further action required</li> </ul>
WSS T13	Implement a unified approach to CRM and the management of service data.	31 March 2012	<ul style="list-style-type: none"> <li>• Further action required</li> </ul>

WSS T14	Review the service to ensure that it meets the Equality Duty requirements	31 March 2012	<ul style="list-style-type: none"><li>• Further action required</li></ul>
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5. The key areas of progress to note since the last update includes:-

**(a) Street Cleansing Review**

- (i) Work is progressing albeit this has been hampered by the impact of other workstreams:-
- New street cleansing rounds are becoming operational;
  - Review of litter bins and associated policies are progressing;
  - Review of Newmarket High Street and bin requirements has reached bin procurement stage; and
  - Significant work has ensured that both FHDC and SEBC have a digital map of all litter and dog bin locations.

**(b) Vehicle Procurement**

- (i) Work is continuing on a combined procurement exercise for a range of waste and street scene vehicles. Aligned with this is the review of vehicle livery and colour schemes, and the significant vehicle and plant renewal over the next two years.

**(c) Joint Municipal Waste Strategy Annual Report**

- (i) Officers are currently involved with the review and development of the Joint Municipal Waste Management Strategy for Suffolk and the associated Action Plan, which will identify specific projects up to the end of the contract in 2014.

**(d) Food Waste Collections**

- (i) The full analysis of food waste collections in terms of cost and performance has been completed, involving the following workstreams:-
- Waste compositional analysis on the brown bin;
  - Literature review and current market expectation;
  - Contacts with other councils operating schemes; and
  - Modelling of the different options.
- (ii) A separate report was presented on the results of this project in January 2012 advising on the research outcomes. Discussions are ongoing within the Suffolk Waste Partnership on potential opportunities to introduce food waste collections in the future.

**(e) Textile Recycling**

- (i) The Suffolk Waste Partnership is reviewing options to incorporate textile recycling into the current blue bin scheme. It is hoped that the new scheme will become operational in 2012 and focus on extracting the textiles currently disposed of in the black bin.

***Performance against the national performance indicators and agreed targets***

6. Table 2 below outlines the service indicators that relate to waste and street cleansing services for Forest Heath and St Edmundsbury, for the period 1 April 2011 to 31 December 2011 inclusive. The targets for 2011/2012 are listed along with the data outturn for 2010/2011 to compare the current performance with that of the previous year.

7. Appendix 1 (Chart 1 and 2) details the current profiled waste recycling progress against the same period in 2010/2011 for both Councils.

**Table 2: Service Indicators 2011/12**

DESCRIPTION		2010/11		2011/12	2011/12 (CUMULATIVE)			COMMENT
		ACTUAL	TARGET	TARGET	QTR 1	QTR 2	QTR 3	
Residual waste per household	FHDC	468kg	500kg	460 kg	102 kg	212 kg	327 kg	Decrease of 9kg per household by Q3 2010/11
	SEBC	443kg	478kg	473 kg	120 kg	233 kg	349 kg	Increase of 6kg per household by Q3 2010/11
Percentage of household waste recycled and composted	FHDC	45.89%	46.00%	47.00%	53.28%	52.47%	50.6%	Increase of 2.12% by Q3 2010/11
	SEBC	50.12%	52.00%	53.00%	54.18%	56.12%	54.37%	Increase of 0.63% by Q3 2010/11
Percentage of municipal waste landfilled	FHDC	58.42%	55.00%	56.00%	52.09%	52.84%	53.27%	Reduction of 2.77% by Q3 2010/11
	SEBC	53.24%	52.00%	52.00%	50.04%	48.45%	49.89%	Reduction of 1.5% by Q3 2010/11
Improved street and environmental cleanliness – litter	FHDC	6%	6%	8%	7%	8%	6%	Improvement
	SEBC	4%	4%	N/A	ND	ND	ND	N/A
Improved street and environmental cleanliness – detritus	FHDC	12%	16%	25%	13%	23%	19%	Improvement
	SEBC	14%	13%	NS	ND	ND	ND	N/A
Improved street and environmental cleanliness – graffiti	FHDC	0%	1%	1%	0%	0%	0%	No Change
	SEBC	3%	3%	NS	ND	ND	ND	N/A
Improved street and environmental cleanliness – fly-posting	FHDC	0%	1%	1%	0%	0%	0%	No change
	SEBC	0%	0%	NS	ND	ND	ND	N/A
Improved street and environmental cleanliness – fly-tipping	FHDC	Very Effective	Effective	Very Effective	Effective	Effective	Effective	Decreasing incidents
	SEBC	Very Effective	Very Effective	Very Effective	Effective	Effective	Very Effective	Decreasing incidents

8. The key issues to note are:-

(a) In terms of municipal waste:-

(i) The trend for the generation of household waste forms a similar profile between 2010/2011 and 2011/2012 and there is consistency in the profile between FHDC and SEBC.

(ii) From April to December 2011, the percentage of waste that was recycled and composted has increased in comparison to the same period last year, for both FHDC and SEBC.

- FHDC:

- 521 tonne increase in recycling/composting.
- 272 tonne reduction in residual waste.
- There has been a 264 tonne overall reduction in the amount of household waste collected.
- There have been improvements in the amount of waste collected from the blue and brown bin kerbside collections and recycling centres.

- SEBC:

- 589 increase in recycling/composting;
- 264 tonne increase in residual waste;
- Whilst there has been an overall increase in household waste, the proportion of this waste recycled and composted has increased;
- The amount of waste collected from the blue bin has reduced however the tonnage collected through the brown bin has increased by a greater amount (net gain of 166 tonnes);
- There has been a slight increase in the tonnage collected from recycling centres.

(b) In terms of street scene:-

(i) There is ongoing consistency with the performance of FHDC and SEBC with regards to managing environmental cleanliness. For both Councils:-

- Graffiti and flyposting performance is positive and is consistent with the national average. The number of instances continues to be relatively low.
- There has been a decrease in the number of fly-tipping incidents. Overall performance was classed as 'effective' (FHDC) and 'very effective' (SEBC) as incidents have decreased.

(ii) Specific performance for FHDC illustrates:-

- Litter and detritus performance is higher than the national average.

- Litter performance decreased by 3% from 2010/2011. This can be attributed to reduced resources and the implementation of a new monitoring system. The cleanliness of main roads, industrial areas and high obstruction housing is still below the required standard.
- Detritus performance has decreased and is consistent with the national average.

### **Finance/Budget/Resource Implications**

9. To date there have been no financial or resource implications as all the key tasks have been delivered within existing budgets.
10. The progression of the waste partnership, including the recent changes to the staff organisational structure, is expected to provide financial savings in the long term.

### **Environmental Impact and Sustainability**

11. The Joint Service Plan actions aim to contribute positively to the provision of sustainable waste and street scene services.
12. The performance achieved and targets set aim to reduce the total amount of waste sent to landfill through increasing the amount of waste available for re-use, recycling and composting. Furthermore, the provision of an effective street scene service will maintain high environmental standards and protect local amenity.

### **Policy Compliance/Power**

13. There are no policy compliance issues associated with this report.
14. The Joint Service Plan requirements are in line with the Partnering Agreement and will support both Council policies and objectives.
15. The service plan supports the vision and actions of the Joint Municipal Waste Management Strategy for Suffolk.
16. As part of the data quality and verification processes, both councils collate, record and monitor statistical information to the required standard.

### **Performance Management Implications**

17. The performance data outlined in this report refer to service indicators reported by both Councils.

### **Legal Implications**

18. There are no legal implications associated with this report.

### **Human Rights Act and Diversity Implications**

19. There are no human rights or diversity implications associated with this report.



## **Crosscutting Implications**

20. The successful completion of the service plan actions is dependant on support from other council services at FHDC and SEBC.

## **Risk Assessment**

21. The targets for 2011/2012 have been set following consideration by Officers and have received Member approval.
22. The planned enhancements are outlined in the Joint Service Plan and have been individually risk assessed.
23. Performance will be reported quarterly to the Joint Committee to monitor progress and ensure that targets are being achieved.

## **Council Priorities**

24. The Joint Service Plan contributes to the following priorities:-

### **Forest Heath:**

- (a) Community engagement and communication;
- (b) Community safety; and
- (c) Street scene and environment.

### **St Edmundsbury:**

- (a) Raise standards and corporate efficiency;
- (b) Improve the safety and well being of the community; and
- (c) Secure a sustainable and attractive environment.

## **Recommendations:**

25. It is recommended that the Joint Committee **NOTES:-**
- (a) progress made against the projects identified in the Joint Service Plan 2011/2012; and
  - (b) performance in relation to the service performance indicators.

Nigel McCurdy, Strategic Director (Services)  
Sandra Pell, Corporate Director (Economy & Environment)

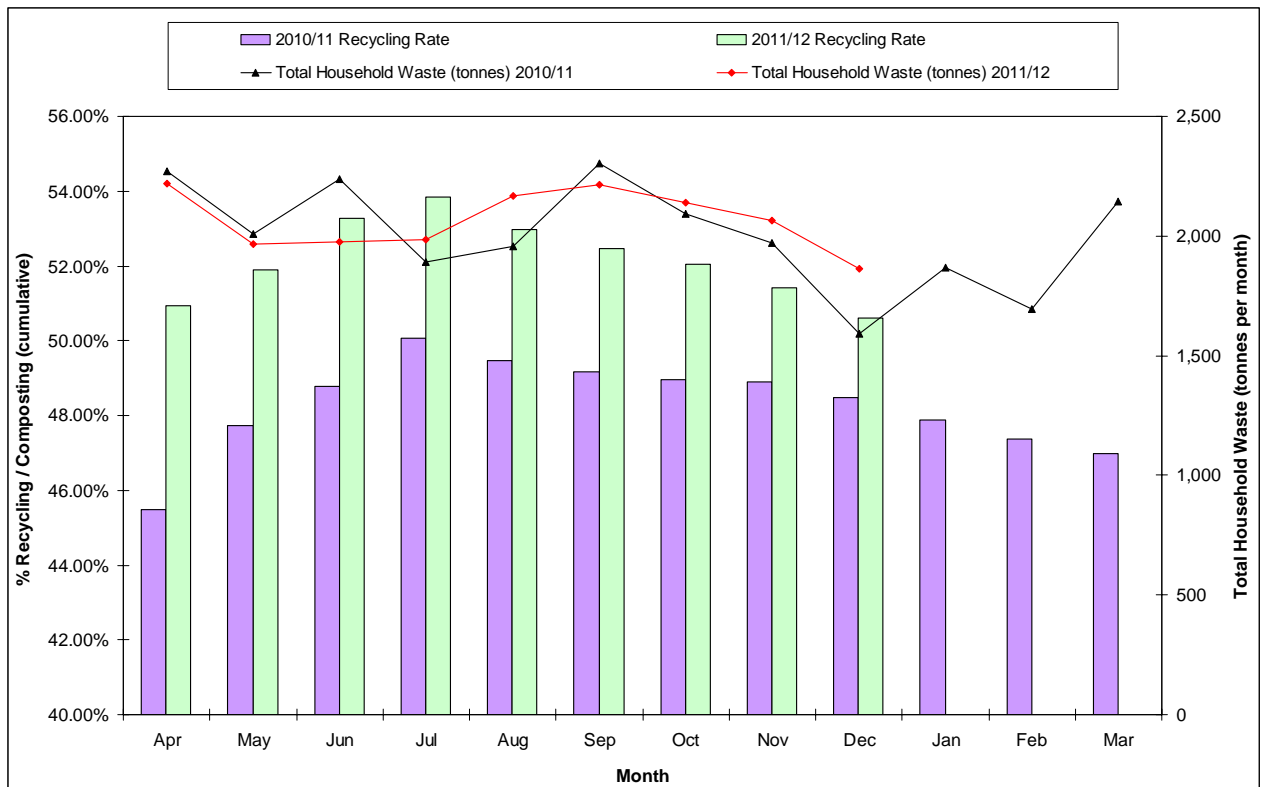
## **BACKGROUND PAPERS**

Appendix 1: Trend in Household Waste Generation and Recycling

## **CONTACT OFFICERS**

Mark Christie, Service Manager (Environment and Waste)  
Mike Culver, Waste Projects Officer  
Lee Williams, Waste Awareness Officer

**Chart 1: FHDC Household Waste Data**



**Chart 2: SEBC Household Waste Data**

